

# CHILDREN'S AID SOCIETY

FOUNDED IN 1902



# 2019

ANNUAL REPORT

**Successful** Lives  
**Stable** Families  
**Strong** Community





# MEMORIES

*of Melrose*

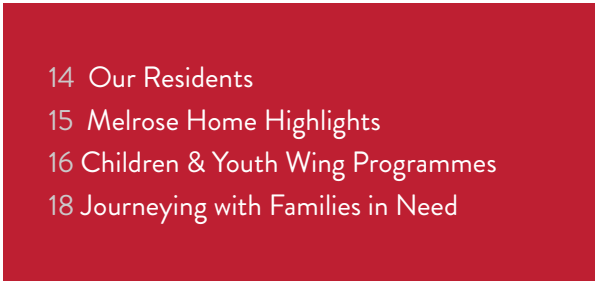




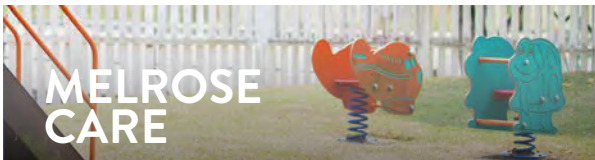
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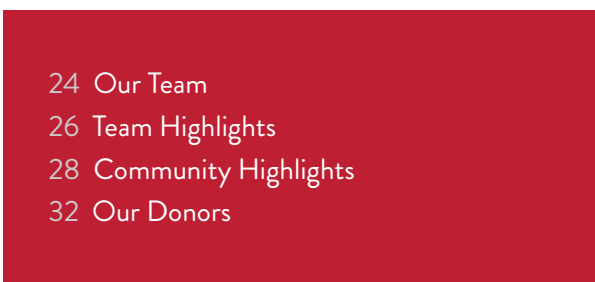
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# About CHILDREN'S AID SOCIETY



## 1880s

With a heritage tracing back to the era of British colonial rule in the late 1880s, Children's Aid Society is among the oldest philanthropic organisations in Singapore. The organisation was originally established as St Nicholas Home, but was closed in 1900 due to lack of facilities to accommodate residents.



## 1930



In 1930, the Society rented a large colonial bungalow at 29 Tomlinson Road and named it "Melrose Home".

## 1970s

The children and staff moved from Tomlinson Road to their beautiful new home in April 1970 and in the following year of 1971, Mrs Benjamin Sheares, the then First Lady, officially opened Melrose Home. In 1972, Mr T.S. Zain became the first Singaporean Chairman of the Children's Aid Society, heralding a new era.



## 2013



To better meet the changing needs of the community, Melrose Home expanded its capacity to welcome more youths. The Home's extended Youth Wing was officially opened by Mrs Mary Tan, our then First Lady, on 26 July 2013. Funded and developed by Ascendas GIVES Foundation and its partners, the new wing bolstered our capacity to be able to provide care for a total of 30 youths. The new wing included study and recreation spaces, as well as outdoor facilities to provide a conducive living environment.

## 2019

The year marked many new milestones for CAS, including a corporate rebranding exercise, service expansion of Melrose Care (Community-based Counselling & Psychotherapy Centre), and announcement of Melrose Village redevelopment project.

## 1902

The Home was re-opened as the Children's Aid Society in 1902 through the efforts of a group of civic-minded men and women from the British Colonial Government, major European companies, and religious organisations. These included the Society's first president, Hon. W.R. Collyer (Attorney General of the Straits Settlements), Sir Cecil Clementi (Governor of Singapore, 1930 - 1934) and Sir Thomas Shenton (Governor of Singapore 1934 - 1942)

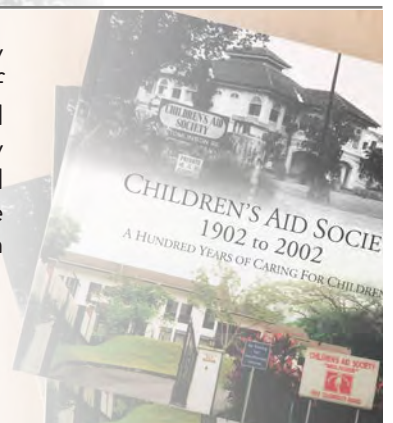
## 1960s

In the late 1960s, the high cost of maintaining the old Timlinson bungalow and the need for a bigger boarding house led to the purchase of a property, set along a hillock along Clementi Road.

Our honorary architects, James Ferry & Partners, designed and built a double storey boarding house to cater fully to the needs of the residents. On 31st October 1969, the wife of our first president, First Lady Puan Noor Aishah, officiated the Foundation Stone Laying Ceremony of the new Melrose Home at 503 Clementi Road

## 2002

Children's Aid Society celebrated 100 years of caring for children and launched our centenary book, which highlighted our dedicated service to the community from 1902 to 2002.



## 2018

Melrose Home begun its transformation into a Small-Group Care residential model that could better address the unique developmental needs and interests among children and youth groups. Dedicated staff teams catered to the needs of Children Boys, Children Girls, Youth Boys and Youth Girls, and customised new guidance, therapy and care programmes to individual groups.

# 117 years on...

Children's Aid Society remains dedicated to nurturing successful lives, stable families and a strong community.

The Society aims to provide a holistic range of residential care, specialized therapy, and psychological services to support and empower the most vulnerable in our community to overcome challenges of adverse family circumstances, family violence, and child neglect.



## VISION

Successful Lives, Stable Families, Strong Community.

## MISSION

To help children and young persons in need so that they succeed and contribute to family and society.

## CORE VALUES

### COMPASSION

Demonstrate kindness and concern towards every individual. Be sensitive and attentive to needs, Be responsive in a timely and appropriate manner.

### INTEGRITY

Uphold high ethical standards and demonstrate a high level of trust and honesty in words and action.

### PASSION

Show passion and commitment to the vision, mission and objectives of the Society.

### TEAMWORK

Respect each other's differences. Look beyond oneself and work in partnership with others, building trust through openness and goodwill.

### PROFESSIONALISM

Act in the best interest of beneficiaries. Maintain professional competence and seek self improvement continually.

## CORPORATE INFORMATION

<b>Date of Registration as a Society</b>	19 Dec 1962
<b>Date of Registration as a Charity under Charities Act (Chapter 37)</b>	14 Feb 1984
<b>ROS Reference Number</b>	0990/1947 WEL
<b>UEN Number</b>	S62SS0031K
<b>Institution of a Public Character No.</b>	IPC000456 (Accorded till 31 Mar 2022)
<b>Registered Address</b>	35 Boon Lay Avenue, Singapore 649962
<b>Charity Trustees Bankers</b>	HSBC Trustee (S) Ltd
<b>Bankers</b>	The Hongkong & Shanghai Banking Corporation Ltd, United Overseas Bank Ltd
<b>Statutory Auditors</b>	Deloitte & Touche LLP
<b>Internal Auditors</b>	Shared Services for Charities Ltd
<b>Honorary Legal Advisors</b>	Allen & Gledhill LLP
<b>Honorary Doctors</b>	Drs Bain & Partners, Chang Clinic
<b>Honorary Advisors</b>	Dr Chang Tou Liang - Medical Practitioner



# CHAIRMAN'S *Message*

**2019 marks Children's Aid Society's 117th year of service to underprivileged children, youths and their families. It was a very special and fulfilling year for Children's Aid Society (CAS), one that embodied progress and transformation. Two major projects to expand CAS' social and professional services to the community and to transform the Home into a multi-purpose facility serving a wider community were launched.**

As reported in 2018, CAS stepped up in its service offering by expanding into community-based counselling and psychological services through Melrose Care. This new centre located in the center of Woodlands (Admiralty) housing estate, started providing counselling and specialised therapies for children, youth and families in July 2019. Services offered include art therapy, play therapy, counselling, and psychological assessment and treatment.

Melrose Village, the 3,500 sqm purpose-built facility offering integrated care and support services for children and youth between 3-21 years old as well as counselling and psychological services for the Bukit Timah and Clementi communities, progressed according to plan. After months of hard work and planning, Melrose Home was relocated to 35 Boon Lay Avenue on 16 December. This transition was planned to facilitate the development of Melrose

Village. The temporary home at Boon Lay is conducive to the Small-Group Care model. Hence, we are pleased to announce the complete adoption of this care model where staff-residents' ratio is improved to provide better care.

A Gala Dinner was a fitting event to mark our 117th year. It was heartening to have over 300 donors and supporters gathered for this occasion. That November evening saw the unveiling of our new corporate and service logos, rejuvenated through the pro bono design service of Eggs Creative, one of our supporters. Together with Ms Sim Ann (Senior Minister of State, Ministry of Communications and Information & Ministry of Culture, Community and Youth, and MP for Holland-Bukit Timah GRC) and Mr Vikram Nair (MP for Sembawang GRC), we officially launched the Melrose Village development project. In support of this visionary project and our new service – Melrose Care, the dinner raised over \$310,000! We are grateful to all our supporters and donors.

During the year under review, Melrose Home welcomed 5 new residents and provided care for a total of 55 residents. We facilitated 10 residents to reunite with their families as family circumstances improved. These former residents will continue to benefit from our after-care programme, as we ensure their smooth transition to back to the community.

Together, both Melrose Care and Melrose Home touched 211 lives in 2019.

Finally, I personally would like to express my heartfelt gratitude to our community of donors and supporters for their commitment in donation, time, effort and in kind; to our staff team, for their dedication in ensuring high standards of care and service; and to members of the Executive Committee, and Sub-Committees for their generous time and effort in steering Melrose Home and Melrose Care. We are also grateful for the guidance and support from the Ministry of Social & Family Development, and the National Council of Social Service.

Thank you all for sharing our vision and being a part of our Melrose Community.

**Jarrod Ong Chew Yeang**  
Chairman, Executive Committee



# EXECUTIVE DIRECTOR'S *Message*

**Our 117th year as a charity and a social service agency was an exciting one. It was filled with many 'firsts' for Children's Aid Society. I am pleased to share these with you in the following paragraphs.**

After much preparation and groundwork, we opened the doors of Melrose Care, a community-based counselling and psychological services at 557 Woodlands Drive 53. Our first successful attempt to extend our services beyond residential care was made possible by the unwavering support from the local Member of Parliament Mr Vikram Nair, encouragement from our peers in social service agencies and finally the faith and commitment of our pioneer team of clinicians. This marked Children's Aid Society's transition into a multi-service agency to serve more people in need.

Back at Melrose Home, much was happening as well. Plans were firmed up for the re-development of our campus along Clementi road. We co-organised an architectural design competition with the Singapore Institute of Architects to bring forth the vision of 'Melrose Village'; a purpose-built site that would house

multiple small-group care residential units, a hostel for independent living and a satellite-centre of our community-based service Melrose Care as introduced in the preceding paragraph. This marked the second time the Society was attempting to rejuvenate our service delivery by creating a purpose-built facility for children and young persons, the first being the move from Tomlinson road to the current building. Another milestone indeed.

The Melrose Village project was formally launched at our Gala Dinner held in November during the year. The launch was officiated by Ms Sim Ann, Senior Minister of State for the Ministry of Culture, Community & Youth and the Ministry of Communication and Information jointly with Mr Vikram Nair and our Chairman Mr Jarrod Ong. Topping the list of milestones was our exercise to re-design our visual representation by Egg Creatives as a pro bono project. Our new corporate logo and services logos were unveiled at the dinner. 2019's Gala Dinner was successful in many ways, one which counted more than \$310,000 raised from the event,

another was attendance of some of our alumnus or former Melrose Home residents.

As we grow the services we offer, we continue to require your support in ways of donation, voluntary services or simply encouragement. Children's Aid Society is committed to continue advancing our care and support for children, young persons, and their families, in residential care and in the community.

Thank you for your interest and support for our staff team, our volunteers and more importantly, our residents and clients.

**Dr Frederick Low**  
Executive Director



## *Enhancing Community Access* **TO COUNSELLING & THERAPY SERVICES**

### *CAS Service Expansion: Melrose Care*

We believe in building on our commitment to the community and worked towards introducing a new service that could address this growing need and expand the availability of professional psychotherapy services in Singapore. In 2019, we were able to dedicate resources and reserves that were prudently accumulated over the years into CAS's milestone service expansion.

On 4 July 2019, we held the soft-opening for our second service, Melrose Care - a Counselling & Psychotherapy Centre located at Woodlands (Admiralty) housing estate. This new community-based service will focus on providing specialised therapies for children, youth and families, including art therapy, play therapy, counselling, psychological assessment and treatment.

Moving forward, Melrose Care also aims to develop into a hub for advanced clinical training and research in the specific areas of art therapy, play therapy and attachment therapy as a means to contribute to clinical thought leadership and practice excellence in Singapore.



## *Growing from Home to Village* **JOURNEY OF A THOUSAND MILES BEGINS WITH A SINGLE STEP**



Since 1970, Melrose Home as a purpose-built facility sat on top of a gentle hill overlooking Clementi road. After caring for thousands of young lives in the last fifty years, the time to redevelop and repurpose our facility to care for many more in the next 50 years had come.

Children's Aid Society embarked on a journey to transform Melrose Home into Melrose Village, a care facility that would not only provide more advanced care for children

and young persons but also widen our scope to include a specialised unit for toddlers and a hostel for independent living for those transiting into adulthood. In addition, the Village would also include a counselling and psychological service centre catering to the needs of the wider community around Bukit Timah and Clementi area.

### *Architecture Design Competition with Singapore Institute of Architects*

We took our first step on this journey by organising an Architecture Design Competition jointly with the Singapore Institute of Architects (SIA). To accommodate the strong interests among the architects, we hosted two briefing and walk-about sessions on our campus. An esteemed jury was also assembled with veteran and award-winning architects in the midst. The design competition would conclude in early 2020.



## Treasuring Our Memories of Melrose Collaboration with Community Artists

We launched the 'Memories of Melrose' Community Art Project, in the hope of exploring collaboration with local artists who could help capture the beauty and heritage of our Clementi campus before its eventual redevelopment. Many graciously responded to our call for participants and it was a joy hosting volunteers from Scenic Rangers, Sunday Sketches, Urban sketches Singapore, Let's Shoot Film SG, and Leica User Group Singapore. We were very touched to receive the beautiful sketches, paintings and photographs that captured meaningful vignettes of life in Melrose Home.



Volunteers from Urban Sketchers



Volunteer from Sunday Sketchers



Volunteers from Scenic Rangers

## 'Through Our Lens' Photo Contest for Residents & Staff

To give our residents and staff the opportunity to bid farewell to Melrose Home on a meaningful note, we organised the 'Through Our Lens' photo contest. Residents and staff were invited to capture moments or areas of the Home that held special meaning for them. It was heartening to see all the beautiful photographs that were submitted, which captured each participant's unique and heartfelt perspective of their 'Home away from Home'



Resident 1st Place



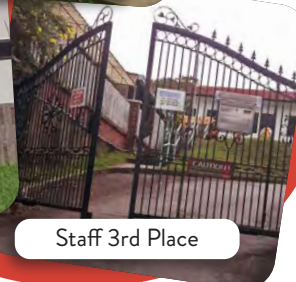
Staff 1st Place



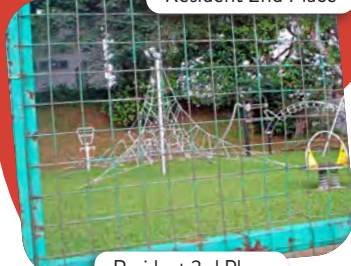
Staff 2nd Place



Resident 2nd Place



Staff 3rd Place



Resident 3rd Place



## Alumni Community Video

We also hoped to capture some wonderful memories for the different generations of residents Melrose Home had supported. We reconnected with our community of alumni residents who generously shared their stories and childhood journey with the Home. It was heartwarming to learn about their experience of growing up at Melrose Home and the impact it had on their lives and families.



## CAS Gala Dinner - Growing From A Home To A Village

2019 marked a very special year for Children's Aid Society (CAS). As we celebrated our 117 years of serving the community, we are proud to be forging ahead on a transformative journey that includes Melrose Care, a new community-based Counselling & Psychotherapy Centre and our Melrose Village redevelopment. To commemorate this significant milestone and to officially announce the Melrose Village project, we organised a Gala Dinner on 21 November 2019 at Regent Hotel.



L to R: Dr Frederick Low (Executive Director), Ms Dawn Ng (Exco Member), Mr Vikram Nair (Special Guest), Mr Jarrod Ong (Exco Chairman), Ms Sim Ann (Guest of Honour), Mrs Elizabeth Martin-Chua (Fundraising Chairman), Mr Alvin Chua (Head of Melrose Home)

We were honoured to have **Ms Sim Ann** (Senior Minister of State, Ministry of Communications and Information & Ministry of Culture, Community and Youth, and MP for Holland-Bukit Timah GRC) and **Mr Vikram Nair** (MP for Sembawang GRC) gracing our dinner as Guest of Honour and Special Guest. We were also thankful to celebrate this special occasion with our residents, staff, volunteers and community partners.

Adding the icing to the cake, we used this joyous occasion to unveil our new brand identity. Curated by Egg Creatives as part of their CSR initiative, the new logo took into account the heritage of the previous logo by retaining the box, while infusing a modern feel to it by using the brackets to represent the open arms of an adult and a child. The box signifies a



Chairman Jarrod Ong's Welcome Address

safe and contained environment that is not confined, allowing space for the children to grow. With everyone's support and generosity during the evening,



we were able to raise over \$310,000 for CAS and our journey ahead! The organising committee, residents, and staff had put in a great amount of time, effort, and enthusiasm into making the event a huge success. A big thank you to everyone for celebrating with us!



# Journey To The West - Boon Lay

The final step we took on this journey was the 'Big Move' from our Clementi campus to a temporary holding site at 35 Boon Lay Avenue.

With the help from the Ministry of Social & Family Development, we secured the holding site to continue our care and support for up to 60 children and young persons. The site was refitted to suit this purpose. The Melrose Home team seized the opportunity and configured the building into separate and distinct living units catering for children and teenagers according to their age and gender.

This completed our final piece in the transformation to small-group care. Organising the major move was no easy feat and we are grateful for the help from our volunteer partners – International SOS, Pontiac Land Group and SLS Bearings for offering their precious time, hard work, and transport support to help with preparation and our eventual move.



*Brimming with excitement  
as we move into our  
new home in Boon Lay*



*Our deepest appreciation  
to the hardworking team of volunteers  
from SLS Bearings, who were a tremendous  
help on our moving day*



*Bittersweet Moments -  
Final round of packing up and  
farewell to our beloved home*

# IMPACT *at a glance*



## SUCCESSFUL LIVES

211

**Lives touched** through our support programmes and clinical services

Over

4,400

**Hours of trauma-informed intervention and learning support\*** delivered to clients & beneficiaries

*\* Intervention and learning support included trauma-informed art and play therapies, specialised counselling support, academic guidance and tutoring, and special needs coaching for beneficiaries of higher needs.*

## STABLE FAMILIES



123

**Families supported** through our support programmes and clinical services

55

**Children and youths at-risk** were kept safe in Melrose Home

10

**Children and youths** were reunited with their families with improved conditions



## STRONG COMMUNITY

1,148

**Donors and supporters**

Over

250

**Volunteer hours** contributed by our community

22

**Regular volunteer groups & individuals** supported our cause



# Melrose Home

Melrose Home provides a nurturing 'Home away from Home' for vulnerable children and youth coping with adverse family circumstances or child protection issues. Our team support residents in their journey of overcoming childhood trauma and building resilience to take on future challenges in life. Over the decades of service, we have evolved from a Children's Home to a Small Group Care residential facility with a Children Wing and Youth Wing.



# OUR Residents

Our residents, typically between the ages of 7 and 18 years old, are placed in Melrose primarily because of their care and protection needs.

Residents under the care of Melrose can be broadly categorised as:

## Statutory Cases

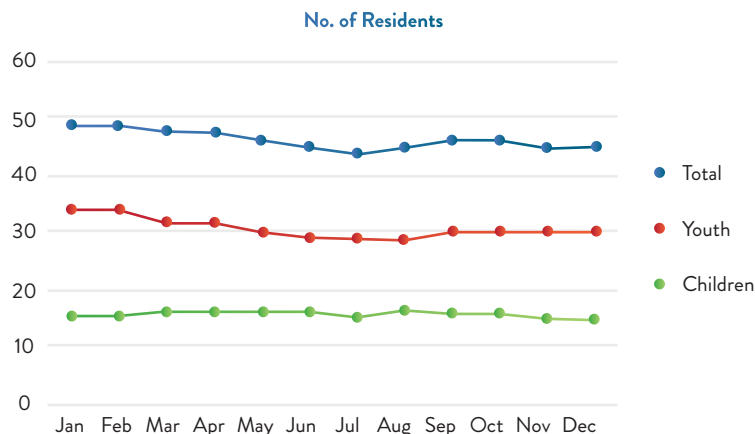
These are cases mandated by the Youth Court under a Care and Protection Order

## Child Protection Cases

These are cases referred by the Ministry of Social and Family Development (MSF) for placement due to ongoing protection issues

## Compassionate Grounds

These are cases referred by community agencies and families because of various social concerns



## A 'Home away from Home' for Children & Youth



### Residential Care

The core function of Melrose Home for the past century has been to provide quality residential care for children and teenagers in need. We continue to provide safety, security, and support to our residents in a homely setting, whilst ensuring that their needs are met and their interests protected.



### Personal Development

We support our children and youths in their intellectual, emotional, and social development through a wide range of learning support and enrichment programmes. Special attention is given to programmes that foster character building and development of positive attributes such as self-confidence, integrity, kindness and interpersonal skills. There are also programmes to nurture and develop individual talents and abilities.



### Casework & Counselling

Individual Care Plans are tailored for each resident and managed by our Social and Case Workers. Casework interventions, therapeutic services and support, are some of the more important services provided to address the various behavioural, social and emotional needs of our residents.



### Family & Community Partnership

Another key area is the collaboration between Melrose Home and our residents' families, schools and community agencies on issues affecting their school work and overall well-being, with the objective of eventually reuniting them to their families when home circumstances improve.

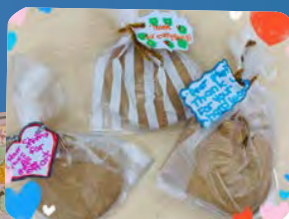
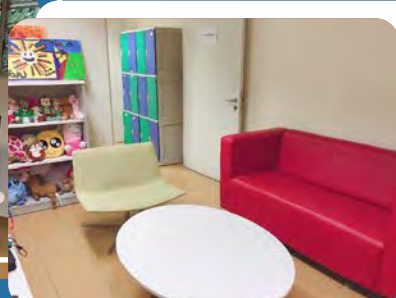


# MELROSE HOME

## Highlights

### Transiting to Small-Group Care

2019 saw our Children's and Youth wings transitioning officially from a wing level to more individualized Small-Group Care arrangement. Living spaces were repurposed and reorganised to effectively accommodate small group living arrangements for daily activities.



### Showing Appreciation to Staff

Our team of guidance and support staff dedicate a lot to our residents in Melrose Home. On Teacher's Day, we took the opportunity to thank them for their hard work, compassion, patient mentorship, and for always celebrating each and every success with our residents. The children showed their appreciation personally and baked special chocolate cookie snack packs.

### Journeying Together with our Residents

Melrose Home journeys with our residents through joyful and challenging periods of their childhood. While our young charges learn to cope with trauma and their families' hardships, they are also learning to overcome challenges in their studies at school. As practiced each year during the lead up to the daunting national exams, our team of staff prepared little Care Packs to cheer on the residents taking their respective PSLE, N or O Levels examinations.





# CHILDREN'S WING *Programmes*

Our team of Guidance Officers designed and organized various character building and recreational activities, which aim to bring joy to the residents in our care while developing key values of leadership, teamwork, care and compassion.



## Bringing out the Leader in Every Child

An annual full-day Children's camp was held in September. Each camp activity was planned in collaboration with residents so that the children would feel empowered to contribute in decision making and problem solving. The camp included a morning hike up Mount Faber to catch the sunrise. The children were treated to a bird's eye view of the Singapore skyline from Mount Faber as Samuel (Senior Guidance Officer) led a special story-telling session. The group enjoyed an afternoon of beach games at Sentosa and wrapped up the day with a special dinner treat at Satay Street (Lau Pa Sat).



## Forging Friendships through Food and Celebrations

It is important that our young residents gain positive social-emotional skills and are able to build strong friendships with each other. Birthdays were celebrated together every month and there were regular group bonding activities, such as bubble tea outings and having meals together at a 'Tzi Char' eatery or nearby hawker centre.



## Care and Compassion through Community Service

2019 marked the second year of partnership with Lions Befrienders Senior Activity Centre (Clementi). Our care team and children thoughtfully planned the activities for the quarterly visits as a way of showing service and appreciation for seniors in our community.



## Building Teamwork through 'Play and Unwind'

Play is essential for healthy childhood development and is also a great way to nurture teamwork and cooperation. Our care team always try to introduce different ways of having fun through outdoor play and sports. In 2019, the team organized a sports day carnival within Melrose Home, kite flying at East Coast Park, jogs at Jurong Lake Gardens.

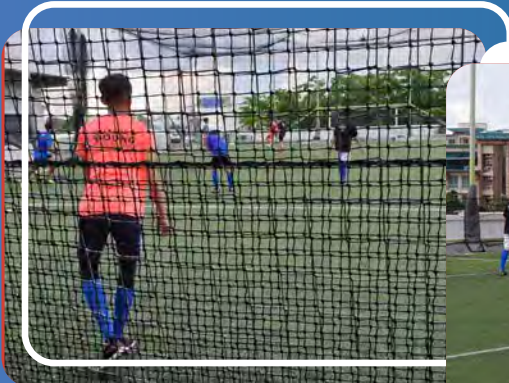


# YOUTH WING Programmes

Youth Workers and Guidance Officers support residents' adolescent life stage needs through mentorship and a variety of specialised interest groups programmes and bonding activities.

## Interest Groups to Meet Psycho-Social Needs

Respective Youth (Boys) and Youth (Girls) units continued to organise programmes focused on meeting their psycho-social and emotional needs. The girls engaged in regular knitting and cross-stitching activities as part of the embroidery interest group, while the boys participated in professional soccer training sessions and regular futsal sessions as part of the soccer interest group. In addition to the interest groups, our Youth Work team thoughtfully organised various bonding activities through the year, including hiking and kayaking, baking and cajon sessions, and recreation outings to movies, escape rooms and beach games.



## Tertiary Youth Developmental Framework

Youth Workers also worked closely with older youths, who were studying in tertiary institutions, to develop a framework which would better support their developmental needs and prepare them for adulthood as they eventually aged out of Melrose Home. These tertiary youths received life-coaching and regularly discussed and evaluated developmental goals with their Youth Worker and Social Worker. This framework eventually inspired the development of the Melrose Youth Lodge (MYLodge) hostel programme under the umbrella of the Melrose Village.

# JOURNEYING WITH *Families in Need*



## Supporting with Information and Referrals

The Social Care Team regularly receives enquiries for placement. The majority are statutory child protection cases with a handful referred by community agencies like Family Service Centres (FSCs) and schools for clients with multifarious familial and behavioural issues.



## Promoting Access to Art and Play Therapy

To ensure that our residents benefit as much as they can during their stay in Melrose Home, art and play therapies have been made available to those residents with higher needs. Art therapy in both individual and group formats are offered to children and youths, while play therapy is offered on an individual basis. The art and play therapies complement various social work interventions in meeting the needs of our residents holistically and have been well received by residents.



## Engaging Our Stakeholders

Our Social Care Team collaborate with multiple stakeholders to address a multitude of complex issues that our residents and their families face. The social workers attend regular case conferences to discuss and affirm actions and decisions to take. They also conduct home visits and counselling sessions with our residents and their families. Through such engagement and partnerships, families are empowered to be more self-sufficient and improved their social circumstances. This ultimately enables safe re-integration of our residents with their families where they belong.



## Aftercare & Mentoring

When a resident leaves our home to return to their family, Melrose Home offers an aftercare programme that encompasses home visits and in-community support to ensure successful reintegration. The aftercare programme lasts for a period of 6 months.



## Overcoming Adversity and Celebrating Successes

**M** (elder sister) and **Q** (younger brother) were eight and six years old respectively when they were admitted to Melrose Home following the sudden demise of their natural mother in 2014. Prior to their admission, the siblings were placed with their grandmother and great-grandmother when their natural mother was unable to provide adequate care. This frequent change of placement within a short span of time resulted in the siblings' inability to form a secure attachment with their significant others.

In the absence of secure attachment and supportive kinship, **M** and **Q** presented with frequent meltdowns which at times involved hurting themselves and others during the initial years of their stay. At the same time, the siblings also struggled academically due to the limited foundation laid in the preschool years.

With care, guidance and specialised therapies, such as art and play therapies, consistently provided to the siblings over time, **M** and **Q** are now able to manage their emotions more effectively and have also made substantial progress in



their studies. In particular, **M** emerged as one of the Top 3 Foundation Students in her school and was presented with an award for 'Overcoming Adversity and Demonstrating Grit and Tenacity'!

Today, Melrose Home is proud to be able to join **M**'s school in celebrating the achievements of this pair of siblings. We are heartened to witness the small steps these siblings take towards success as we continue to journey with them towards independent living.

## Fostering Kinship and Developing Strong Values

**A** (elder brother) and **B** (younger brother) were four and three years old respectively when they were admitted to Melrose Home as their natural mother who has special needs was unable to effectively care and protect them from their maternal uncle's use of violence on them.

As two of the youngest residents in Melrose Home back then, they were both adorable and painful to watch. Like most preschoolers, they were especially adorable as they struggled to chain their newly acquired vocabulary into comprehensible

sentences to communicate their needs to our caregivers. However, unlike their peers, they had no kin whom they could depend on, relying solely on the staff of Melrose Home to provide the necessary care, guidance and socialisation.

Despite the challenges presented by the brothers' family, our social worker continued to engage the family with the hope to improve the brothers' relationship with their mother and members of the extended family. For example, when **A** informed his social worker one day that he was able to recall some of his earlier memories of his maternal grandmother caring for him, his social worker facilitated **A** to visit his maternal grandmother who is now residing in a nursing home. As **A** is not conversant in dialect, the social worker became the translator and a bridge for both of them during the visits.

While the brothers' prospect of an eventual reintegration may be bleak, through the work of Melrose Home, both of them were able to work through a large part of their early life challenges and disadvantages as demonstrated by their academic achievement – both are currently enrolled with a local polytechnic. They have also inculcated a number of important values that would serve as a strong foundation in the years ahead and the team at Melrose Home is indeed proud of the both of them!





A high-angle photograph of a child with dark hair, wearing a blue t-shirt and a black digital watch, sitting on a grey wooden floor. The child is focused on playing with a large pile of colorful LEGO bricks. Some bricks are already assembled into a structure, while many others are scattered on the floor. A green speech bubble containing text is overlaid on the right side of the image.

# Melrose Care

Children's Aid Society strives to play a bigger role in preventive work for vulnerable children, youths and underserved families in our community. With this aim, Melrose Care, a regional counselling centre with specialised therapies such as Art Therapy, Play Therapy as well as psychological assessment and treatment services was set up to cater to these needs.



# NEW Beginnings



Reception

## In July 2019

Melrose Care began serving children, youths and families in need in the community through provision of specialised services such as art and play therapies, counselling and parenting support, and psychological assessment and services.



Play Therapy Room



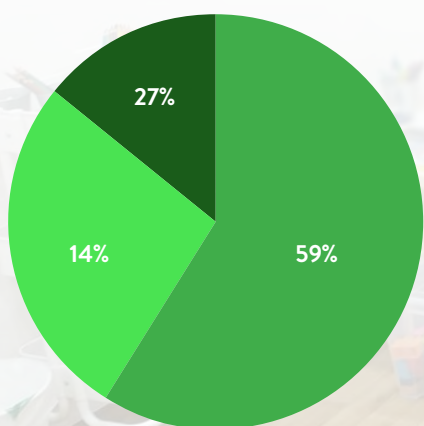
Art Therapy Room



Family Counselling Room

## Outreach & Engagement

We embarked on outreach efforts within our neighbouring estates and organized a Mid-Autumn festival activity. Melrose Care staff and therapists distributed craft lanterns to households and shared information about the professional services that we offer. In addition, our Melrose Care team worked to build relations and new partnerships with schools, social service agencies, and grassroots organizations in the community.



### Sources of Intake Cases

- Education
- Social Service Agencies
- Self Referral

## Strengthening Clinical Support for Children, Youth & Families

By the end of the year, Melrose Care had managed 73 intake cases and served 96 service users, through a total of 383 clinical sessions. Our service users included members of public and residents at Melrose Home who received regular art therapy and play therapy sessions to support them emotionally.

In 2019, Melrose Care offered waivers totaling \$4,950 in session fees, to service users who required financial support to continue receiving professional services they needed.

Melrose Care will continue working closely with schools and social service agencies such as Family Service Centres and Child Protection Specialist Centres, which have been significant referral sources. We will also work with grassroots organisations to strengthen the social support ecosystem and enhance access to affordable counselling, specialised therapies and psychological assessment for our service users in the community.

**73**  
Families with intake cases

**Served**  
**96**  
Service users with our clinical services

**383**  
Clinical consultation sessions

# Overview of Services

## Specialised Therapies for Children & Youths

Through art or play in a safe and supported environment, participants can explore and express emotions and thoughts that are difficult to verbalise. In the therapeutic process, emotional regulation, prosocial skills and problem-solving skills can be developed, and self-esteem and self-awareness enhanced. Sessions can be customized to include family members as part of filial play therapy.

- Individual Art Therapy
- Art Therapy Groupwork
- Individual Play Therapy
- Play Therapy Groupwork

## Family & Parenting Supportt

Support programmes aim to provide emotional support to individuals, couples and families who face challenges in life events, personal and relationship issues. The focus will primarily be on parent and child relationships in the context of family counselling work.

- Filial Play with parents
- Family Counselling
- Parenting Groupwork
- Family-Life Education Talks
- Parent-Skills Lab Workshops

## Psychological Services

Psychological testing and assessments will help us to understand behavioural and learning difficulties children and young persons may have (e.g. IQ, ADHD, Autism, learning disability). Psychological therapy and support are also available to help children, youths and families facing social, emotional and behavioural issues (eg. depression, anxiety, stress).

- Psychological Assessment
- Psychological Therapy

My child's crying has reduced drastically. He has been more calm and less fidgety in school. Thank you for your help!

Mother of child, P, 10 year old, who has anxiety issues

I feel I am more in control of my emotions. Therapy has helped a lot.

26 years old female, H, with anxiety issues

Support provided has been prompt and decisive. Relationship with children is showing improvements. Do appreciate the effort.

Parent of 10 and 8 years old children attending play therapy

The parenting session has been really helpful for us.

Parent of 10 years old child attending play therapy



# Melrose Community

Our work would not be possible without the support from our volunteers, donors, and partners, who work hand in hand with our staff team as part of a cohesive Melrose Community to improve the lives of vulnerable children, youth, and families.





# OUR Team



Executive Leadership Team

Children's Aid Society values our team of staff, who are committed to the efficient operation of Melrose Home and to providing quality care and support for our residents.

The Executive Leadership team is responsible for the overall management and works closely with staff members to achieve the Society's vision of nurturing successful lives, stables families, and a strong community.

In my short time at Melrose Home, we have had an eventful journey. I take pride in being part of this team, which strives to work hard together to provide the best possible care for our clients. In our work, **we have seen lives of children badly disrupted by adverse experiences and sometimes felt discouraged by lack of improvement in the lives of our clients, but I see my work as planting seeds of change.**

It can be through showing alternative ways of engaging people, journeying with our clients in discovering their values, strengths and aspirations or through showing that someone does care. I have also been humbled by the resilience of some of our clients. It makes me more attuned to the strengths of our clients and to draw on these strengths in my work with them.

Poh Choo, Social Worker



Social Care Team

Melrose Care is one of the first few centres that offer art, play, family therapies and psychological services under one roof, so I feel very blessed to be part of the team. It has been meaningful journeying with clients and families. I have learnt so much from them and gained many memorable moments.

An example is of a boy who used to hide under the table or blankets, and it was difficult for him to sit still when making art during sessions. **He has transformed and grown so much to become a confident young person,** who is able to make creative artworks (such as building structures, sewing, paintings etc) and make meanings in his artworks.

Jeanette, Senior Art Therapist



Melrose Care Team





Residential Care Team  
Children Wing

Work in Melrose Home is challenging yet meaningful. **As dynamics among residents can totally change within seconds, we need to be mentally prepared to face different challenges every day. Nevertheless, there will always be heart-warming moments.** For example, when residents show improvement in their attitude and behaviour, or write a thank you note for staff. All the small victories become my motivation to further contribute to Melrose Home.

One of my memorable moments was during a night cycling activity, where we cycled from East Coast Park to Changi Beach Park. All the staff and residents who participated never gave up despite the long distance. We persisted and completed it together. It was an incredible bonding experience and also helped our teen girls gain greater self-confidence and perseverance.

Ee Cing, Senior Guidance Officer

Working with children has always been a passion of mine for many years. Melrose Home has provided me the means to pursue that passion and much more. Every day is memorable to me and there is never a dull day. It is what I love most about my job. Being with the residents, nurturing them and watching how our actions and interactions with them help them grow as person.

I think it is truly an amazing thing that the life lessons we taught them, either consciously or subconsciously, through our daily interactions will be remembered by them for the rest of their lives. **It motivates me to be a better person, to continue improving myself for them so that I can be an even better role model for the residents.** So as caregivers, we learn and gain a lot as from these experiences we share with the residents as well.

Samuel, Senior Guidance Officer



Residential Care Team  
- Youth Wing



Residential Care  
- Support Team

It has been a remarkable journey for me to be able to learn and be involved in Melrose Home and the new Melrose Care centre. It will be great to continue supporting the new Melrose Village project in the near future. **As Operations Executive, there is a great sense of satisfaction seeing our residents enjoy the facilities and that it meets their needs.** Making the home a better place for all residents is our priority!

Mr Yap, Operations Executive



Admin Team

# TEAM Highlights

## Embarking on a Digital Transformation Journey

In line with our service expansion and growth into a multi-centre agency, CAS embarked on our digital transformation journey. Operational HR processes were improved and management systems for staff details, leave and payroll were made automated and data driven. Feedback has been encouraging due to the system's accessibility and smooth user experience. Management will continue to evaluate the system's effectiveness and may enhance with modules like training and attendance.

## Building and Strengthening Staff Capability



### Learning and Development

We strongly believe in fostering a culture of learning and preparing employees for the challenges of tomorrow. In addition to formal training and development opportunities, we promote learning through coaching, mentoring and job-shadowing. Ultimately, we aim to encourage and help employees to sharpen existing skills and develop new ones. The annual compulsory training courses carried out for staff were as follows

**Certificate in Residential Care** – 82.76%  
**First Aid** – 87.18%  
**Fire Safety** – 95.12%  
**Basic Food Hygiene** 100%



### Student Assistance Grant

In June 2019, the Study Assistance Grant was launched to support staff growth and professional development within the Melrose Community. This new initiative was designed to encourage staff members to continue their formal education as part of their career growth with CAS and in the process, improve or upgrade their capabilities and skills. Employee growth initiatives and skill development programmes are two long-term strategies that form our foundation for improving employee experiences in CAS.

## Connecting with our Staff Community

CAS strongly prioritises employee engagement through improved strategies based on employee's valuable feedback with regards to benefits and engagement activities.

### Enhancing Staff Benefits

Apart from group hospital and surgical policies, a new term insurance policy aimed at enhancing our staff's well-being was introduced from 1 July 2019.

### Long Service Awards

In 2019, we were proud to recognize and present long service awards to our following team members:

**Daljit Kaur** (Admin Team) – 10 Years of Service

**Thu Zhar Khin** (Residential Care Team) – 10 Years of Service

**Michelle Chen** (Residential Care Team) – 5 Years of Service

### Promoting Staff Engagement

#### Team Lunches

In appreciation of our team's commitment and dedication during the year, team lunches were organized as gestures of goodwill and opportunity to encourage greater interaction amongst staff and management members. 2019's staff appreciation lunch was held at Asian Market Café (Fairmont Singapore).



#### Melrose Community Days

Employee engagement activities included positive staff-resident interaction on a company-wide level. In 2019, two Melrose Community Day events were organized during March and December school holidays. On 19 March, an Adventure Laser Tag session was organized at HomeTeamNS (Bukit Batok) and on 5 December, a Scavenger Hunt was organized at the Singapore Zoo.





## A Decade of Dedication: Ms Thu Zhar

Hailing from Bagan, Myanmar, Thu Zhar joined Children's Aid Society back in 2009. She is part of Melrose Home's housekeeping team and works diligently and meticulously to maintain the overall cleanliness of the Home. She ensures facilities are clean and organized for the well-being of our residents and is also responsible for duties such as washing and ironing residents' laundry and light food preparation.

### With a gentle and compassionate demeanour...

Thu Zhar is a mother figure to many of the Home's residents. She cares for them like they are her own family members and is always ready to help. She makes sincere effort to mingle and chat with residents every day, and goes the extra mile to prepare delicious snacks and drinks that the residents love to have for tea break. Thu Zhar's genuine care for children and camaraderie with colleagues has kept her motivated over the years.

She has also grown fond of Singapore. From barely speaking a word of English when she arrived, Thu Zhar converses well now and is very comfortable with living and working in Singapore. We are very proud to have Thu Zhar journey with us as a valuable member of Team CAS.



## Newly Promoted: Ms Javine Kiew (Senior Case Worker)

Previously a Child Protection Officer with Ministry of Social and Family Development, Javine has supported many families dealing with cases of child abuse and neglect. She was motivated to work more directly with children and youth impacted by family violence and joined CAS as a Case Worker in 2016.

She has since been exemplary in her role and is patient and compassionate with residents in her charge. She regularly provides counselling support to address emotional, social, school or family functioning difficulties they may be coping with. She also collaborates closely with all stakeholders who contribute to a resident's care plan, such as family members and relatives, Melrose Home's care staff, school teachers and other professionals such as therapists or psychologists. This includes making time for regular home visits and communication with family members to support their goals and journeys to successful family reunification.

### While reflecting on her experience with Melrose Home...

Javine recounted cherished moments when residents opened up to share their honest struggles and pain. Opening up requires the courage to be vulnerable and she is grateful that they felt safe and trusted her enough to do so. She has learned from experience that it may not be possible to see immediate fruits of her 'heart' labour. However, she trusts that the seeds of care have been sown and in time, they could overcome their challenges and progress with their lives. She hopes that even if they fall on hard times, they could be uplifted by memories of someone who had genuinely cared for them.

We are energised by Javine's passion to support vulnerable children and youth, and we hope that she will continue to grow personally and professional as a part of Team CAS.





# COMMUNITY *Highlights*

## January - March

We welcomed the new year with an exciting opportunity to forge new friendships around the world. On 14 January, we **hosted a delegation of Japanese social workers** from various family welfare services and representatives from **Love and Grace Welfare Aid Foundation Japan**. It was a fruitful cultural exchange and we got to learn from our visitors' experiences, programme methodologies and policies that support vulnerable children and families in Japanese communities.



In its seventh year running, **Cogent Land Capital's** We All Love Kids (WALK) Project is amongst the Home's longest volunteer partnerships. The residents in our care benefit tremendously from the monthly outings planned by WALK Project's dedicated team of volunteers. In 2019, our residents enjoyed various fun activities including SuperPark@Suntec and Mega Adventure@Sentosa, bowling and ice-skating activities and a special Christmas gift shopping trip.



Our residents were invited to spend an afternoon at **LEGO Singapore's** office. In addition to an eye-opening office tour, our residents enjoyed a special LEGO robotics and scratch coding workshop led by Saturday Kids and volunteers from LEGO Singapore.



Melrose Home was a part of Project Art4Home – a collaboration with **Ricoh Singapore, Community Chest** & 3 other Children & Youth Homes – **Muhammadiyah Welfare Home, Chen Su Lan Methodist Children's Home** and **MWS Girls' Residence**. Through this project, our residents learnt about art and visual communication technologies from the Ricoh Team and had the wonderful opportunity to see their personal artworks exhibited at Bedok, Marine Parade and Toa Payoh Public Libraries.

## Voices of Melrose Community

We are thankful for the dedication shown by volunteers from various walks of life - from corporations to educational institutions, student groups to well-wishing Samaritans who are passionate in helping our residents become well-adjusted individuals who may one day give back to the disadvantaged.

'As the centre coordinator of Melrose Home, it has been a really fruitful journey working alongside our club members to assist the children in their homework or providing mentorship. This volunteer journey has not only shaped me to become a better person but taught me to be kind and truthful to myself and others.'

Thon Hui Min, Centre Coordinator for  
NP-BP Mentoring Club (2018-2019)





On 30 March, CAS team participated in the inaugural **Bukit Timah Day of Giving** with fellow VWOs, non-profits and community groups. It was a valuable experience for us to engage with our larger community and share more about our work with vulnerable children and youth. It was also a great opportunity to participate alongside our friends from **Mayfair Park Neighbourhood Committee (MPNC)**, who have been volunteering with us since 2017. The residents and volunteers of MPNC have been regular volunteers and make it a point to celebrate special festivities, like Chinese New Year and Christmas, with us.

'Life at Melrose Home was always very bustling and vibrant with children from all walks of life. It was a really unique and memorable time of my life with a lot of sweet memories. This place has inspired me a lot and I am thankful for the people I have met here - from the houseparents, to the children, girls I shared the dorm with, and the volunteers.'

I have met some really nice people that I have kept in touch with up till today. My message to the children would be to be your own inspiration. It is very important to always believe in yourself and trust your struggle. Just don't be afraid to be who you are. Always be willing to help, be kind, be empathetic and pay it forward through love.'

Grace, Melrose Home resident during her early teen years

In addition, the committee helped as official event supporters for our **Charity Movie Screening of The Secret Life of Pets 2 held on 12 June**. We were thrilled to host the screening for over 550 families and beneficiaries. Through the event, we raised a total sum of \$33,901 for our residential care services and programmes at Melrose Home.



## April - June

Volunteers from **Singapore Army 6th Battalion (6SIR)** helped us with a major overhaul of the Home's aged dorm furniture and assisted in setting up over 20 bed frames and mattresses for the Children's and Youth dorms. The energetic volunteers continued to support us during the year with various area cleaning projects.



We had a **joyful June Holiday** with a variety of enrichment and recreational programmes that catered to the different interests of the children and youths in our care. Activities included an afternoon of fun science experiments, inter-generational photography workshop with Objectifs, a vegetable harvesting experience at Ground-up Initiative farm, learning journey to the NEWwater Visitor Centre, and a Microsoft Powerpoint learning programme. Our heartfelt gratitude to volunteers from **Ground-Up Initiative (GUI), ITE College West, National Institute of Education (NIE), MOH Holdings, and Objectifs - Centre for Photography and Film**, for being a part of our holiday programmes.



Science Experiments with NIE

Microsoft Powerpoint Programme with ITE College West

Inter-Generational Photography Workshop with Objectifs

In 2019, our regular partners from **Australian & New Zealand Association (ANZA)** kindly helped us with more woodwork projects and fixed the fence surrounding our outdoor play area. Volunteers from ANZA Stitches also kickstarted a collaboration with our Youth (Girls) sewing interest group. Through a series of hands-on sessions, our girls learnt to operate sewing machines and made their own beautiful cushion covers and tissue pouches.



Young Farmers for a Day at Ground Up Initiative

Ice-breaking Activities during Inter-Generational Photography Workshop



I am a member of the Australian and New Zealand Association (ANZA) and run one of the sub-groups – The Secret Men's Business Group (SMB). Our group members have been volunteering with Melrose Home in various hands-on volunteering and fundraising projects since 2017. Volunteering and giving back a little to our adopted home is very satisfying and gives me a warm and fuzzy feeling inside. It is a wonderful organisation with fantastic people doing great work for Singaporean children in need.

Mr Patrick Taylor, Volunteer from Australia & New Zealand Association (ANZA)



## July - September

Volunteers from **Pontiac Land Group**, in collaboration with Show & Tell Studios, organized special art workshops for our residents during the September school holidays. It was a fresh experience for our children and youth to try leaf imprinting on clay using leaves from various plants and trees around our compound (Sweet Potato, Frangipani, Jackfruit and Fig). They also learned to experiment with ink and alcohol drip techniques to design beautiful and artistic coaster sets.



Through my volunteering experience in Melrose Home, I created meaningful and memorable moments with everyone there and I truly enjoyed my time spent. It is not just a giving session but rather a gaining one for me.

Elisa Wong, Volunteer from Pontiac Land Group

**Taekwondo Instructor Mr Lai Han Seng** has been a committed volunteer with Melrose Home since 2014. Under his patient and watchful guidance over the past 6 years, our residents have gained valuable Taekwondo skills and techniques, and learnt important values such as respect and self-discipline.



**Mr Steven Liew** has been a part of our Melrose Community for over 20 years and has provided tremendous mentorship to many residents through the years. With a professional background in photography and videography, Mr Steven readily helps with our events, photo shoots, and video projects. It was a lovely opportunity to have some of our boys learn basic photography techniques from Mr Steven, as they went on a short photo walk around our premises to photograph our building, lush greenery and little moments of life in Melrose.



Mr Steven Liew,  
Volunteer of 35 years

I started volunteering with Melrose Home in 1984. I visited mostly on weekends and school holidays, where we would play games together or watch video movies I borrowed for the children. I also helped as official photographer for Chinese New Year and Christmas parties and memorable visits by the First Lady - Mrs Nathan on 2 occasions and once by Mrs Mary Tan. In the mid-1980s and late 1990s, there were also fun visits by Hollywood actors, Ms World contestants, and a group of Mediacorp artists whom I invited as I was working at Mediacorp at that time.

The satisfaction I get is when I receive a surprise hello when I meet ex-residents on the streets, which means they remember me after all these years. I am happy to see some of them having successful careers, some even starting their own businesses, getting married, and starting their own families. Their memories with Melrose Home may forever be with them and hopefully passed on to their future generations. I believe they will always remember Melrose as a Home away from Home."



## October - December

Over the past few years, **International SOS** has supported Melrose home to enhance the personal development and well-being of residents by organizing an increasing number of events encompassing cultural and social awareness, arts, science, sport and most importantly playful engagement. Residents were also gifted with board games, comic books and diverse learning resources. Key events included Cultural Days & Festival Celebrations to educate children about various cultures around the world, First Aid and Well-Being sessions to develop awareness on safety and medical first aid preparedness, creative art sessions, and learning journeys to Gardens by the Bay and Kok Fah Farm.



As the adopted charity of **Republic of Singapore Air Force (RSAF) UAV Command**, Melrose Home has received tremendous support from the command's monthly volunteering efforts over several decades. Every year, we can count on their volunteers to zealously help with various spring cleaning, painting and home improvement tasks.

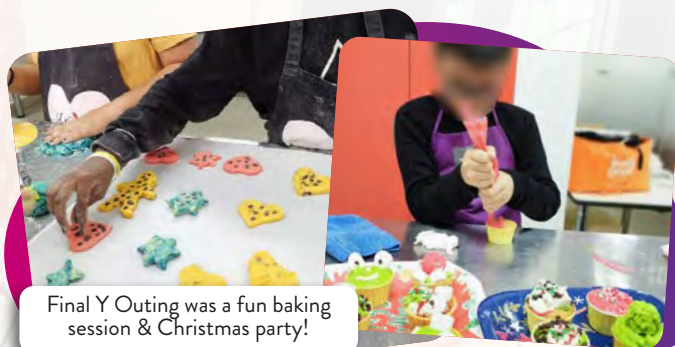
Since 2015, Melrose Home has been in collaboration with **YMCA Singapore** and volunteers from **Superior Multi-Packaging Limited (SMPL)** for the Y Outing programme. As part of this programme, volunteers have thoughtfully organized over 35 fun and enriching Saturday outings for our residents. The partnership came to a close in 2019 and we are very thankful for the wonderful memories made during the past 5 years.

A **special Melrose Home year-end party** was organized to mark our successful move to Boon Lay and an incredibly memorable 2019. We were very blessed to have generous sponsors arrange Ramly burger and ice cream live stations and **BD Singapore** for sponsoring Christmas gifts to fulfil our residents' individual wish lists. **Pontiac Land Group** also kindly prepared personalised gifts to show appreciation to our staff and caregivers, who are our unsung heroes with the biggest hearts.



Volunteering with Melrose Home is a blessing. It is a great opportunity to help kids who need it more and be part of the community. The International SOS CSR team regularly brainstorms on how to bring joy to the kid while contributing to their learning and development. When we see the magical smiles and shining eyes at the end of each event, it reinforces our drive to do even more.

Mr Laurent Vaslier, Chairman of International SOS Singapore CSR Committee



Final Y Outing was a fun baking session & Christmas party!



Y Outing: Children got to learn Japanese Taiko Drums



# Our Donors

We wish to extend our gratitude to well-wishing donors and volunteers who have generously contributed the following donations, donation-in-kind, volunteer activities and outings. Thank you for making a difference in the lives of Melrose Home's residents and their families.

Due to the Consent Obligation clause under the Personal Data Protection Act 2012, we are unable to list the personal particulars of individuals. We thank everyone for the generosity but due to limited space, regretfully, only donations from organisations and donation-in-kind equivalent to \$1000 and above are listed here.

## \$20,000 & Above

- Australian & New Zealand Association (ANZA)
- Glencore Singapore Pte Ltd
- Far East Organization

## \$10,000 - \$19,999

- Lee Foundation
- NSL Ltd
- Pontiac Land Group
- Republic of Singapore Air Force
- Richzone Properties Investment Pte Ltd
- Trailblazer Foundation Ltd

## \$5,000 - \$9,999

- Classic Hollywood Pte Ltd
- Contiocean Pte Ltd
- Daihatsu Diesel (Asia Pacific) Pte Ltd
- Dr.Leroy McCully & Associates Pte Ltd
- International SOS
- ISS Global Forwarding (S) Pte Ltd
- Kyuko Corporation Pte Ltd
- Nippon Paint Marine (S) Pte Ltd
- SLS Bearings (S) Pte Ltd
- Teco Maritime F.E.Pte Ltd
- United Overseas Bank
- VYY Pte Ltd

## \$2,000 - \$4,999

- Arsenal Singapore Club
- Carlson Wagonlit (S) Pte Ltd
- Creative Eateries Pte Ltd
- Equation Technology & Cabling Pte Ltd
- GET International Pte Ltd
- Kingsville Pacific Pte Ltd
- Lee Kim Tah Foundation
- MICE Depot Pte Ltd
- Nutanix Inc
- Shaw Foundation
- Spirits Cricket Society
- Tan Chin Tuan Foundation
- Wing Tai Foundation

## \$1,000 - \$1,999

- Automated Controls & Machinery Pte Ltd
- Baker McKenzie Wong & Leow
- Chartered Management Consultants
- Expats Furniture Rental Pte Ltd
- Fei Siong
- Frasers Property Limited
- Goh Choon Kang Pte Ltd
- M.M.Aviation Services Pte Ltd
- Maybank Singapore Ltd
- Qube International Pte Ltd
- Warwick Singapore Society

## Donation-in-kind, Pro-Bono Services & Volunteering Activities

- Australian & New Zealand Association (ANZA)
- BD Singapore
- Cogent Land Capital Pte Ltd
- Egg Creatives
- Frasers Property Singapore
- Ground-up Initiative (GUI)
- Honestbee Singapore
- Infant Jesus Homes and Children's Centres (IJHCC)
- International SOS
- ITE College West
- J H Kim Academy
- Lego Singapore
- Mayfair Park Neighbourhood Committee (MPNC)
- MOH Holdings Pte Ltd
- National Institute of Education (NIE)
- Ngee Ann Polytechnic BP-NP Mentoring Club
- Objectifs - Centre for Photography & Film
- Pontiac Land Group
- Republic of Singapore Air Force (RSAF) UAV Command
- Ricoh Singapore Pte Ltd
- Singapore Army 6th Battalion (6SIR)
- Singapore Institute of Management (SIM)
- SLS Bearings (S) Pte Ltd
- Superior Multi-Packaging Limited (SMPL)
- Volkswagen Group Singapore
- YMCA Singapore



# Corporate Governance & Leadership

## Executive Committee

The Executive Committee (EXCO) is responsible for setting policies and overseeing key operational and financial aspects of the Society. Most EXCO members are also members of a Sub-Committee. EXCO members are elected and serve for a period of two years. All members are not paid any remuneration or director's fees. There is a maximum term limit of four consecutive years for the Treasurer position.

The EXCO meets at least once every two months with a quorum of a simple majority. No staff member sits on the Board. They regularly review the Company's controls, processes, key programmes and events through reports and information provided by its respective Committee and the Management. Altogether there were 6 EXCO meetings held in FY2019. The dates were as follows: 4 January, 20 March, 24 April, 18 July, 28 August and 7 November.

## Disclosure of EXCO meetings and attendance in annual report: FY19

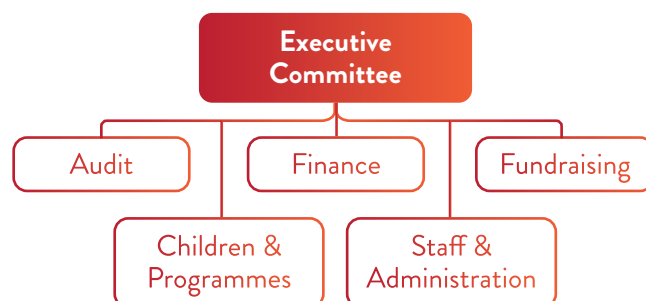
*Total number of EXCO meeting (including AGM): 6*

Position	Name	Attendance for FY 2019
<b>Chairman</b>	Jarrod Ong	6/6
<b>Vice Chairman</b>	Stephen Yeap	5/6
<b>Honorary Secretary</b>	Josephine Koh	4/6
<b>Treasurer &amp; Chairman, Finance Sub-Committee</b>	John Lim	5/6
<b>Chairman, Audit Sub-Committee</b>	Johnny Quah	4/6
<b>Chairman, Children &amp; Programmes Sub-Committee</b>	Genevieve McCully Tan	6/6
<b>Chairman, Staff &amp; Administration Sub-Committee</b>	Lai Su Yim	6/6
<b>Chairman, Fund-raising Sub-Committee</b>	Elizabeth Martin Chua	6/6
<b>Members</b>	Datuk T.A. Zain	3/6
	Dawn Ng	4/6
	Henry Yeo	6/6
	Huang Cheng Eng	3/6



## Sub-Committees

The Sub-Committees oversee the management of Melrose Home and work closely with the Executive Director to ensure quality care for our residents. All the Committee members are volunteers from different professions and backgrounds and provide their services pro bono.



## Corporate Governance Policies

Children's Aid Society (CAS) is committed to a high standard of compliance with accounting, financial reporting, internal controls, corporate governance and auditing requirements and any legislation relating thereto. In line with this commitment, the following policies are in place:

### Conflict of Interest Policy

All members of the EXCO, Sub-committees and staff of CAS are required to read and understand the Conflict of Interest Policy in place and provide full disclosure annually of interests, relationships and holdings that could potentially result in a conflict of interest. The members and staff have fully complied with the Conflict of Interest Policy.

### Whistle-blowing Policy

Our Whistle-blowing Policy is intended to provide an avenue for employees and other stakeholders to raise serious concerns and offer reassurance that they will be protected from reprisals or victimization for whistle blowing in good faith. It also serves to deter malpractice and promote the best practice of corporate governance at the workplace. The Audit Sub-Committee is responsible for the maintenance and operation of this policy.

### Succession Planning Policy

Succession planning is an on-going consideration of the EXCO. When an existing EXCO member chooses to retire or the need for a new EXCO member arises, the EXCO reviews the range of expertise, skills and attributes of the EXCO and the composition of the EXCO. Once a suitable candidate has been identified, he / she will be co-opted as a sub-committee member for exposure to the work of the Home. After a period of observation of at least 6 months, the sub-committee member who demonstrates core competencies, skills, experience and commitments may be appointed as an EXCO member.

Sub-Committee	Members
<b>Audit Sub-Committee</b>	<ul style="list-style-type: none"> <li>Johnny Quah (Chairman)</li> <li>Stephen Yeap</li> <li>Irene Chia</li> <li>Huang Cheng Eng</li> <li>Juliana Lee</li> <li>Chun Kwong Chee</li> <li>Yarman J. Vachhavv</li> </ul>
<b>Children &amp; Programmes Sub-Committee</b>	<ul style="list-style-type: none"> <li>Genevieve McCully (Chairman)</li> <li>Dawn Ng</li> <li>Elaine Lim</li> <li>Henry Yeo</li> <li>Josephine Koh</li> <li>Nelly Kwa</li> <li>Peggy Ann Desker</li> <li>Ronald Tan</li> </ul>
<b>Finance Sub-Committee</b>	<ul style="list-style-type: none"> <li>John Lim (Chairman)</li> <li>Nick Lai</li> <li>David Chia</li> <li>Datuk Tuan Azad Zain</li> </ul>
<b>Fundraising Sub-Committee</b>	<ul style="list-style-type: none"> <li>Elizabeth Martin-Chua (Chairman)</li> <li>Faye Ong</li> <li>Josephine Koh</li> <li>Pang Yee Ean</li> </ul>
<b>Staff &amp; Administration Sub-Committee</b>	<ul style="list-style-type: none"> <li>Lai Su Yim (Chairman)</li> <li>Peggy Desker</li> <li>Irene Chia</li> <li>Stephen Yeap</li> <li>Huang Cheng Eng</li> <li>Elizabeth Martin Chua</li> </ul>
<b>Nominations Sub-Committee</b>	<ul style="list-style-type: none"> <li>Stephen Yeap (Chairman)</li> <li>Jarrod Ong</li> <li>Huang Cheng Eng</li> </ul>

# Governance Evaluation Checklist: Intermediate Tier

Applicable to charities with annual gross annual receipts or total expenditure from \$500,000 to less than \$10 million. This submission is for the financial year 1 January 2019 to 31 December 2019.

S/N	Code Guideline	Code ID	Compliance
Brand Governance			
1	<b>Induction</b> and <b>orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	<b>Are there governing board members holding staff appointments? (skip items 2 and 3 if “No”)</b>		No
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	N/A
3	There are written job descriptions for their executive functions and operational duties which are <b>distinct from their Board roles</b> .	1.1.5	N/A
4	There is a <b>maximum limit of four consecutive years</b> for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity).  Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied
6	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
7	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied
8	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
9	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
Human Resource and Volunteer Management			
10	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
11	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
12	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied



	Financial Management and Internal Controls		
13	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
14	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied
15	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
16	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied
17	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 18 if "No")</b>		Yes
18	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied
Fundraising Practices			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 19 if "No")</b>		Yes
19	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied
	<b>Did the charity receive donations in kind during the financial year? (skip item 20 if "No")</b>		Yes
20	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied
Disclosure and Transparency			
21	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance.	8.2	Complied
	<b>Are governing board members remunerated for their services to the Board? (skip items 22 and 23 if "No")</b>		No
22	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	N/A
23	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	N/A
	<b>Does the charity employ paid staff? (skip items 24 and 25 if "No")</b>		Yes
24	No staff is involved in setting his own remuneration.	2.2	Complied
25	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for <b>each of its three highest paid staff</b> , who each receives remuneration <b>exceeding \$100,000</b> , in bands of \$100,000; and ii) If any of the three highest paid staff also serves on the Board of the charity. OR The charity discloses that <b>none</b> of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied

# Our Financials

The running cost of Children's Aid Society has increased during the year under review. In 2019, the monthly average operating cost was about \$275,519.

Approximately 54% of this cost was subsidized by the government including funding by the Ministry of Social & Family Development and the NCSS Care & Share Movement Fund. The remaining portion of our operating costs was funded by donations from corporations, organized groups, and well-wishing individuals.

## Review of Financial Statements

Children's Aid Society recorded a deficit of \$535,368 in 2019. However, this included a one-time write-off of property and equipment of \$772,442 at our Clementi site as a result of our move out of this site for health and safety issues. Not taking this sum into consideration, the Society would have recorded a surplus of \$237,074 for the year. The Society received a total of \$919,813 in cash donation in 2019, which recorded a significant increase of 77% as compared to 2018. The Society's operating cost (excluding write-off of property and equipment) increased by 14% to \$3,306,230. This was mainly due to the planned expansion of the Society's services by way of establishing Melrose Care Counselling & Psychological Services at Woodlands.

## Reserves Policy

Children's Aid Society's reserves comprise our managed investment portfolio and cash balances. As of 31 December 2019, the value of reserves stood at \$10,500,061, a decrease of \$535,368 or 4.85% over the previous year. This was due to capital expenditure on renovation for the new Melrose Care at Woodlands and refurbishment of the holding site for Melrose Home at Boon Lay Avenue.

These reserves were primarily established in 1987 when the Society sold off its peripheral land for development netting \$1.1 million and surpluses accumulated over the years. These proceeds were placed in a third-party managed investment portfolio comprising Singapore equities and bonds.

The dividend and interest income generated by our reserves combined with public donations have normally enabled the Society to bridge the gap between government grants and our total operating expenditure. We rely on our current reserves to enable the Society to fulfill its continuing obligations to the residents in its care. We have drawn from our reserves to

bridge the operating deficit in the year under review.

Looking ahead, our reserves will have to be further drawn upon to help fund the increased operating expenditure arising from the operations under Melrose Care. In addition, there will be significant requirement for capital funding to rebuild Melrose Home at the original Clementi site. This capital funding will be done via donations and contribution from our reserves, which will likely severely deplete the reserves.

Our reserves-to-annual operating expenditure ratio as of 31 Dec 2019 is 3.2 (excluding the one-time write-off sum). Since 2017, we have been improving and widening the scope of our care programmes, expanding our outreach and services to help children, teenagers, and their families. In the coming years, the Society will strive to increase donation income to support further improvement and creation of needful new services in response to the changing social needs in Singapore.

## Disclosure of Remuneration

### Staff

The annual remuneration of the top 2 key executives of Children's Aid Society exceeds \$100,000 but did not individually exceed \$200,000.

### Board

The members of the Executive Committee and Sub-Committees of the Society do not receive any remuneration or benefits for their services.

### Disclosure of Governance Checklist

The Society has fully complied with the Code of Governance Evaluation Checklist for Institutions of Public Character (IPCs). Please see the full checklist attached.



## EXECUTIVE COMMITTEES' STATEMENT AND FINANCIAL STATEMENTS

Year Ended 31 December 2019

### Contents


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# EXECUTIVE COMMITTEE MEMBERS' STATEMENT

In the opinion of the Executive Committee Members,

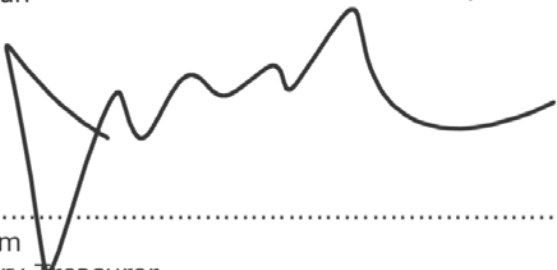
- (a) the financial statements set out on pages 5 to 30 are drawn up in accordance with the provision of the Singapore Societies Act, Chapter 311 (the "Act"), the Singapore Charities Act, Chapter 37, (the "Charities Act") and Financial Reporting Standards in Singapore so as to give a true and fair view of the financial position of Children's Aid Society (the "Society") as at 31 December 2019 and the financial performance, changes in funds and reserves and cash flows of the Society for the financial year then ended;
- (b) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debts when they fall due;
- (c) the use of donation moneys is in accordance with the objectives of the Society as required under regulation 16 of the Charities (Institutions of a Public Character) Regulations;
- (d) the Society has complied with the requirements of regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations; and
- (e) the accounting and other records required by the Charities Act and regulations enacted under the Act to be kept by the Society have been properly kept in accordance with the provisions of the Charities Act and those regulations under the Act.

ON BEHALF OF EXECUTIVE COMMITTEE MEMBERS



.....

Jarrod Ong  
Chairman



.....

John Lim  
Honorary Treasurer

18 November 2020



# INDEPENDENT AUDITOR'S REPORT TO THE EXECUTIVE COMMITTEE MEMBERS OF CHILDREN'S AID SOCIETY

## Report on the Audit of the Financial Statements

### Opinion

We have audited the accompanying financial statements of Children's Aid Society (the "Society"), which comprise the statement of financial position of the Society as at 31 December 2019, and the statement of financial activities and other comprehensive income, statement of changes in funds and reserves and statement of cash flows of the Society for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 5 to 30.

In our opinion, the financial statements of the Society are properly drawn up in accordance with the provision of the Singapore Societies Act, Chapter 311 (the "Act"), the Singapore Charities Act, Chapter 37, (the "Charities Act") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Society as at 31 December 2019 and the financial performance, changes in funds and reserves and cash flows of the Society for the year ended on that date.

### Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

# INDEPENDENT AUDITOR'S REPORT TO THE EXECUTIVE COMMITTEE MEMBERS OF CHILDREN'S AID SOCIETY

## Responsibilities of Management and Executive Committee for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, the Charities Act and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

The Executive Committee Members' responsibilities include overseeing the Society's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



(d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern.

If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.

(e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Executive Committee Members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

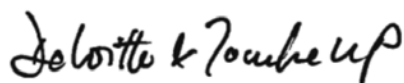
### **Report on Other Legal and Regulatory Requirements**

In our opinion, the accounting and other records required by the Charities Act and regulations enacted under the Act to be kept by the Society have been properly kept in accordance with the provisions of the Charities Act and those regulations under the Act.

During the course of our audit, nothing has come to our attention that causes us to believe that during the year:

(a) The use of donation monies was not in accordance with the objectives of the Society as required under regulation 16 of the Charities (Institutions of a Public Character) Regulations; and

(b) The Society has not complied with the requirements of regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.



Public Accountants and  
Chartered Accountants  
Singapore

18 November 2020

# STATEMENT OF FINANCIAL POSITION

Year ended 31 December 2019

	<u>Note</u>	2019	2018
		\$	\$
<b><u>ASSETS</u></b>			
<b>Current assets</b>			
Cash and cash equivalents	6	1,523,422	1,505,233
Receivables	7	333,364	31,078
Financial assets at fair value through profit or loss	8	8,094,428	8,458,421
Total current assets		9,951,214	9,994,732
<b>Non-current asset</b>			
Property, plant and equipment	9	2,509,925	1,453,225
<b>Total assets</b>		12,461,139	11,447,957
<b><u>LIABILITIES, FUNDS AND RESERVE</u></b>			
<b>Current liabilities</b>			
Lease liabilities	10	207,183	-
Other payables	11	618,153	412,528
Total current liabilities		825,336	412,528
<b>Non-current liabilities</b>			
Lease liabilities	10	961,769	-
Provision for reinstatement	11	173,973	-
Total non-current liabilities		1,135,742	-
<b>Funds and reserves</b>			
Unrestricted funds	12	10,500,061	11,031,871
Restricted funds	12	-	3,558
Total funds and reserves		10,500,061	11,035,429
<b>Total liabilities, funds and reserve</b>		12,461,139	11,447,957



# STATEMENT OF FINANCIAL ACTIVITIES AND OTHER COMPREHENSIVE INCOME

Year ended 31 December 2019

2019

## INCOME:

	Unrestricted	RichZone Fund	Total
	\$	\$	\$
Contributions from parents towards upkeep of children	60	-	60
Donations	913,813	6,000	919,813
Fee income	7,600	-	7,600
Government grant	1,780,036	-	1,780,036
Gifts in kind	95,436	-	95,436
Total income	2,796,945	6,000	2,802,945

## OPERATING EXPENDITURE:

Auditors remuneration	34,800	-	34,800
Administrative expenses	94,072	-	94,072
Bank charges	1,903	-	1,903
Food expenses	133,464	6,000	139,464
Central Provident Fund	274,222	-	274,222
Residents expenditure	191,567	-	191,567
Depreciation of property, plant and equipment	296,554	-	296,554
Foreign workers levy	45,417	-	45,417
Housekeeping supplies	16,801	-	16,801
Insurance	21,578	-	21,578
Medical	10,116	-	10,116
Miscellaneous	28,634	-	28,634
Property, plant and equipment written off	772,442	-	772,442
Interest expense	15,692	-	15,692
Professional fees	52,437	-	52,437
Provision for unutilised leave	3,372	-	3,372
Repairs and maintenance	44,219	-	44,219
Telephone	7,710	-	7,710
Salaries	1,850,849	-	1,850,849
Staff training	19,009	-	19,009
Staff welfare	24,488	-	24,488
Government service tax expenses	42,235	-	42,235
Transportation	18,861	-	18,861
Loss on disposal of financial assets at fair value through profit or loss	-	-	-
Rental of equipment	1,062	-	1,062
Utilities	71,168	-	71,168
Changes in fair value of financial assets at fair value through profit or loss	-	-	-
Total operating expenditure	4,072,672	6,000	4,078,672

## OTHER INCOME:

Dividend income from investments	70,477	-	70,477
Interest income from deposits and financial assets at fair value through profit or loss	242,301	-	242,301
Members' subscriptions	575	-	575
Special employment credit and wage credit scheme from government	44,168	-	44,168
Other income	30,642	-	30,642
Gain on disposal of financial assets at fair value through profit or loss	76,472	-	76,472
Changes in fair value of financial assets at fair value through profit or loss	275,724	-	275,724
Total other income	740,359	-	740,359

Deficit for the year	(535,368)	-	(535,368)
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# STATEMENT OF FINANCIAL ACTIVITIES AND OTHER COMPREHENSIVE INCOME

Year ended 31 December 2019

2018

## INCOME:

	Unrestricted	Credit Suisse Fund	Total
	\$	\$	\$
Contributions from parents towards upkeep of children	180	-	180
Donations	518,827	-	518,827
Fee income	-	-	-
Government grant	1,530,774	-	1,530,774
Gifts in kind	105,831	-	105,831
Total income	2,155,612	-	2,155,612

## OPERATING EXPENDITURE:

Auditors remuneration	29,000	-	29,000
Administrative expenses	20,365	-	20,365
Bank charges	1,764	-	1,764
Food expenses	124,838	21,353	146,191
Central Provident Fund	212,982	-	212,982
Residents expenditure	311,835	-	311,835
Depreciation of property, plant and equipment	118,715	-	118,715
Foreign workers levy	41,826	-	41,826
Housekeeping supplies	18,247	-	18,247
Insurance	15,416	-	15,416
Medical	8,504	-	8,504
Miscellaneous	18,098	-	18,098
Property, plant and equipment written off	-	-	-
Interest expense	-	-	-
Professional fees	52,722	-	52,722
Provision for unutilised leave	5,998	-	5,998
Repairs and maintenance	43,116	-	43,116
Telephone	5,920	-	5,920
Salaries	1,431,805	-	1,431,805
Staff training	24,939	-	24,939
Staff welfare	18,111	-	18,111
Government service tax expenses	1,969	-	1,969
Transportation	25,597	-	25,597
Loss on disposal of financial assets at fair value through profit or loss	42,080	-	42,080
Rental of equipment	-	-	-
Utilities	56,101	-	56,101
Changes in fair value of financial assets at fair value through profit or loss	242,097	-	242,097
Total operating expenditure	2,872,045	21,353	2,893,398

## OTHER INCOME:

Dividend income from investments	75,667	-	75,667
Interest income from deposits and financial assets at fair value through profit or loss	182,786	-	182,786
Members' subscriptions	550	-	550
Special employment credit and wage credit scheme from government	57,480	-	57,480
Other income	6,383	-	6,383
Gain on disposal of financial assets at fair value through profit or loss	76,472	-	-
Changes in fair value of financial assets at fair value through profit or loss	275,724	-	-
Total other income	322,866	-	322,866

Deficit for the year	(393,567)	(21,353)	(414,920)
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# STATEMENT OF CHANGES IN FUNDS AND RESERVES

Year ended 31 December 2019

	Unrestricted funds	Restricted funds	Total
	\$	\$	\$
<b><u>Balance as at 1 January 2018</u></b>	11,422,089	28,260	11,450,349
<i>Total comprehensive loss for the year:</i>			
Deficit for the year	(393,567)	(21,353)	(414,920)
Total	11,028,522	6,907	11,035,429
Utilisation of funds for capital expenditure (Note 12)	3,349	(3,349)	-
Balance as at 31 December 2018	11,031,871	3,558	11,035,429
<i>Total comprehensive loss for the year:</i>			
Deficit for the year	(535,368)	-	(535,368)
Total	10,496,503	3,558	10,500,061
Transfer from restricted funds to unrestricted funds (Note 12)	3,558	(3,558)	-
Balance as at 31 December 2019	10,500,061	-	10,500,061

# STATEMENT OF CASH FLOWS

Year ended 31 December 2019

	2019	2018
	\$	\$
<b>Operating activities</b>		
Deficit for the year	(535,368)	(414,920)
Adjustments for:		
Interest income	(242,301)	(182,786)
Dividend income	(70,477)	(75,667)
Depreciation of property, plant and equipment	296,554	118,715
Interest expense	15,692	-
Loss on disposal of plant and equipment	1,738	-
Property, plant and equipment written off	772,442	-
Change in fair value of financial assets at fair value through profit or loss	(275,724)	242,097
(Gain) Loss on disposal of financial assets at fair value through profit or loss	(76,472)	42,080
Operating deficit before movements in working capital	(113,916)	(270,481)
Receivables	(302,286)	(12,176)
Other payables	205,625	118,497
Cash used in operations, representing net cash used in operating activities	(210,577)	(164,160)
<b>Investing activities</b>		
Purchase of property, plant and equipment	(699,015)	(23,209)
Purchase of investments	(4,368,548)	(21,845,634)
Proceeds from sale of investments	5,084,737	21,623,845
Proceeds from disposal of plant and equipment	1,501	-
Dividends received	70,477	75,667
Interest received	242,301	182,786
Net cash from investing activities	331,453	13,455
<b>Investing activities</b>		
Repayment of lease liability, representing net cash used in financing activity	(102,687)	-
Net increase (decrease) in cash and cash equivalents	18,189	(150,705)
Cash and cash equivalents at beginning of year	1,505,233	1,655,938
<b>Cash and cash equivalents at end of year (Note 6)</b>	<b>1,523,422</b>	<b>1,505,233</b>



# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

### 1 GENERAL

The Society (Registration No. S62SS0031K) is registered in the Republic of Singapore with its principal place of operation and registered office at 503, Clementi Road Singapore 599488. The financial statements are expressed in Singapore dollars.

The Society is an independent charitable society to promote the welfare of the children and to maintain a home to care for destitute and needy children.

The financial statements of the Society for the financial year ended 31 December 2019 were authorised for issue by the Executive Committee on 18 November 2020.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**BASIS OF ACCOUNTING** - The financial statements have been prepared in accordance with the historical cost basis except as disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Singapore Societies Act, Chapter 311, the Singapore Charities Act, Chapter 37 and Financial Reporting Standards in Singapore ("FRSs").

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Society takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for measurements that have some similarities to fair value but are not fair value, such as value in use in FRS 36 Impairment of Assets.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- (a) Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- (b) Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- (c) Level 3 inputs are unobservable inputs for the asset or liability.

**ADOPTION OF NEW AND REVISED STANDARDS** - In the current financial year, the Society has adopted all the new and revised FRSs and Interpretations of FRS ("INT FRS") that are relevant to its operations and effective for annual periods beginning on or after 1 January 2019. The adoption of these new/revised FRSs and INT FRSs does not result in changes to the Society's accounting policies and has no material effect on the amounts reported for the current or prior years except as disclosed below.

# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

### FRS 116 Leases

FRS 116 introduces new or amended requirements with respect to lease accounting. It introduces significant changes to lessee accounting by removing the distinction between operating and finance lease and requiring the recognition of a right-of-use asset and a lease liability at commencement for all leases, except for short-term leases and leases of low value assets when such recognition exemptions are adopted. In contrast to lessee accounting, the requirements for lessor accounting have remained largely unchanged. The impact of the adoption of FRS 116 on the Society's financial statements is described below.

The date of initial application of FRS 116 for the Society is 1 January 2019.

The Society has applied FRS 116 using the cumulative catch-up approach which:

- requires the Society to recognise the cumulative effect of initially applying FRS 116 as an adjustment to the opening balance of retained earnings at the date of initial application; and
- does not permit restatement of comparatives, which continue to be presented under FRS 17 and INT FRS 104.

#### (a) Impact of the new definition of a lease

The Society has made use of the practical expedient available on transition to FRS 116 not to reassess whether a contract is or contains a lease. Accordingly, the definition of a lease in accordance with FRS 17 and INT FRS 104 will continue to be applied to those leases entered or changed before 1 January 2019.

The change in definition of a lease mainly relates to the concept of control. FRS 116 determines whether a contract contains a lease on the basis of whether the customer has the right to control the use of an identified asset for a period of time in exchange for consideration. This is in contrast to the focus on 'risks and rewards' in FRS 17 and INT FRS 104.

The Society applies the definition of a lease and related guidance set out in FRS 116 to all lease contracts entered into or modified on or after 1 January 2019 (whether it is a lessor or a lessee in the lease contract). The new definition in FRS 116 does not significantly change the scope of contracts that meet the definition of a lease for the Society.

#### (b) Impact on lessee accounting

##### Former operating leases

FRS 116 changes how the Society accounts for leases previously classified as operating leases under FRS 17, which were off-balance-sheet.



# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

Applying FRS 116, for all leases, the Society:

- (a) Recognises right-of-use assets and lease liabilities in the statements of financial position, initially measured at the present value of the remaining lease payments, with the right-of-use asset adjusted by the amount of any prepaid or accrued lease payments;
- (b) Recognises depreciation of right-of-use assets and interest on lease liabilities in the statement of profit or loss; and
- (c) Separates the total amount of cash paid into a principal portion (presented within financing activities) and interest (presented within financing activities) in the statement of cash flows.

Lease incentives (e.g. free rent period) are recognised as part of the measurement of the right-of-use assets and lease liabilities whereas under FRS 17 they resulted in the recognition of a lease incentive liability, amortised as a reduction of rental expense on a straight-line basis.

Under FRS 116, right-of-use assets are tested for impairment in accordance with FRS 36 Impairment of Assets.

For short-term leases (lease term of 12 months or less) and leases of low-value assets, the Society has opted to recognise a lease expense on a straight-line basis as permitted by FRS 116. This expense is presented within operating expenditure in the statement of profit or loss.

When applying the cumulative catch-up approach to leases previously classified as operating leases applying FRS 17, the Society has used the practical expedient to elect not to recognise right-of-use assets and lease liabilities to leases for which the lease term ends within 12 months of the date of initial application.

### (c) Financial impact of initial application of FRS 116

The weighted average lessee's incremental borrowing rate applied to the lease liabilities recognised in the statement of financial position on 1 January 2019 is 2.425%.

The following table shows the operating lease commitments disclosed applying FRS 17 at 31 December 2018, discounted using the incremental borrowing rate at the date of initial application and the lease liabilities recognised in the statement of financial position at the date of initial application.

	2019 \$
Operating lease commitments at 31 December 2018	105,552
Less: Effect of discounting the above amounts	(11,540)
Add: Present value of the lease payments due in periods covered by extension options that are included in the lease term and not previously included in operating lease commitments	116,433
Lease liabilities recognised as at 1 January 2019	210,445

The Society has assessed that there is no tax impact arising from the application of FRS 116.

# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

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Right-of-use assets were measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position immediately before the date of initial application. Consequently, right-of-use assets of \$210,445 were recognised on 1 January 2019.

At the date of authorisation of these financial statements, the new/revised FRSs that were issued but not effective are expected to have minimal impact to the Society in the periods of their initial application.

**FINANCIAL INSTRUMENTS** - Financial assets and financial liabilities are recognised on the Society's statement of financial position when the Society becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets and financial liabilities, as appropriate, on initial recognition.

### Financial assets

All financial assets are recognised and de-recognised on a trade date basis where the purchase or sale of financial assets is under a contract whose terms require delivery of assets within the time frame established by the market concerned.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

### Classification of financial assets

Debt instruments mainly comprise cash at bank balances and receivables that meet the following conditions and are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Quoted equity shares and quoted debt securities managed as a portfolio by a financial institution are classified as financial assets at fair value through profit or loss ("FVTPL").

### *Amortised cost and effective interest method*

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition.



# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest is recognised using the effective interest method for debt instruments measured subsequently at amortised cost, except for short-term balances when the effect of discounting is immaterial.

### Financial assets at FVTPL

Financial assets at FVTPL are measured at fair value as at each reporting date, with any fair value gains or losses recognised in profit or loss to the extent they are not part of a designated hedging relationship. The net gain or loss recognised in profit or loss includes any dividend or interest earned on the financial asset and is included in the "changes in fair value of investments" line item. Fair value is determined in the manner described in Note 4(b)(vi).

### Impairment of financial assets

The Society recognises a loss allowance for expected credit losses ("ECL") on financial assets at amortised cost. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

### *Credit-impaired financial assets*

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred.

### *Write-off policy*

The Society writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Society's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

### *Measurement and recognition of expected credit losses*

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Society in accordance with the contract and all the cash flows that the Society expects to receive, discounted at the original effective interest rate.

If the Society has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Society measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

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### Derecognition of financial assets

The Society derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Society neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Society recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Society retains substantially all the risks and rewards of ownership of a transferred financial asset, the Society continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

### **Financial liabilities and equity instruments**

#### Classification as debt or equity

Financial liabilities and equity instruments issued by the Society are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

#### Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Society after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

#### Other financial liabilities

Other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest rate method, with interest expense recognised on an effective yield basis, except for short-term payables where the recognition of interest would be immaterial.

#### Derecognition of financial liabilities

The Society derecognises financial liabilities when, and only when, the Society's obligations are discharged, cancelled or expired.

**PROPERTY, PLANT AND EQUIPMENT** - Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is charged so as to write off the cost of assets over their estimated useful lives, using the straight-line method, on the following bases:

Freehold land	-	Not depreciated
Freehold building	-	50 years
Plant, fixtures and equipment	-	6 to 10 years
Office premises	-	6 years

Fully depreciated assets which are still in use are retained in the financial statements.



# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in profit or loss.

**IMPAIRMENT OF NON-FINANCIAL ASSETS** - At the end of each reporting period, the Society reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

**PROVISIONS** - Provisions are recognised when the Society has a present obligation (legal or constructive) as a result of a past event, it is probable that the Society will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

**LEASES (before 1 January 2019)** - Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Rentals payable under operating leases are charged to profit or loss on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

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### LEASES (from 1 January 2019)

The Society assesses whether a contract is or contains a lease, at inception of the contract. The society recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Society recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the society uses the incremental borrowing rate specific to the lessee.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the statement of financial position in Note 10.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Society remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.



# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Society expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The Society's right-of-use assets are presented within property, plant and equipment Note 9.

The Society applies FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described above.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line 'Other operating expenses' in the statement of profit or loss.

**RECOGNITION OF INCOME** - Income is recognised to the extent that it is probable that the economic benefits will flow to the Society and the amount can be reliably measured.

Grants received to fund operating expenses are recognised on accrual basis, based on the funding principles specified by National Council of Social Service ("NCSS") and Ministry of Social and Family Development ("MSF"). Accruals are made for any over/under funding payable to/receivable from NCSS and MSF.

A gift in kind is included in the statement of financial activities based on an estimate of the fair value at the date of the receipt of the gift of the non-monetary asset or the grant of a right to the monetary asset. The gift is recognised if the amount of the gift can be measured reliably and there is no uncertainty that it will be received.

Other income consist of voluntary contribution by parents to maintain the upkeep of the child is recognised upon receipts. Interest revenue is recognised on a time-proportion basis using the effective interest rate that takes into account the effective yield on the asset.

Dividend income is recorded in profit or loss when the right to receive the dividend has been established.

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.

**GOVERNMENT GRANTS** - Government grants are not recognised until there is reasonable assurance that the Society will comply with the conditions attached to them and the grants will be received.

Government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Society with no future related costs are recognised in statement of financial activities in the period in which they become receivable.

**UNRESTRICTED FUNDS** - The Unrestricted Funds are funds which are available to be used for any of the charity's purposes.

# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

**RESTRICTED FUNDS** - The funds comprise the cumulative operating surplus or deficit arising from the specific income and expenditure account. Donations received for specific purposes are accounted for on a cash basis. The specific funds are utilised in accordance with its intended purpose. Amounts not utilised are accumulated in the specific funds.

**RETIREMENT BENEFIT COSTS** - Payments to defined contribution retirement benefit plans are charged as an expense when employees have rendered the services entitling them to the contributions. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Society's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

**EMPLOYEE LEAVE ENTITLEMENT** - Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting period.

**REINSTATEMENT COST** - A liability and an asset are recorded equal to the present value of the estimated costs associated with the reinstatement of property assets where a legal or contractual obligation exists and the liability can be reasonably estimated. The liability is accreted over time and the asset is depreciated over the life of the related assets included in property, plant and equipment.

**FOREIGN CURRENCY TRANSACTIONS AND TRANSLATION** - The financial statements are measured and presented in Singapore dollars, which is the currency of the primary economic environment in which the Society operates (its functional currency).

In preparing the financial statements, transactions in currencies other than the Society's functional currency are recorded at the rate of exchange prevailing on the date of the transaction. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at the end of the reporting period. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on retranslation of monetary items are included in profit or loss for the period.

### 3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Society's accounting policies, which are described in Note 2, management is required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.



# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

### ***Critical judgments in applying the Society's accounting policies***

Management is of the opinion that any instances of application of judgements on the Society's accounting policies are not expected to have a significant effect of the amounts recognised in the financial statements.

### ***Key sources of estimation uncertainty***

The key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below:

#### Useful lives of property, plant and equipment

The Society depreciates the plant and equipment using straight-line method over the estimated useful lives. The carrying amounts of the Society's property, plant and equipment are disclosed in Note 9 to the financial statements. Changes in the expected level of usage could impact the economic useful lives and the residual values of these assets, therefore future depreciation changes could be revised.

#### Estimation of lease terms

When estimating the lease terms of lease arrangements, management considers all facts and circumstances that create an economic incentive to exercise an extension option, including any expected changes in facts and circumstances from the commencement date until the exercise date of the option. Extension options are only included in the lease term if the lease is reasonably certain to be extended.

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT

### ***(a) Categories of financial instruments***

The following table sets out the financial instruments as at the end of the reporting period:

	2019	2018
	\$	\$
<b>Financial Assets</b>		
Financial assets at fair value through profit or loss	8,094,428	8,458,421
At amortised cost:		
Receivables	325,642	21,962
Cash and cash equivalents	1,523,422	1,505,233
	9,951,214	9,985,616
<b>Financial liability</b>		
Payables, at amortised cost	618,153	412,528
Lease liabilities	1,168,952	-
	1,787,105	412,528

# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

### (b) *Financial risk management policies and objectives*

Management monitors and manages the financial risks relating to the operations of the Society to minimise adverse potential effects on financial performance. These risks include market risk (including foreign exchange risk and interest rate risk), equity price risk, credit risk, liquidity risk and fair value risk. Management manages and monitors these exposures to ensure appropriate measures are implemented in a timely and effective manner.

There has been no change to the Society's exposure to these financial risks or the manner in which it manages and measures these risk. Market risk exposures are measured using sensitivity analysis indicated below:

#### (i) Foreign exchange risk management

The Society transacts only in Singapore dollars and is therefore not exposed to foreign currency risk.

#### (ii) Interest rate risk management

The Society has no interest-bearing financial liabilities except for lease liabilities.

The Society relies on professional fund managers to monitor and mitigate the adverse effects of interest rate changes on its investment portfolios.

No sensitivity analysis is prepared as the Society does not expect any material effect on the Society's surplus for the year arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the reporting period.

#### (iii) Investment price risk management

Investment price risk arises mainly from uncertainty about the future prices of financial instruments invested by the Society. It represents the potential financial loss the Society might suffer through holding investments in the face of price movements. It is the Society's policy to achieve an appropriate diversification in its investment portfolio in order to mitigate such risk.

#### (iv) Credit risk management

Credit risk is the potential financial loss resulting from the failure of a customer or a counterparty to settle its financial and contractual obligations to the Society, as and when they fall due. The maximum exposure to credit risk in the event that the counter parties fail to perform their obligations as at the end of financial year in relation to each class of recognised financial assets is the carrying amounts of those assets as stated in the statement of financial position.

The Society has assessed that there is low credit risk as most of the receivables are either due from Ministry or Government related organisations which are backed by the Government of Singapore.

The Society places its cash and cash equivalents with creditworthy financial institutions and large reputable corporations. The credit risk on bank deposits and investment funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies and reputable corporations with a good credit history.



# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

### (v) Liquidity risk management

Liquidity risk refers to the risk that the Society is unable to pay its creditors due to insufficient funds. The Society is primarily funded via grants and donations and it attempts to ensure sufficient liquidity at all times through efficient cash management. All financial assets and financial liabilities are repayable on demand or due within 1 year from the end of the reporting period, except for certain lease liabilities.

### (vi) Fair value of financial assets and financial liabilities

The carrying amounts of cash and cash equivalents, receivables, other payables and lease liabilities approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

### **Fair value of the Society's financial assets and financial liabilities that are measured at fair value on a recurring basis**

Some of the Society's financial assets are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets are determined.

Financial assets	Fair value as at 31 December		Fair value hierarchy	Valuation techniques and key inputs	Sensitivity analysis (Note 1)	
	2019	2018				
	Assets	Assets				
Financial assets at fair value through profit or loss: (see Note 8)					2019	2018
1) Quoted equity shares	1,450,962	1,838,117	Level 1	Quoted bid prices in an active market.	145,096	183,812
2) Quoted debt securities	6,491,449	6,522,062	Level 1	Quoted bid prices in an active market.	649,145	652,206

Note 1: If the quoted prices are 10% higher/lower while all the other variables were held constant, the Society's surplus would increase/decrease as detailed in the above table.

There were no significant transfers between Levels of the fair value hierarchy in 2018 and 2019.

Except as detailed in the above table, the Society had no other financial assets or liabilities carried at fair value.

### (c) **Capital management policies and objectives**

The Society manages its capital to ensure it will be able to continue as a going concern. The capital structure of the Society consists only of funds and reserves. Management reviews the capital structure on a regular basis. The Society's overall strategy remains unchanged from 2018.

# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

### 5 COMPENSATION OF KEY MANAGEMENT PERSONNEL

The remuneration of key management personnel during the year is as follows:

	2019	2018
	\$	\$
Short-term benefits	454,282	372,161
Post-employment benefits	66,443	54,511
	<u>520,725</u>	<u>426,672</u>
Number of key management in remuneration bands:		
\$50,000 to \$100,000	3	2
\$100,000 to \$200,000	<u>2</u>	<u>2</u>

### 6 CASH AND CASH EQUIVALENTS

	2019	2018
	\$	\$
Fixed deposits	-	951,015
Cash and bank balances	<u>1,523,422</u>	<u>554,218</u>
	<u>1,523,422</u>	<u>1,505,233</u>

In year 2018, fixed deposits bear interest at 0.45% to 1.3% per annum and for a tenure between 3 to 12 months.

# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

### 7 RECEIVABLES

	2019	2018
	\$	\$
Prepayment	7,722	9,116
Deposit	64,272	4,856
Grant receivable	235,574	-
Interest receivables	-	4,686
Other receivable	25,796	12,420
	<u>333,364</u>	<u>31,078</u>

Grant receivable comprises amounts receivable under the Care and Share Matching Grant and MSF funding which are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. MSF funding receivable refers to rental reimbursement from MSF for the temporary site at 35 Boon Lay Avenue, Singapore 649962.

In determining the ECL, management has taken into account the financial position of the other receivables adjusted for factors that are specific to these entities and general economic conditions of the industry in which these entities operate, in estimating the probability of default of the receivables as well as the loss upon default. Management determines the receivables are subject to immaterial credit loss.

### 8 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2019	2018
	\$	\$
Quoted equity shares, at fair value	1,450,962	1,838,117
Quoted debt securities, at fair value	6,491,449	6,522,062
Cash and cash equivalents	91,745	39,658
Dividend and interest receivables	64,835	63,593
Accrued management fees	(4,563)	(5,009)
	<u>8,094,428</u>	<u>8,458,421</u>

Quoted equity shares offer the opportunity for return through dividend income and fair value gains. The fair values of these equities are based on closing quoted market prices on the last market day of the financial year.

The investments in quoted debt securities have effective interest rates ranging from 2.75% to 5.75% (2018 : 2.75% to 5.75%) per annum and have maturity dates mostly ranging from 2021 to 2049 (2018 : 2019 to 2028). Certain investments in quoted debt securities of \$775,110 (2018 : \$502,725) have maturity dates to perpetuity. The fair value of the quoted debt securities are estimated by reference to the current market value provided by the custodian bank.



# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

### 9 PROPERTY, PLANT AND EQUIPMENT

	Freehold land	Freehold building	Plant, fixtures and equipment	Office premises	Total
	\$	\$	\$	\$	\$
Cost:					
At 1 January 2018	524,373	763,206	1,463,895	-	2,751,474
Additions	-	-	23,209	-	23,209
At 31 December 2018	524,373	763,206	1,487,104	-	2,774,683
Adoption of FRS 116	-	-	-	210,445	210,445
At 1 January 2019	524,373	763,206	1,487,104	210,445	2,985,128
Additions	-	-	870,129	1,048,361	1,918,490
Disposal/Written off	-	(763,206)	(1,353,555)	-	(2,116,761)
At 31 December 2019	524,373	-	1,003,678	1,258,806	2,786,857
Accumulated depreciation:					
At 1 January 2018	-	198,038	1,004,705	-	1,202,743
Depreciation	-	30,835	87,880	-	118,715
At 31 December 2018 and 1 January 2019	-	228,873	1,092,585	-	1,321,458
Depreciation	-	28,265	128,758	139,531	296,554
Disposal/Written off	-	(257,138)	(1,083,942)	-	(1,341,080)
At 31 December 2019	-	-	137,401	139,531	276,932
Carrying amount:					
At 31 December 2019	524,373	-	866,277	1,119,275	2,509,925
At 31 December 2018	524,373	534,333	394,519	-	1,453,225

Right-of-use assets are office premises under leasing arrangements. Details of such leased assets are disclosed in Note 13.

### 10 LEASE LIABILITY

	2019
	\$
<b>Maturity analysis:</b>	
Year 1	232,767
Year 2 - 5	931,068
Year 6 - 9	81,300
	1,245,135
	(76,183)
	1,168,952
<b>Analysed as:</b>	
Current - lease liability	207,183
Non-current - lease liability	961,769
	1,168,952

# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

A reconciliation of lease liability arising from financing activities is as follows:

Liability	31 December 2018	Adoption of FRS 116	1 January 2019	Financing cash flows	Non-cash changes		31 December 2019
					Finance expenses	New lease liability	
	\$	\$	\$	\$	\$	\$	\$
Lease liability	-	210,445	210,445	(102,687)	12,833	1,048,361	1,168,952

The Society does not face a significant liquidity risk with regard to its lease liabilities.

### 11 OTHER PAYABLES

	2019	2018
	\$	\$
Accrued expenses	388,071	315,606
Grants received in advance	-	65,975
Other payables	230,082	30,947
	618,153	412,528

The Society does not face a significant liquidity risk with regard to its lease liabilities.

### Provision for reinstatement cost (non-current)

	\$
At 1 January 2018 and 31 December 2018	-
Addition provision in the year	171,114
Unwinding of discount	2,859
At 31 December 2019	173,973

The provision for reinstatement represents the present value of management's best estimate of the future outflow of economic benefits that will be required to remove leasehold improvements from leased properties. The estimate has been made on the basis of quotes obtained from external contractors. The unexpired term of the leases is approximately 5 years.

# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

### 12 RESTRICTED FUNDS

These funds comprise the cumulative operating surplus arising from the restricted profit or loss account for specific purposes transferred from the profit or loss.

	(i) QBE Fund	(ii) Credit Suisse Fund	(iii) RichZone Fund	Total
	\$	\$	\$	\$
Balance at 1 January 2018	6,907	21,353	-	28,260
Net Deficit for the Year	-	(21,353)	-	(21,353)
Utilisation of Funds for Capital				
Expenditure	(3,349)	-	-	(3,349)
Balance at 31 December 2018	3,558	-	-	3,558
Net Deficit for the Year	-	-	-	-
Transferred to unrestricted funds	(3,558)	-	-	(3,558)
Balance at 31 December 2019	-	-	-	-

#### Reserve Policy

	2019	2018
	\$	\$
Unrestricted fund	10,500,061	11,031,871
Ratio of reserve to annual operating expenditure	2.57	3.81

The reserves of the Society provide financial stability and the means for the development of the Society's activities. The Society intends to maintain the reserves at a level sufficient for its operating needs. The Executive Committee Members review the level of reserves regularly for the Society's continuing obligations.

- (i) QBE Fund is set aside for children enrichment and recreation programmes.
- (ii) Credit Suisse Fund is set aside for children daily meals.
- (iii) RichZone Fund is set aside for children's food and allowances.

### 13 LEASES

#### Society as a lessee

The Society has lease contracts for office premise. The Society is restricted from assigning and subleasing the leased assets.

The Society also has certain leases of low value assets. The Society applies the 'lease of low-value assets' recognition exemptions for this lease.



# CHILDREN'S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

a) Right-of-use assets

The carrying amounts of right-of-use assets and movements during the year are disclosed in Note 9.

b) Lease liabilities

The carrying amounts of lease liability and the movements during the year are disclosed in Note 10.

c) Amounts recognised in profit or loss

	2019
	\$
Depreciation of right-of-use assets	139,531
Interest expense on lease liabilities	12,833
Lease expense not capitalised in lease liabilities:	
- Expense relating to low-value leases	1,412
Total amount recognised in profit or loss	153,776

d) Total cash outflow

The Society had total cash outflows for leases of \$102,687 in 2019.

## 14 INCOME TAXATION

The Society was exempted from tax under the Income Tax Act, following registration with the Commissioner of Charities as a charity under the Charities Act (Cap. 37).

## 15 RENTAL COMMITMENTS

Disclosure required under FRS 17

The Society leases office premise under non-cancellable operating lease agreements. These lease have varying terms, escalation clauses and renewal rights.

The future minimum rental payable under non-cancellable operating leases contracted for at the reporting date but not recognised as liabilities, are as follows:

	2018
	\$
<b>Due:</b>	
Within 1 year	35,184
Within 2 to 5 years	70,368
	105,552

As disclosed in note 2, the Society has adopted FRS 116 on 1 January 2019. These lease payments of office have been recognised as right-of-use assets and lease liability on the statement of financial position as at 1 January 2019.

# CHILDREN’S AID SOCIETY

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2019

### 16 TAX EXEMPT RECEIPT

The Society enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times double tax deduction for the donations made to the Society. The status for general donations was renewed from 1 April 2019 to 31 March 2022.

	2019	2018
	\$	\$
Donations for which tax exempt receipts were issued	823,857	404,120

### 17 EVENTS AFTER THE REPORTING PERIOD

Subsequent to the outbreak of the Coronavirus Disease 2019 (“COVID-19 outbreak”) in early 2020, the Society has assessed that as at the date of this financial statements, there is no material adverse effect on its operations and financial status as a result of the COVID-19 outbreak.

On 24 June 2020, the Executive Committee has approved the designation of \$3,000,000 within the unrestricted funds for the Clementi Site Redevelopment Designated Fund.

# Credits

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