

STANDING IN SOLIDARITY



CHILDREN'S
AID
SOCIETY
FOUNDED IN 1902

2020 ANNUAL REPORT

Successful Lives



Stable Families



Strong Community

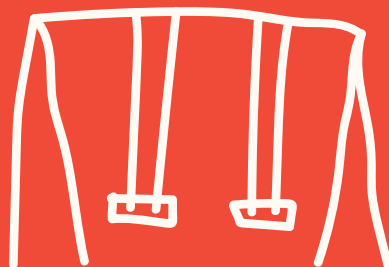


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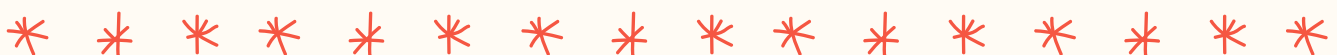
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About Children's Aid Society



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".

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 Tomlinson 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.





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.

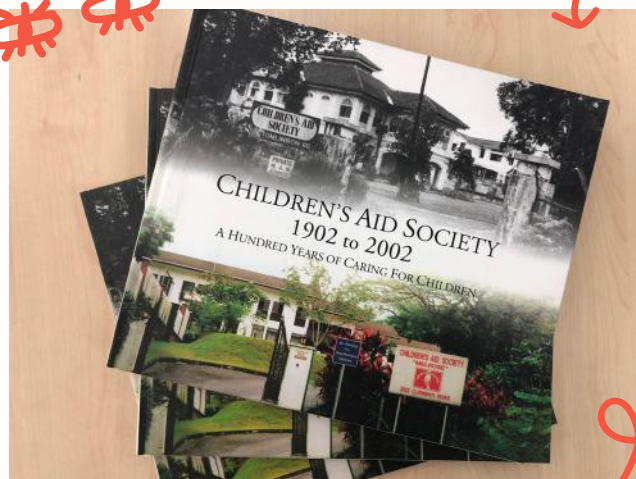


2013

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.

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.



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.



**CHILDREN'S
AID
SOCIETY**
FOUNDED IN 1902

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.

118 Years On

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

The Society aims to provide a range of residential care, specialised 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.

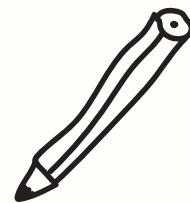
Professionalism

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

CORPORATE INFORMATION

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

Chairman's Message



To say, 2020 was a challenging year is an understatement. It was one of the most difficult years in the history of Children's Aid Society.

We had just moved into our temporary home at 35 Boon Lay Avenue at the end of 2019. The unexpected onslaught of COVID-19 pandemic added tremendous strain on our operations as staff were still trying to acclimatise to the new environment. The management team had to scramble to reorganise operational processes and staff had to work in different shifts. All these just to meet the tight restrictions imposed by the authorities. This notwithstanding, I am pleased to report that the staff went beyond their call of duty and did remarkably well in maintaining the standard of care to Melrose Home residents throughout the reporting year.

The COVID-19 pandemic, surprisingly, affirmed our decision to launch Melrose Care in 2019. The effect of the pandemic was acutely felt at Melrose Care. Within a year in service, the team provided psychotherapy services to 279 individuals. This was astounding as the majority of the cases were dealt with during the second half of 2020, when Singapore went into Phase 2, after the 'Circuit Breaker' was lifted. We will be expanding our services in 2021 to cater for the higher demand in psychotherapy treatment in the midst of the ongoing pandemic.

The Executive Committee members were concerned over the viability of the Melrose Village project which was launched in late 2019. Uppermost in our mind was our capacity to raise funds during this period of economic uncertainty. After much deliberation, we affirm our belief that Melrose Village is critical to CAS if it wants to stay relevant to the society it serves. A single donation of \$1 million at the end of 2020 gave us the much-needed fillip to persevere in our ambition. Although we are still far from our financial target, we believe that together with our strong supporters and donors, we have confidence that the Melrose Village project will come into fruition.

If there is one thing we can learn in 2020, it is this:
unity is strength in the midst of adversity.

I am thankful and grateful that all the stakeholders of CAS were united and in sync when responding to the challenges of 2020. As a result, CAS remains robust and stands ready to meet any challenge of the day.

I would like to thank the following:

- Mr Desmond Lee (Minister for National Development and Minister-in-Charge of Social Services Integration and MP for West Coast GRC) and Mr Vikram Nair (MP for Sembawang GRC), for their invaluable support;
- Our donors for their generous donations;
- Our community partners for their continued support and contributions;
- Our volunteers for their unwavering commitment to serve the residents;
- Members of the Executive Committee, and Sub-Committees for their generous time and effort in steering Melrose Home, Melrose Care and other critical functions; and
- Ministry of Social & Family Development, and the National Council of Social Service for their guidance and support.

Finally, I would like to convey my heartfelt appreciation to the staff of Children's Aid Society for their diligence and sacrificial response to the challenges in 2020.

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

Jarrod Ong Chew Yeang
Chairman, Executive Committee



2020: HIGHLIGHTS

STANDING IN SOLIDARITY WITH VULNERABLE FAMILIES

We're 118 Years Old & Poised For Greater Growth

We want to overcome the physical limitations and challenges of our current 50-year-old building at Clementi, and realise our aspirations to build for the next generations, **Growing from Home to Village.**

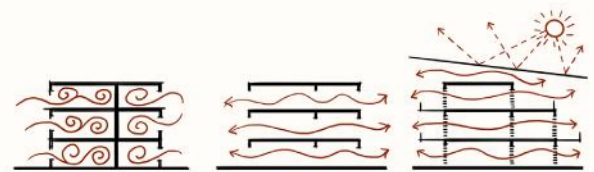
With the generous help and guidance from Singapore Institute of Architects, we embarked on an architectural design competition in Q3 2019 – Q1 2020 and received many encouraging entries and ideas from thoughtful local architects. We eventually found a winning design in the submission from **Ernesto Bedmar Architects Pte Ltd.**

The design incorporates our aspiration to grow from Home to Village, to serve a wider age group, and to increase accessibility to our services for families. It is a simple design, yet respectful of our desire to keep the grounds free as much as possible for the free space to facilitate care for the residents.

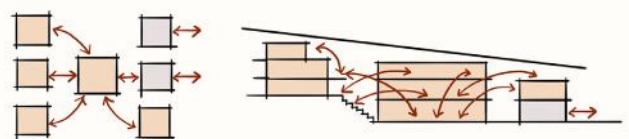
Melrose Village Development



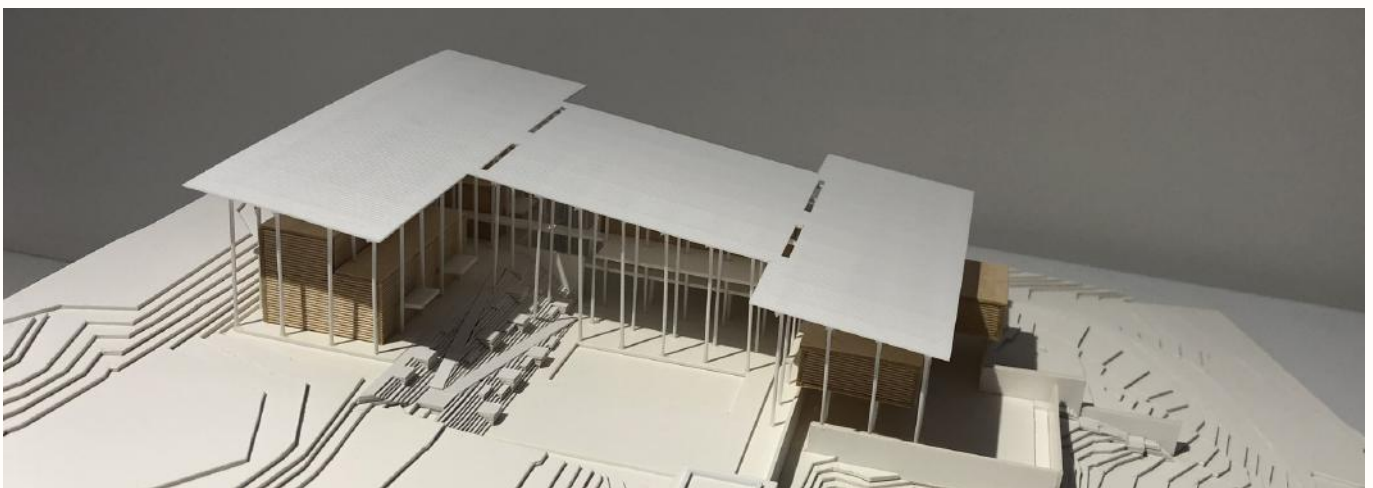
PLAY. RAIN OR SHINE.

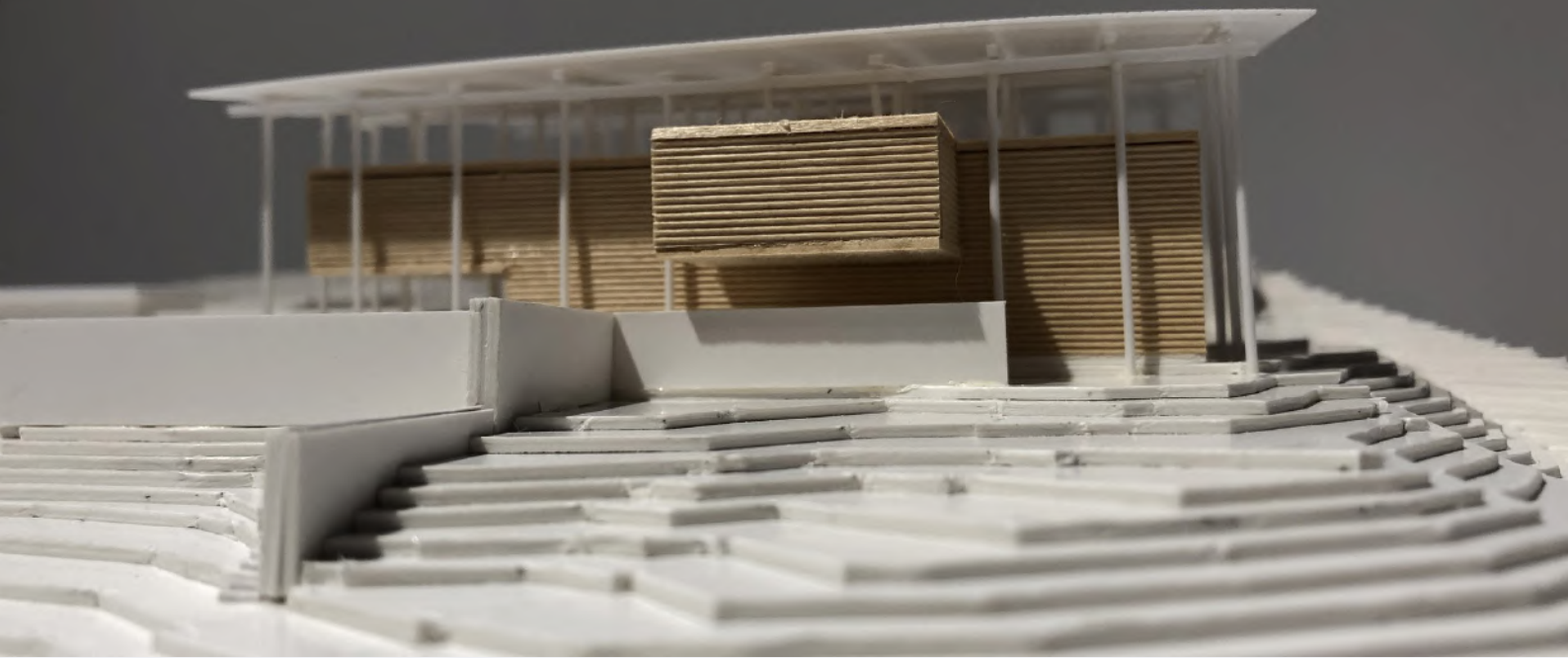


IN THE TROPICS.

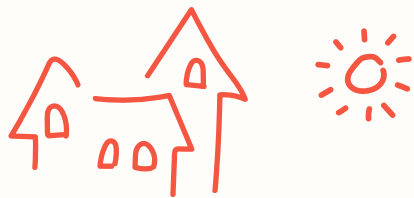


CONNECTED. TOGETHER.





*Melrose Village illustration provided by Ernesto Bedmar Architect,
winner of Melrose Village Architectural Design Competition.*



ASML Singapore supports Children's Aid Society as Founding Benefactor of Melrose Village



On 2 December 2020, ASML Singapore, the world's leading provider of lithography systems for the semiconductor industry, made a generous donation of \$1,000,000 of their Jobs Support Scheme (JSS) in support of Children's Aid Society's Melrose Village rebuilding project.

A cheque presentation with representatives of ASML Singapore was hosted at Melrose Home's temporary location at 35 Boon Lay Avenue, which Mr Desmond Lee, Minister for National Development and Minister-in-charge of Social Services Integration, graciously joined to witness the occasion.

Melrose Village is Children's Aid Society's milestone project to rebuild Melrose Home's aged Clementi property of 50 years into a purpose-built 'village' concept facility. When completed, Melrose Village will offer integrated residential care and therapeutic support services for children and older youth under one roof.

We are grateful for the generous support, strengthening our resolve to reimagine the concept of residential care and build innovatively for the next generation.



STANDING IN SOLIDARITY WITH OUR COMMUNITY



Looking back on 2020, it was undoubtedly a challenging year for all of us in CAS, our greater community, and the rest of the world. The COVID-19 pandemic cast an unnerving shadow over the global economic, political and social landscape and no one could predict the precise fallout of the crisis.

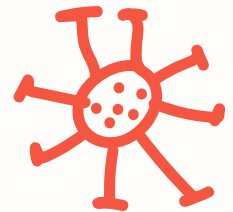
CAS remained fully committed to supporting our clients, residents and their families as much

as possible throughout the year. It developed into a meaningful experience for the team as we learned to adapt our residential care, counselling and psychotherapy services along the way to meet the challenges that COVID-19 posed.

All in all, there were many memorable moments and unexpected opportunities in 2020. We hope to pay tribute to some of these key milestones.

Strengthening Safety Measures in DORSCON Orange

It was a fresh experience for the team as we implemented new practices and strengthened safety measures at Melrose Home and Melrose Care to prioritise the safety of all of our residents, clients and visitors. It was also our first time suspending mass activities for the Home and adapting them in-house.



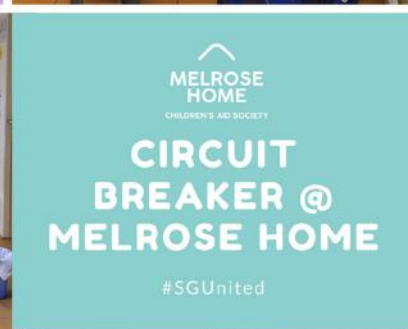
Showing Appreciation for Frontliners

We appreciate the opportunity to have participated in a meaningful initiative alongside fellow Children & Youth Homes, where residents helped to design thank you cards for Aetos Singapore's frontline officers (Aetos auxiliary police & security workers). The officers are unsung heroes in their own way, who tirelessly help secure important facilities, hospitals, and borders in Singapore.



Coping with 'Circuit Breaker'

The 'Circuit Breaker' was an extraordinary period for everyone in Singapore but it was heartening to experience how all of our residents, staff, families and schools were quick to adapt to home-based learning. We were mindful that this unprecedented period could pose emotional stress on our residents in Melrose Home. So we worked closely with our Art and Play Therapists to ensure ample therapy activities were provided as essential services.



A memorable visit by Mdm President

Another wonderful opportunity that emerged was hosting President Madam Halimah Yacob on a virtual visit to Melrose Home on May 29. The occasion was especially meaningful as it also marked the end of the Circuit Breaker. The virtual visit was a wonderful and unique experience for all residents and staff, who had a great time engaging and interacting with Madam Halimah Yacob over tele-conferencing.



Residents showcased their different dorms and shared about the challenges and joys of experiencing home-based learning and school holidays during the Circuit Breaker. Some presented pictures of the unique holiday activities and Hari Raya celebrations, while others even showed handmade masks that were made together with our therapists during this period. Our care staff also shared about what keeps them motivated as essential workers in the social service.



'Standing in Solidarity with Vulnerable Families' Campaign

It became clear that the vulnerable children, youth and families we serve bore the brunt of the crisis as they had to cope with a multitude of difficulties such as increasingly stressful relationships and family violence, risk of losing livelihoods, lack of a safe and conducive home environment for young children.

We launched the 'Standing in Solidarity with Vulnerable Families' Campaign to appeal for support from our community and partners. The campaign raised over \$390,000 over the course of the year. We were grateful for the tremendous generosity and support extended to us, which enabled us to continue providing residential care, counselling and psychotherapy services to those who needed them most. We also extended fee waivers to clients whose financial situation was impacted by job losses or other difficulties due to COVID-19.



Generous Donation by the Estate of Venerable Suit Woo Foong

On 28 November 2020, it was our great pleasure and honour to host Mr Desmond Lee, Minister for National Development and Minister-in-charge of Social Services Integration, to witness a donation of \$140,000 by the Estate of Venerable Suit Woo Foong to Children's Aid Society.

This generous contribution from the Estate is also part of the 《一心一艺好温情》 (Good Heart with Good Luck) campaign, which culminated in an online charity concert on Facebook on 10 December 2020.



IMPACT AT A GLANCE

SUCCESSFUL LIVES



279

Lives touched through our support programmes and clinical services



Over

3,172

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

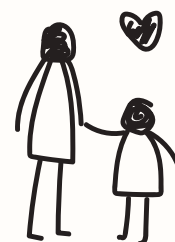
STABLE FAMILIES



232

Families supported through our programmes and clinical services

5



Children and youths

were reunited with their families with improved conditions

53

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



STRONG COMMUNITY

1,566

Donors and Supporters

Over 28*

Volunteer hours contributed by our community



17*

Regular volunteers groups & individuals supported our cause



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.

* Volunteer activities were suspended for the majority of 2020 due to COVID-19



**MELROSE
HOME**

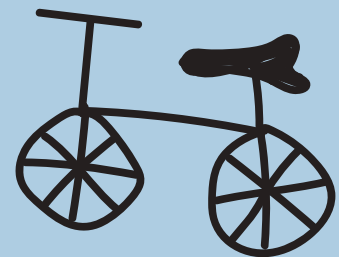
CHILDREN'S AID SOCIETY

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 supports 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's Wing and Youth Wing.



OUR RESIDENTS

Our residents, typically between the ages of 7 and 21 years old, are placed in Melrose Home primarily because of their care and protection needs.

They can be broadly categorised as:

Statutory Cases

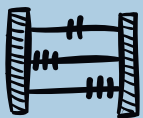
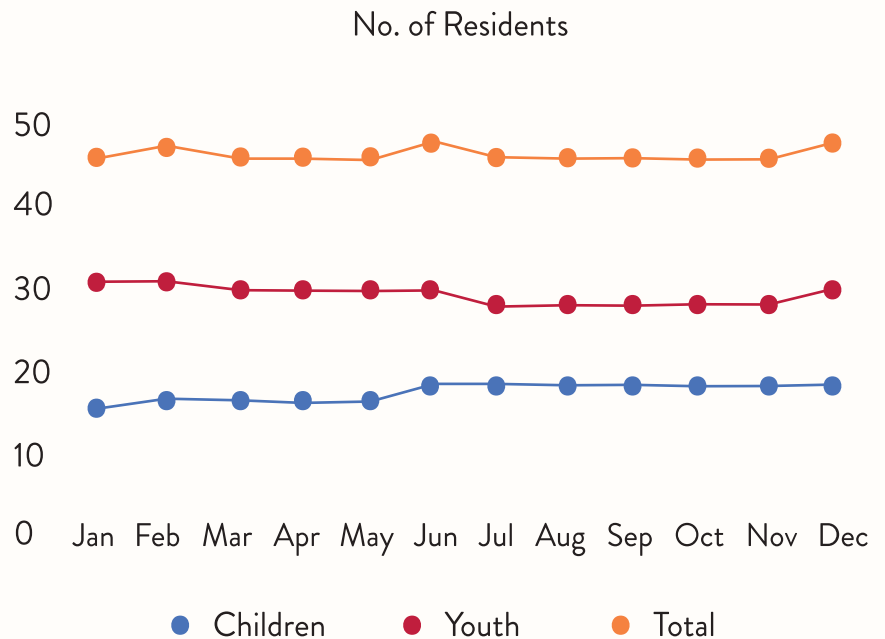
These are cases mandated by the Youth Court under a Care and Protection Order

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



53

residents in total were cared for in 2020



5

residents were reintegrated with their families as conditions had improved



8

new residents joined Melrose Home



60

family members were engaged through our services



5

transitioned through the aftercare programme, receiving continued support to aid successful reintegration with their families

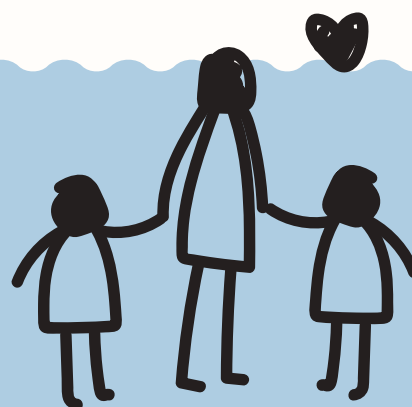
OUR PROGRAMMES

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.

Aftercare & Mentoring:

When a resident leaves our home to return to his/her 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.



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 returning them to their families, when their home circumstances have improved.

Residential Care:

The core function of Melrose Home for the past century has been to provide quality residential care for children and youths-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.



MELROSE HOME HIGHLIGHTS

Children's Wing

Embracing Small Group Care

2020 saw the Children's Wing evolving into a more distinct Small Group Care approach with the formation of two units - Children Boys and Children Girls. Each unit functions independently, developing its own structures, routines and programmes to suit the needs of the specific gender groups.

Whilst the temporary facility at Boon Lay does not allow for a full suite of suitable infrastructure recommended in any small group care setting, the units creatively worked around this limitation to make their living spaces cozy and conducive to relax and unwind after a hard day at school.



Our commitment to stay 'Safe and Healthy'



Mask on at all times



Safe Distancing



Wiping Down

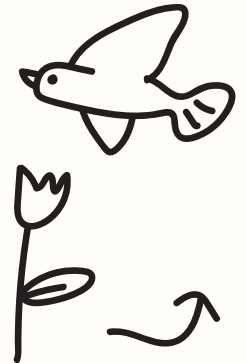


Small group activity



To ensure that the children were meaningfully engaged during the 'Circuit Breaker', the teams came up with a wide range of in-house activities ranging from crafting to gardening to cooking to science experiments and treasure hunts.

- * Craftwork
- * Gardening
- * Cooking
- * Science Experiments
- * Treasure Hunt / Teamwork





Amidst the COVID-19 Safe Management limitations throughout 2020, the teams continued to implement stimulating programmes that impacted on the biological, psychological and social development of the children.

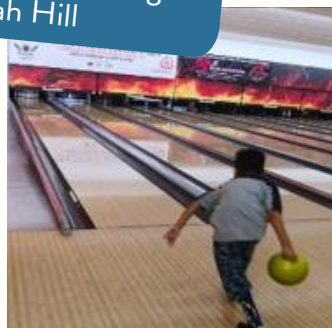
Relax & Unwind

Playground Activities, Outings, Movie Night



Keeping Fit & Active

Cycling & Picnic at ECP, Bowling for Boys, Hiking at Bukit Timah Hill



Decision Making & Teamwork

Dorm Painting, Dorm Decorating, Working together



Caring & Sharing

Forging Bonds



Birthday Celebrations, Hari Raya Celebrations, Christmas Celebrations, Staff & Children Bonding



VIA: Goody Bags for the seniors at Lions Befrienders

Youth Wing

The Youth Wing, comprising three units - youth boys, youth girls and tertiary youths greeted the unprecedented arrival of the COVID-19 pandemic with mixed emotions. 'Circuit Breaker' proved to be a real game changer. Having to stay indoors, confined to individual dorms, observing split zones and staggered times for showers and meals proved to be challenging for our ever so active and energetic youths.

To ensure that our youths remained meaningfully engaged and did not slip into a sedentary 'couch-potato' lifestyle, the teams came up with creative programmes & activities to keep them mentally, emotionally and physically charged and motivated over and above the schools' home-based learning programmes.

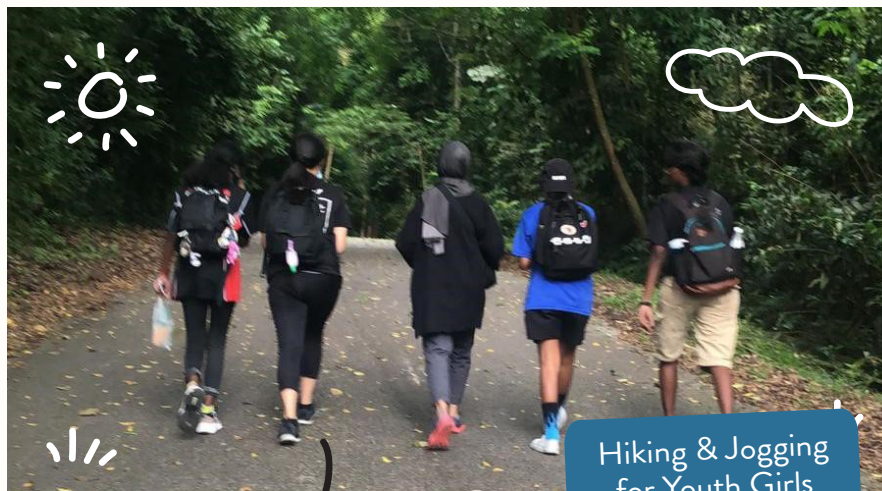


Activities ranged from Basic Yoga to Science Experiments and Tabletop Mini Games and Kahoot Quizzes to Sudoku Challenges and many more.



While observing the COVID-19 Safe Management Measures throughout 2020, our Youth Workers continued to plan and execute programmes that cater to the psycho-social and emotional development of the youths in their charge:

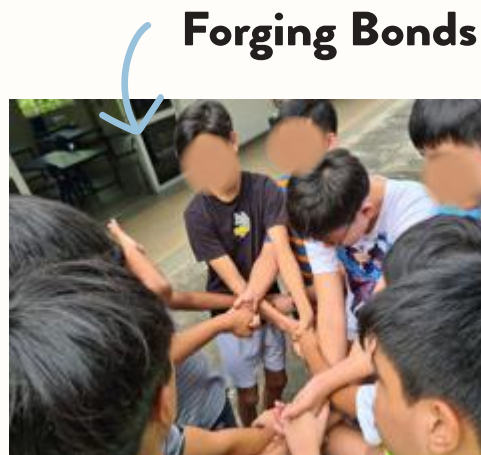
Building resilience and perseverance



Hiking & Jogging for Youth Girls



Night Cycling for Youth Boys



Forging Bonds

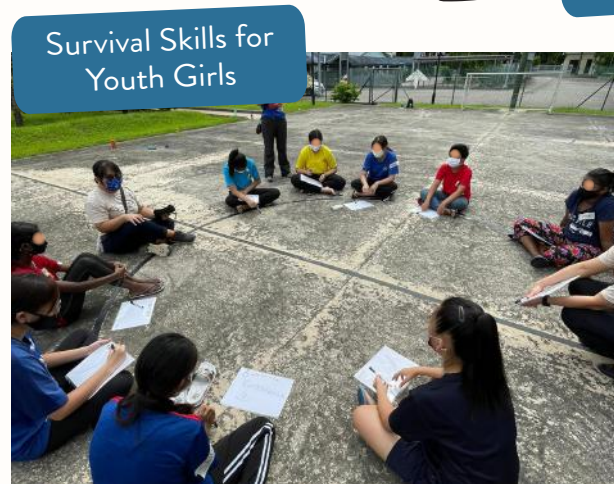


Make-up Workshop for Youth Girls

Life Skills Development



Team Bonding Games



Survival Skills for Youth Girls



Bonding Through Food

JOURNEYING WITH FAMILIES IN NEED



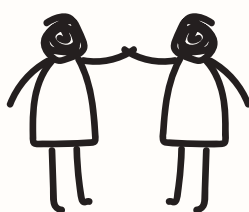
Promoting Access to Art and Play Therapy:

To ensure that our residents benefit as much as they could 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 were offered to both children and youths, while play therapy was offered on an individual basis. The art and play therapies have complemented the various social work interventions in meeting the needs of our residents holistically and were very well received by the residents.



Supporting with Information and Referrals:

The Social Care Team regularly received enquiries for placement. The majority were 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.



Engaging Our Stakeholders:

Our Social Care Team collaborated with multiple stakeholders to address a multitude of complex issues that our residents and their families faced. The social workers attended regular case conferences to discuss and affirm actions and decisions taken. They also conducted 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 have improved their social circumstances. This ultimately enables safe re-integration of our residents with their families where they belong.



Evolving Through Adversities

WenXi* was 11 years old when she was admitted to Melrose Home. Prior to her admission, WenXi had witnessed her father's frequent use of physical violence on her mother and there were also occasions that she sustained physical injuries when she intervened in her parents' fight. Additionally, WenXi was also not living in an environment with adequate care and supervision. She was oftentimes left to her own devices, which made her susceptible to the influence of negative peers. Consequently, WenXi also lost interest in her studies and was failing most subjects in school.

While WenXi struggled with adjusting to the structured environment within Melrose Home in the initial weeks of admission, she gradually eased in with the care and support rendered by our caregivers.



Three months into her stay, WenXi would take the initiative to approach our Residential Care Manager for extra tuition whenever the latter is on duty on weekends.

Over time, WenXi's confidence in her studies picked up and she started to improve. With better school results, her esteem also improved and she now aspires to be admitted to the Express stream after her PSLE this year. In her most recent examinations, WenXi was conferred three certificates of achievement for being the best student in English Language, Foundation Mathematics and Science. We are indeed proud of WenXi for her stellar performance!



Thriving Through Resilience

Tina* was about seven years old when she was first admitted to Melrose Home because of a parent's use of physical violence. She was admitted to the home for a second time following the incarceration of her other parent three years later.

For the past seven years, Tina had relied solely on the care and guidance provided by our caregivers as one of her parents had passed away, while the other was repatriated. While other residents have weekend home leave, Tina resides in Melrose Home 365 days a year. One question that Tina frequently asked of her social worker was, "Why do I have no parent to go to?" While Tina's social worker could answer this question factually, no amount of explanation was able to fully comfort this adolescent of the losses in her life.

Recognising the psychological and emotional challenges that Tina faced, Melrose Home arranged for her to meet her parent who was repatriated in the latter's country of origin up to four times a year during the school holidays. While the visits were infrequent, they demonstrated Melrose Home's commitment to meet our residents' needs in creative ways. Over time, Tina showed greater appreciation to the extra mile that Melrose Home put in for her and became more motivated in her studies.

She eventually completed her N-Level examination and was admitted into a Nitec course she desired. She continues to do well and is on track to progress to a Higher Nitec course in the coming year. Seeing Tina becoming increasingly skilled in her chosen field brings much joy and satisfaction to the staff team.

*Names changed to protect the identity of residents of Melrose Home.



**MELROSE
CARE**

CHILDREN'S AID SOCIETY

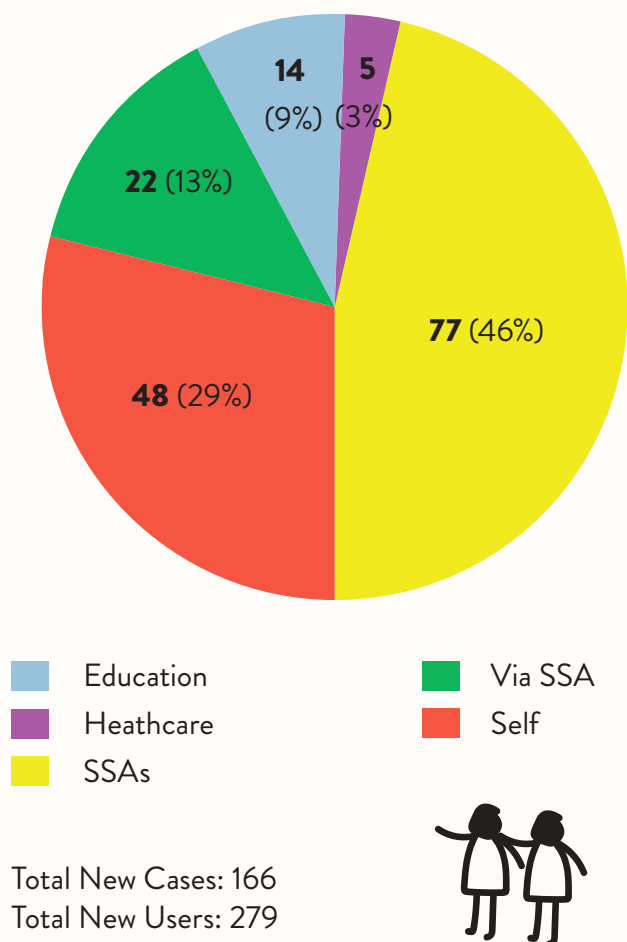
Melrose Care



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 community-based 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.

STRENGTHENING SUPPORT IN THE COMMUNITY

New Cases by Referral Sources in 2020



In 2020, Melrose Care was gradually scaling up our operational capabilities as we progressed into our first full-year of offering specialised therapies. We ensured that these therapies and counselling services remained accessible to vulnerable children and young persons and their families in the community despite the pandemic.

Between January to March 2020, we sustained our outreach efforts and connected with social service practitioners from family service centres and school counsellors. We had school counsellors from the north region to better understand community trends and establish referral protocols to Melrose Care.

Unfortunately, COVID-19 stuck and we had to comply with closure requirements during 'Circuit Breaker' in April and May. Nonetheless the Melrose Care team tried our best to provide continual support to our existing clients through phone support services. Additionally, the art and play therapists were activated to provide art and play engagement programmes for residents at Melrose Home during the same period.

When Melrose Care resumed our onsite sessions for high-need clients from June 2020, we saw an influx of referrals from social service agencies and schools. The trend extended into the third and fourth quarters of the year.

For the whole year, Melrose Care took in 166 new cases, which translated to 279 direct service users. About 70% of these cases were referred by our community partners from the family service centres and schools.

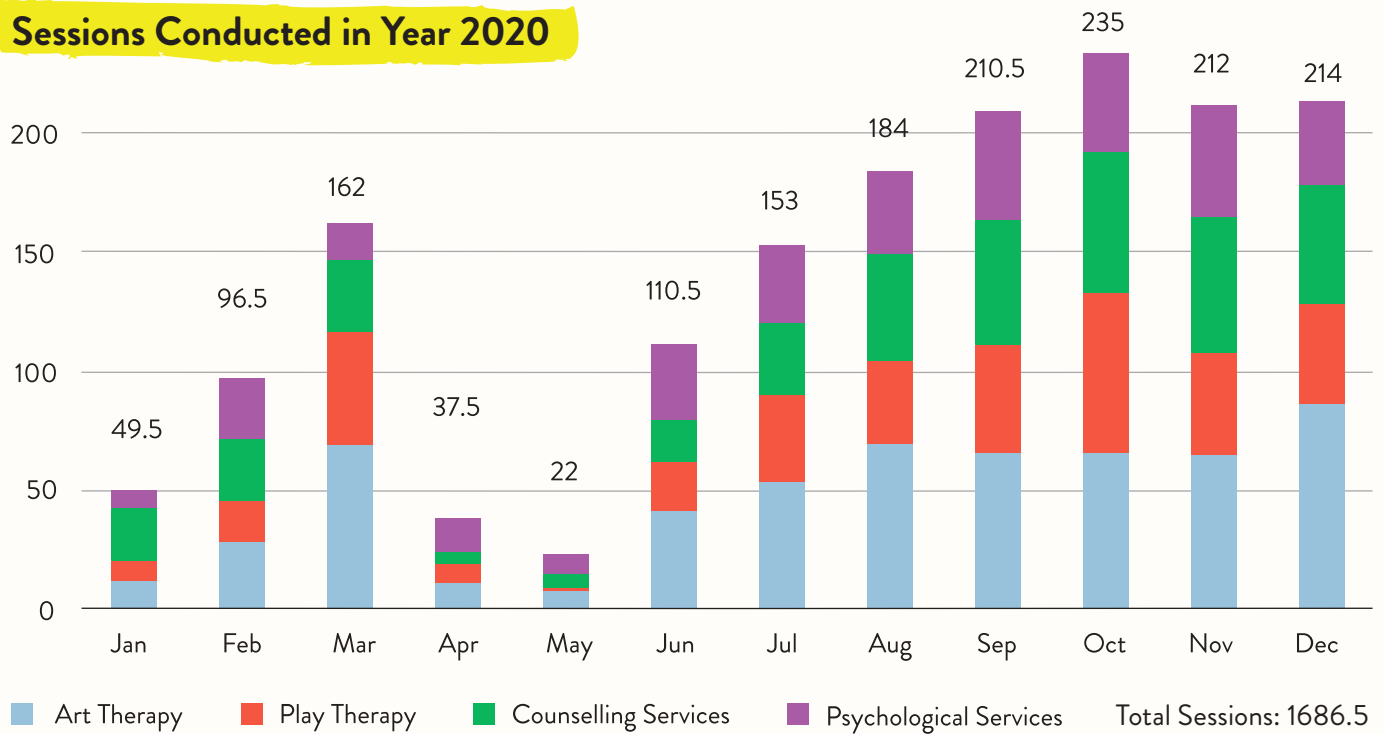
Melrose Care also provided subsidies for families with financial difficulties so that children and young persons and even their parents could continue to receive the psychological support they need. In 2020, we provided a total of \$47,000 in fee subsidies.

When conditions were stable, we resumed public education efforts on our work with our partners

such as with APSN Chao Yang School, where we ran an introductory informative workshop.

Melrose Care was also blessed by the kindness of businesses and individuals in 2020. One such organisation is Books To Life. They had helped to raise funds for donation-in-kind of books and play materials for the therapy sessions at Melrose Care. We were truly grateful for all the support rendered to help us cope during the pandemic.

Sessions Conducted in Year 2020



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 customised to include family members as part of filial play therapy.

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



Family & Parenting Support

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



WHAT OUR PARTNERS SAY

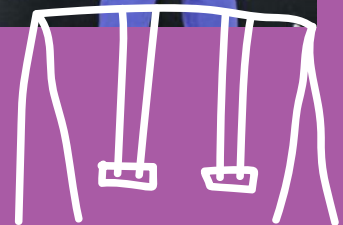
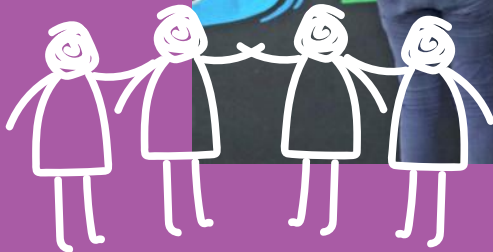


Melrose Care presence in the Admiralty-Woodlands is vital in providing support for the growing number of families in need, especially many social care and mental health services in the northern region.

Melrose Care serves an important role in the community in providing therapy to children and parents with complex trauma issues or developmental trauma issues.... There is a need to have a community agency to continue to support complex trauma clients in their growth and emotional regulation with a longer time frame. Melrose Care has met the gap in taking referrals from the community and providing therapeutic interventions to this group of clients.



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



Dr Frederick Low
Executive Director

MANAGEMENT TEAM

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



Alvin Chua
Director &
Principal Social Worker,
Melrose Home



Agnes Lim
Manager,
Residential Care,
Melrose Home



Tan Chun Kiat
Manager,
Melrose Care



Kelvin Wang
Manager,
Community Partnerships



Rosiah Ismail
Manager,
HR and Admin



COMMUNITY PARTNERSHIPS



Kelvin Wang, Community Partnerships Manager

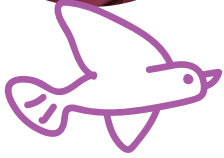
It has been an amazing journey since I came onboard Children's Aid Society in 2019 and witnessed the launch of our new service, Melrose Care, and the commencement of the Melrose Village rebuilding project.

2020 has been a peculiar year. The COVID-19 pandemic struck our shores and the economic uncertainties caused our donations to plunge significantly at the beginning of the year and all volunteering activities had to be suspended. Turning the challenges into opportunities, we managed to re-strategise our fundraising approaches. Together with everyone's support and gathering all the resources we have, we managed to turn things around and achieved our fundraising target by the end of the year.

I'm honoured to be part of the growth of the organisation.



HR AND ADMIN



Daljit Kaur, Administrative Executive

Working at Children's Aid Society has given me a sense of accomplishment and I have learnt a lot since I started working here. I especially enjoy the residents and staff bonding activities yearly.

MELROSE CARE



Tan Chun Kiat, Melrose Care Manager

Operations at Melrose Care had to be adjusted because of 'Circuit Breaker' as we had to close for more than a month. When we reopened, we observed that there were a lot more referrals coming in, especially from the family service centers. Despite the need to keep our staff and current clients safe, we were also faced with the challenge of having to respond to more cases in a shorter period of time.

But we do our best to stay positive. We remind one another about the mission and vision of Melrose Care, that is to help children, youth and their families through the different modalities such as counselling, play and art therapy and psychological interventions. I am thankful for the dedication the team at Melrose Care had shown and their commitment to help vulnerable families who really needed the assistance.

Tan Soo Yuin, Senior Counsellor

I started my journey with Melrose Care when it opened in 2019. The multi-modality team uses different expertise to help young children, youths and their families and being involved in those processes has been a truly enriching journey for me. I am glad to see young children and teens learning how to talk about their feelings and express their thoughts with their family members. This process is especially important for teens as they are often misunderstood by adults.

It is such an enduring time for many, especially so in this pandemic, and I am glad that Melrose Care has been able to bridge between family members and improve their relationships with one another.



MELROSE HOME Social Care



Lee Poh Choo, Social Worker

2020 has been a challenging time for all of us at Melrose Home. When 'Circuit Breaker' happened, it felt quite stressful especially having to cope with the limited resources and split teams arrangement. However, I am heartened to see everyone going beyond their call of duty for the safety and well-being of our residents.

We also saw caregivers who were supportive and helped us care for some of our residents as we had to manage

the risks brought about by COVID-19. Our residents also demonstrated resilience especially having to cope and adapt with home-based learning and limited access to family visitations. It's a small setback for us, but I hope we can continue to strive and support the reintegration process of children and youths whose lives had been disrupted back to their families.

Residential Care — Children's Wing



Nur Atiqah, Unit Leader (Children Girls)

As the Unit Leader of Children Girls, I watched some of them grow with us, especially those who came to Melrose Home at the tender age of six years old. It's always been gratifying when I see how they've grown together with us. During the 'Circuit Breaker' period, we had to shift our programmes to be held within the Home. We had to continue keeping the residents engaged as many external activities were cancelled and they have to adapt to the new normal. As I communicated with them a lot more, I realised I got to know them better as well.

When the children found out that I had lost my father during the 'Circuit Breaker' period and was away from the Home for a long time, they took the initiative to call me and check in on how I was doing. I felt truly supported, emotionally by their presence and genuine concern towards me and at that moment, I felt my passion renewed. It's so heart-warming when I realised that the good values we instilled in them shone brightly. It's been a truly remarkable journey for me with the Children's Aid Society.

Residential Care — Youth Wing



Timothy Pang, Guidance Officer

One of the biggest challenges of 2020 is actually trying to keep up the morale of the residents at Melrose Home. When the Circuit Breaker happened, many of our residents were confined to just the four walls and we had to make changes to the programmes and their daily activities. One of the changes we did was to introduce science experiments during their study time so that the residents will be more engaged.

Everyday is a different experience for me as a Guidance Officer. It's like taking a flight – we'll take off and there will be times where we will experience turbulence. But at the end of the day, it's how we deal with these challenges and make sure we're able to land safely when the day ends.

Support Team



Thu Zar, Housekeeper

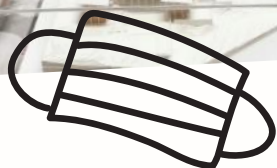
When I first came to Singapore more than 10 years ago, I started working for Children's Aid Society and I still enjoy it very much. I feel really happy to be able to care for the residents at Melrose Home. During the 'Circuit Breaker', I had the opportunity

to interact with the children a lot more and bonded with them.

I used to go back to my hometown every year to visit my family but unfortunately I have not been able to do that this year. I am thankful that the staff and residents at Melrose Home always make me feel like they are my family members.

TEAM HIGHLIGHTS OF 2020

Camaraderie and Bonding - Unit Makan Session



The Impact of COVID-19 on Human Resource and The New Normal

In the wake of the COVID-19 pandemic, there were many uncertainties. Organisations and employees were left wondering - what practical measures could be carried out to safeguard their organisations, what would be the outlook regarding the new normal as well as what would be the new way of employee engagement and the future of learning in the wake of the pandemic.

During the pandemic there were many down-time and disruption to normal operations at the workplace. We introduced steps to make sure the welfare of our staff are met and this is especially important so that they can continue to care for our residents and our clients.

Employee Engagement

Employee engagement was at the core of Children's Aid Society's long-term strategy. With the new normal taking place in 2020, we strived to harness technology to continuously engage our employees through onboarding and offboarding processes, meetings, and trainings.

Interdepartmental Get-together

It was never easy to plan for any activity due to safe management measures. When the situation allowed us to hold social gatherings for up to 8 persons, various departments within CAS held their individual team lunches.

May Day Care Packs 2020

May Day Special Care Packs were distributed as a gesture of gratitude and appreciation to CAS team members who have been working hard every day supporting Melrose Home as an essential residential

Throat Saliva Testing Exercise on 17 Dec 2020



Training on "Donning & Doffing of PPE" on 21 April 2020

care service, especially during the 'Circuit Breaker' period.

The Care Packs consist of surgical masks, hand sanitisers, berry essence drink and various snacks to help them maintain personal well-being and stay healthy. We are very grateful for our team's hard work and dedication during the challenging period and it's heartening to see the team bond together with a stronger sense of camaraderie.

Alvin Chua, Director & Principal Social Worker of Melrose Home was awarded the Exemplary Social Work Field Educator (ESWFE) Award 2020 by Singapore Social Work Field Educators Network (SFEN).

With 17 years of experience in Social Work, Alvin has been actively contributing to the profession and supporting the advancement of Social Work education in Singapore. He has fervently taken on trainer and lecturer roles at various professional conferences, Social Service Institute (SSI) and with his alma-mater National University of Singapore (NUS).

We are immensely heartened that Alvin has been recognised for his commitment and passion to Social Work field education and profession!

LONG SERVICE AWARDS



10-year Anniversary Award

Anuradha d/o Narayanasamy,
Senior Social Worker



Joel Wong
Senior Youth Worker

Fueled with passion to serve

Joel Wong started his journey in CAS as a Youth Worker. His primary role is to plan youth programs and ensure their well being. His journey in CAS has been filled with challenges on a daily basis, but it is these very challenges that has shaped him today. Joel describes solving the problems at work with the help of his colleagues who are his engines as something that “fuels” and motivates him.

Five years on, Joel is now the Unit leader of the Youth Boys at Melrose Home. He believes the role has molded him to be more resilient and adaptable. The interaction he has with the boys under his care has broadened his perspective.

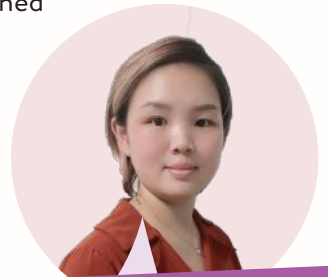
While interactions with the youth can be very challenging, it has taught him to be more patient over time. He has also learned to be more understanding and puts himself in a trauma-informed perspective to serve the residents better.

“When my friends ask me what my job entails, I will tell them I do many different things in one day - attending to the needs of the residents, making sure they feel safe & comfortable, while other times, I talk to them as a friend and a mentor. But all in all I really enjoy my interaction with the residents”.

Joel hopes to pursue higher education in a related field. He hopes some day he will be equipped with skills to reach out to street children in less fortunate

5-year Anniversary Award

Yap Lay Huat, Operations Executive
Thong Lai Mun Evon, Senior Youth Worker
Wong Jun Yi Joel, Senior Youth Worker



Evon Thong
Senior Youth Worker

countries. We are heartened by Joel’s passion and commitment to support vulnerable children and youth, and we hope that he will continue to grow personally and professionally as a part of Team CAS.

Preparing youths to spread their wings

As the Senior Youth Worker for Tertiary Youth at Melrose Home, Evon Thong’s support and guidance are crucial especially in preparing the youths for their life after Melrose Home. It’s not an easy feat helping them to reintegrate back into society. Evon also finds that one of the main challenges she faces in her role is to work with youths with trauma backgrounds.

But it always gives her a sense of accomplishment when she sees the youths make little progress each time. This also brings her joy, and it keeps her going. When asked about her day-to-day at Melrose Home, Evon says she is thankful for the supportive colleagues, and she finds herself growing together with the residents at Melrose Home every day. “I learned to work with people with different styles, the way to interact with different residents of different backgrounds and this has built up my resilience when challenged. Dealing with youths has also taught me to be more patient and that it is ok to apologise as staff may not always be right! And lastly, I learned that being fair is not everyone having and getting the same thing.”

Under Evon’s guidance, many youths have achieved breakthroughs and excel. And she recounted that one of her greatest achievements was when the youths still remember her and would reach out, two years after leaving Melrose Home. Evon hopes to be able to pursue her studies some day and equip herself with the relevant skills and knowledge to better support and guide youths. CAS is so grateful to have Evon’s dedication and fervour and hopes she’ll continue to help youths to spread their wings.



Alvin Chua,
Recipient of
Exemplary
Social
Work Field
Educator



COMMUNITY HIGHLIGHTS

We could not have persevered through the difficult year without the generosity from our Melrose Community, who continued to keep us in their hearts and minds each step of the way. Through the adversity, we also had opportunities to reconnect with families and former residents whom we have served. This was immensely meaningful for us and we were glad to have experienced the strength and growth of the Melrose Community.

The kindness extended to us came in many different forms, from monetary donations to donation-in-kind of medical items and daily necessities, from handcrafted care packs to

sensory play kits to supplement our art and play therapy services. We are so thankful for all the support and contributions we received in 2020.

EVOLVING THROUGH ADVERSITIES



Thoughtfully Handcrafted Care Packs

Our appreciation to Michelle and friends from Project #ThankYouHero who personally prepared wonderful care packs and handwritten notes for our residents and care staff at Melrose Home. These helped to brighten everyone's days during the challenging 'Circuit Breaker'. We also received handmade cloth masks from various community groups!



Weekly Meal Sponsorships

Much thanks to Team #SendLaksaLove for garnering ground-up support amongst friends and Bukit Timah community members to bless Melrose Home with weekly meal sponsorships from July to September 2020. They always had our residents' best interests in mind and sourced, ordered and delivered a delectable range of meals every week for 3 consecutive months. The generosity and strong commitment to help meant a lot to us!



Ringling in the Festive Cheer

We wrapped up the year on a wonderful note with special festive sponsorships and donations from our various community partners. Books to Life celebrated their first birthday milestone with a Christmas charity drive for Melrose Care, where they donated over \$830 worth of amazing art and sensory play materials for the therapy sessions. The festive cheer was also shared with Melrose Home and we were heartened by the great efforts from our care team and partners - BD Singapore, Lego Singapore, Pontiac Land Group, and Raffles Hotel. Thanks to their contributions, our residents were able to enjoy virtual Christmas craft activities, special festive treats and received personalised gifts.



Donation of 1,000 Masks

During our most challenging period, we were incredibly touched to receive a kind donation of 1,000 masks from Mr Loo (a parent of two former residents) and Ms Fiona Ng, who wished to share their gratitude and pay it forward to support our current team of care staff and residents in Melrose Home. Reconnecting with former residents and families we used to serve is very heartening to us and we welcome them into our Melrose Community.



Supporting our Community through Public Education

During the year, Dr Frederick Low (Executive Director, Children's Aid Society) & Mr Alvin Chua (Director & Principal Social Worker, Melrose Home) were actively involved in various public education opportunities, from news programmes, radio interviews to contributing to MSF's 'Under One Roof' education series. We believe in supporting the larger community beyond our service centres, and wanted to provide tips and support to families on staying safe and resilient during this challenging period.



They participated in **Mandarin interviews on 96.3 好 FM and 95.8 FM**, where they shared insights on the types of family violence, concerns of increasing family violence during the 'Circuit Breaker', and different ways all community members can provide support to victims. Melrose Home was also featured in an episode of **Talking Point**, where Mr Alvin Chua introduced the role of Melrose Home's social workers and care staff in supporting our residents and families during this unprecedented crisis.

As a new member of the vibrant Admiralty community, our Melrose Care team were invited to be **part of a National Day feature on Facebook alongside Mr Vikram Nair, MP for Sembawang GRC (Admiralty)**. Mr Kelvin Wang, Manager, Community Partnerships and Ms Madeline Choo, Counsellor represented our MelroseCare team to share more about the journey of service expansion and specialised therapy programmes for vulnerable children, youth and families.

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.

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 \$1,000 and above are listed here.

\$20,000 & Above

ASML Singapore Pte Ltd
Eastern Pacific Shipping Pte Ltd
Estate of Venerable Suit Woo Foong
HMS Far East Pte Ltd
Pavilion Foundation Ltd
Singapore Totalisator Board
STT Communications Ltd

\$5,000 - \$9,999

Church of Singapore (Bukit Timah)
Gastro-Sense Pte Ltd
Glencore Singapore Pte Ltd
Hiang Foo Siang Temple
Jaberson Technology Pte Ltd
Jean Yip Salon Pte Ltd
Korbett Pte Ltd
McKinsey & Co Singapore Pte Ltd
NSL Ltd
Pei Hwa Foundation Ltd
RSAF
The Singapore Buddhist Lodge
Trixie Marketing
Wee Hur Holdings Ltd
YDK Technologies Co Ltd
Yoga With Us

\$1,000 - \$1,999

Anjuman-E-Burhani Singapore
Alphatron Marine Systems Pte Ltd
Austin Hughes Pte Ltd
Clarksons Platou Asia Pte Ltd
June's Pot Home Pte Ltd
The Hokkien Foundation
Tai Pei Foundation

\$10,000 - \$19,999

Canon Medical Systems Asia Pte Ltd
Daihatsu Diesel (Asia Pacific) Pte Ltd
Daikai EngineeringEnrg Pte Ltd
Lee Foundation
Millenia Pte Ltd
PT-G Builders Pte Ltd
RE&S Enterprises Pte Ltd
Richzone Properties Investment Pte Ltd

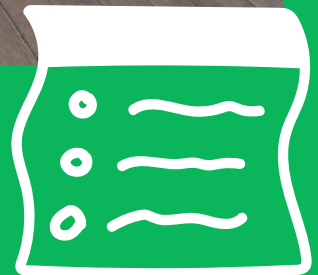
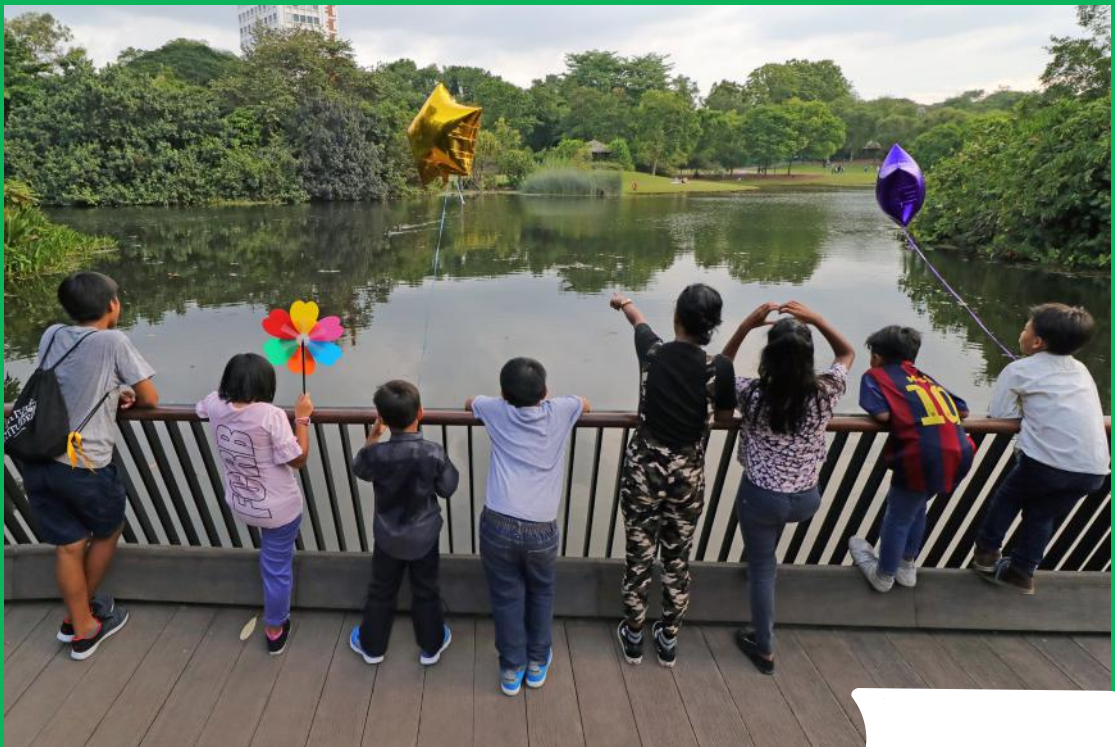
\$2,000 - \$4,999

Arsenal Singapore Club
Axcel Marine Pte Ltd
CS Engineering & Fire Pte Ltd
Ho Bee Foundation
International SOS Pte Ltd
JP Pepperdine Group Pte Ltd
Lee Kim Tah Foundation
Nippon Paint Marine (S) Pte Ltd
Sluggo Pte Ltd
Tan Chin Tuan Foundation

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

Arsenal Singapore Club
Cogent Land Capital Pte Ltd
Glencore Singapore Pte Ltd
HP Inc
J H Kim Academy
Ngee Ann Polytechnic BP Mentoring Club
Partners Group
Tate Anzur
Team Somewhere Else

Corporate Governance & Leadership



EXECUTIVE COMMITTEE

The Executive Committee (EXCO) is responsible for setting policies and overseeing key operational and financial aspects of Melrose. All EXCO members are members of a Sub-Committee.

The EXCO members are elected and will 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 Sub-Committees and the Management.

Altogether there were six EXCO meetings held in FY2020. The dates were as follow:

- 8 January 2020
- 26 February 2020
- 22 April 2020
- 24 June 2020
- 28 October 2020
- 29 December 2020

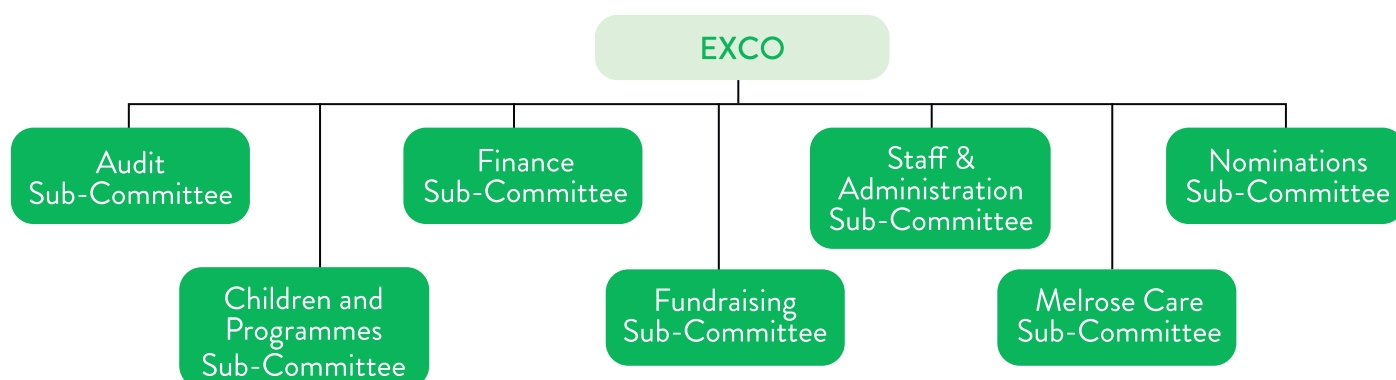
Disclosure of EXCO meetings and attendance in annual report: FY2020

Total number of EXCO meeting (including AGM): 6

| Position | Name | Attendance for FY 2020 |
|---|---|--------------------------|
| Chairman | Jarrod Ong | 6/6 |
| Vice Chairman | Stephen Yeap | 6/6 |
| Honorary Secretary | Josephine Koh | 6/6 |
| Treasurer Chairman, Finance Sub-Committee and Chairman, Melrose Care Sub-Committee | John Lim | 5/6 |
| Chairman, Audit Sub-Committee | Johnny Quah | 6/6 |
| Chairman, Children & Programmes Sub-Committee | Genevieve McCully-Tan | 6/6 |
| Chairman, Staff & Administration Sub-Committee | Lai Su Yim | 6/6 |
| Chairman, Fundraising Sub-Committee | Elizabeth Martin-Chua (stepped down in December 2020) | 2/6 |
| Members | Datuk T.A. Zain Dawn Ng Henry Yeo Huang Cheng Eng (stepped down in December 2020) | 3/6 6/6 6/6 3/6 |

SUB — COMMITTEES

The Sub-Committees oversee the management of Melrose Home and Melrose Care and work closely with the Executive Director to look after the well-being, care and support for our beneficiaries. All the Sub-Committee members are volunteers from different professions and backgrounds and provide their services pro bono.



Sub-Committees

AUDIT

CHILDREN & PROGRAMMES

FINANCE

FUNDRAISING

STAFF & ADMINISTRATION

MELROSE CARE

NOMINATIONS

Members

Johnny Quah (Chairman)

Stephen Yeap, Juliana Le, Chun Kwong Chee, Yarman J. Vachha
Lim Koon Chai (joined on 28 July 2020)
Irene Chia (stepped down in June 2020)
Huang Cheng Eng (stepped down in April 2020)

Genevieve McCully-Tan (Chairman)

Dawn Ng, Elaine Lim, Henry Yeo, Josephine Koh,
Nelly Kwa, Peggy Ann Desker, Ronald Tan, Sivakami d/o Chinniah

John Lim (Chairman)

Nick Lai, David Chia, Datuk Tuan Azad Zain,
Bernard Yu (joined on 15 June 2020)

Elizabeth Martin-Chua (Chairman)

Faye Ong, Genevieve McCully-Tan, Josephine Koh
Pang Yee Ean, Crystal Seah, Lynette Ang

Lai Su Yim (Chairman)

Peggy Desker, Stephen Yeap, Elizabeth Martin-Chua
Irene Chia (stepped down in 15 August 2020)
Huang Cheng Eng (stepped down in December 2020)

John Lim (Chairman)

Peggy Desker, Ng Siau Hwei

Stephen Yeap (Chairman)

Jarrold Ong, Huang Cheng Eng

| | |
|---|--|
| Date of Society Registration: | 19 December 1962 |
| ROS Reference Number: | 0990/1947 WEL |
| UEN Number: | S62SS0031K |
| Institution of Public Character Number: | IPC000456 |
| Registered Address: | 35 Boon Lay Avenue, Singapore 649962 |
| Charity Trustees Bankers: | HSBC Trustee (S) Ltd |
| Bankers: | Hongkong & Shanghai Banking Corporation Ltd, United Overseas Bank Ltd |
| Auditor: | RSM Chio Lim LLP |
| Honorary Legal Advisors: | Allen & Gledhill LLP |
| Honorary Doctors: | Drs Bain & Partners, Chang Clinic |
| Honorary Advisors: | Dr Chang Tou Liang - Medical Practitioner |

CORPORATE INFORMATION AND GOVERNANCE

Children's Aid Society 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 Children's Aid Society 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 victimisation 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 commitment may be appointed as an EXCO member.

Governance Evaluation Checklist for 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 2020 to 31 December 2020.



| S/No. | Code Guideline | Code ID | Compliance |
|---|---|---------|------------|
| Board Governance | | | |
| 1. | Induction and orientation are provided to incoming governing board members upon joining the Board. | 1.1.2 | Complied |
| Are there Board members holding staff appointments? (Skip items 2 and 3 if “No”) | | | No |
| 2. | Staff does not chair the Board and does not comprise more than one third of the Board. | 1.1.3 | NA |
| 3. | There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role. | 1.1.5 | NA |
| 4. | <p>The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g., Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.</p> <p>If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.</p> | 1.1.7 | Complied |
| 5. | All governing board members must submit themselves for re-nomination and re-appointment, at least once every three years. | 1.1.8 | Complied |
| 6. | There are documented terms of reference for the Board and each of its committees. | 1.2.1 | Complied |
| Conflict of Interest | | | No |
| 7. | There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity. | 2.1 | Complied |
| 8. | Governing board members do not vote or participate in decision-making on matters where they have a conflict of interest. | 2.4 | Complied |

| S/No. | Code Description | Code ID | Compliance |
|--|--|---------|------------|
| Strategic Planning | | | |
| 9. | The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives. | 3.2.2 | Complied |
| 10. | The Board approves documented human resource policies for staff. | 5.1 | Complied |
| 11. | There is a documented Code of Conduct 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 its core charitable programmes. | 6.1.1 | Complied |
| 14. | The Board ensures internal controls for financial matters in key areas are in place with documented procedures. | 6.1.2 | Complied |
| 15. | The Board ensures 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 identify, and regularly monitor and review the charity's key risks. | 6.1.4 | Complied |
| 17. | The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure. | 6.2.1 | Complied |
| Does the charity invest its reserves (e.g. in fixed deposits)? (Skip item 18 if "No") | | | Yes |
| 18. | The charity has a documented investment policy approved by the Board. | 6.4.3 | Complied |
| Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 19 if "No") | | | Yes |
| 19. | All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity. | 7.2.2 | Complied |

| S/No. | Code Description | Code ID | Compliance |
|--|--|---------|------------|
| Did the charity receive donations in kind during the financial year? (Skip item 20 if “No”) | | | Yes |
| 20. | All donations in kind received are properly recorded and accounted for by the charity. | 7.2.3 | Complied |
| Disclosure and Transparency | | | |
| 21. | The charity discloses in its annual report: | | |
| | a) Number of Board meetings in the financial year; and b) the attendance of every governing board member at those meetings. | 8.2 | Complied |
| Are Board members remunerated for their services to the Board? (Skip items 22 and 23 if “No”) | | | No |
| 22. | No governing board member is involved in setting his own remuneration. | 2.2 | NA |
| 23. | The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR | 8.3 | NA |
| Does the charity employ paid staff? (skip items 24 and 25 if “No”) | | | Yes |
| 24. | No staff is involved in setting his own remuneration. | 2.2 | Complied |
| 25. | The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration. | 8.4 | Complied |

OUR FINANCIALS

The running cost of Children's Aid Society has increased during the year under review. In 2020, the monthly average operating cost was \$298,486. Approximately 51% of this cost was subsidised by the government including funding by the Ministry of Social & Family Development and the NCSS Bicentennial Community Fund Grant; and 65% if we include the COVID-19 related Jobs Support Scheme. The remaining portion of our operating costs was funded by donations from corporations, organised groups, and well-wishing individuals.

Review of Financial Statements

The COVID-19 pandemic has had a significant impact on the finances of Children's Aid Society. We recorded a surplus of \$1,848,923 in 2020, aided by cash donations amounting to \$2,340,479. Although this was a significant increase of 154% as compared to 2019, donations amounting to \$1,400,000 was specifically for the rebuild of Melrose Home and there was a one-off COVID-19 Jobs Support Scheme grant of \$506,733. Taking this into account we suffered an operational deficit of \$57,810. The Society's operating cost increased by 8.3% to \$3,581,841 in 2020 compared to 2019 (excluding the write-off of property, plant and equipment in 2019). The increase in 2020 was mainly due to the running of Melrose Care for a full 12 months and the loss on disposal of financial assets from our managed investment portfolio.

Reserves Policy

Children's Aid Society's reserves comprise our managed investment portfolio and cash balances. As at 31 December 2020, total reserves stood at \$12,348,984 compared to \$10,500,061 in the previous year, an increase of 17.6%. As of 31 December 2020, the value of Unrestricted Funds stood at \$7,948,984, a decrease of \$2,551,077 or 24.3% over the previous year. This was due to a decision by the Exco to move \$3,000,000 to Restricted Funds during the year (as reflected in the note 17 "Events after the reporting period" in the Annual Report for 2019) and a further \$1,400,000 relating to donations raised specifically for the rebuild of Melrose Home. 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 clients in its care. Looking ahead, our reserves will have to be further drawn upon to help fund the increased operating expenditure arising from the operations under both Melrose Home and 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 contributions from our reserves, which may deplete our reserves further. Our reserves-to-annual operating expenditure ratio as of 31 Dec 2020 is 2.22. Since 2017, we have been improving and widening the scope of our care programmes, expanding our outreach and services to help children, youths, 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 a Public Character (IPCs). Please see the full checklist attached.

Children's Aid Society

(UEN No: S62SS0031K)

Statement by Executive Committee and Financial Statements

Year Ended 31 December 2020

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Statement by Executive Committee

In the opinion of Children's Aid Society's
("CAS") Executive Committee,

(a) the accompanying financial statements are drawn up so as to present fairly, in all material respects, the state of affairs of CAS as at 31 December 2020 and of the results, changes in funds and cash flows of CAS for the reporting year then ended on that date; and

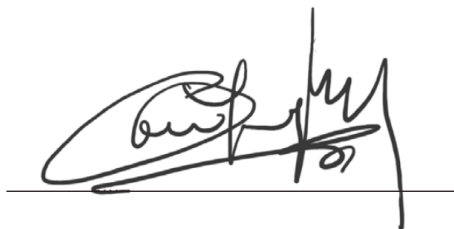
(b) at the date of this statement, there are reasonable grounds to believe CAS will be able to pay its debts as and when they fall due;

(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;

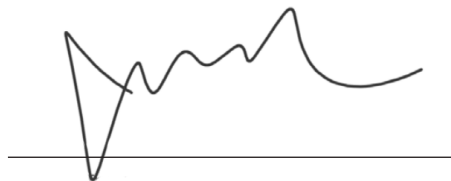
(d) the Society has complied with the requirements of regulation 15 (Fund-raising expenses) of the Charities (Institution of a Public Character) Regulations; and

(e) the accounting and other records required by the Charities Act and regulations enacted under the Societies Act, Chapter 311 (the "Societies 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 Societies Act.

On behalf of the Executive Committee



Jarrod Ong Chew Yeang
Chairman



John Lim Yew Kong
Treasurer

Singapore
6 August 2021

Independent Auditor's Report to the 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 ("CAS"), which comprise the statement of financial position as at 31 December 2020, and the statement of financial activities, statement of changes in funds and statement of cash flows for the reporting year then ended, and notes to the financial statements, including the significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the "Societies Act"), the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRS"), so as to present fairly, in all material respects, the state of affairs of CAS as at 31 December 2020 and the results, changes in funds and cash flows of CAS for the reporting 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 CAS in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") 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.

Other Matters

The financial statements for the reporting year ended 31 December 2019 were audited by another independent auditor who expressed an unqualified opinion on those financial statements on 18 November 2020.

Other Information

The Executive Committee ("EXCO") and management are responsible for the other information. The other information comprises the Statement by the EXCO and all information 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.

Independent Auditor's Report to the Members of Children's Aid Society

Other Information (continued)

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.

Responsibility of Management and EXCO 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 Societies Act, the Charities Act and Regulations and the FRS, 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, the management and EXCO are responsible for assessing CAS'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 the management and EXCO either intends to liquidate CAS or to cease operations, or has no realistic alternative but to do so.

The EXCO's responsibilities include overseeing CAS'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 scepticism 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.

Independent Auditor's Report to the Members of Children's Aid Society

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 CAS's internal control.

c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the 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 CAS'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 CAS 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 EXCO 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 identified during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on other legal and regulatory requirements

In our opinion:

- (a) the accounting and other records required to be kept by CAS have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- (b) the fund-raising appeals held during the reporting year have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

Independent Auditor's Report to the Members of Children's Aid Society

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

- (a) CAS has not used the donation moneys in accordance with the objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) CAS has not complied with the requirements of Regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

The engagement partner on the audit resulting in this independent auditor's report is Eu Chee Wei David.



RSM Chio Lim LLP
Public Accountants and
Chartered Accountants
Singapore

6 August 2021

**Statements of Financial Activities
Year Ended 31 December 2020**

| | | | | (Restated) | | |
|---|--------------------|-----------------|--------------------|--------------------|----------------|--------------------|
| | | | | 2019 | | |
| | | | | 2020 | | |
| Notes | Unrestricted | Restricted | Total | Unrestricted | Restricted | Total |
| | Funds | Funds | | Funds | Funds | |
| | \$ | \$ | \$ | \$ | \$ | \$ |
| Income | | | | | | |
| Contributions from parents towards upkeep of children | – | – | – | 60 | – | 60 |
| Donation | 4 2,328,479 | 12,000 | 2,340,479 | 913,813 | 6,000 | 919,813 |
| Fee income | 29,150 | – | 29,150 | 7,600 | – | 7,600 |
| Government grants | 5 2,325,398 | – | 2,325,398 | 1,780,036 | – | 1,780,036 |
| Gifts in kind | 104,648 | – | 104,648 | 95,436 | – | 95,436 |
| Total income | 4,787,675 | 12,000 | 4,799,675 | 2,796,945 | 6,000 | 2,802,945 |
| Expenditure | | | | | | |
| Administrative expenses | (98,229) | – | (98,229) | (94,072) | – | (94,072) |
| Auditors remuneration | (14,000) | – | (14,000) | (34,800) | – | (34,800) |
| Bank charges | (1,509) | – | (1,509) | (1,903) | – | (1,903) |
| Food expenses | (112,654) | (12,000) | (124,654) | (133,464) | (6,000) | (139,464) |
| Central provident fund | (296,828) | – | (296,828) | (274,222) | – | (274,222) |
| Residents expenditure | (201,967) | – | (201,967) | (191,567) | – | (191,567) |
| Depreciation of property, plant and equipment | (154,965) | – | (154,965) | (157,023) | – | (157,023) |
| Depreciation of right-of-use asset | (209,801) | – | (209,801) | (139,531) | – | (139,531) |
| Foreign workers levy | (37,800) | – | (37,800) | (45,417) | – | (45,417) |
| Housekeeping supplies | (15,148) | – | (15,148) | (16,801) | – | (16,801) |
| Insurance | (22,826) | – | (22,826) | (21,578) | – | (21,578) |
| Loss on disposal of financial assets at fair value through profit or loss ("FVTPL") | (81,186) | – | (81,186) | – | – | – |
| Medical | (9,493) | – | (9,493) | (10,116) | – | (10,116) |
| Miscellaneous | (5,237) | – | (5,237) | (28,634) | – | (28,634) |
| Interest expense | 6 (29,850) | – | (29,850) | (15,692) | – | (15,692) |
| Property, plant and equipment written off | – | – | – | (772,442) | – | (772,442) |
| Professional fees | (54,413) | – | (54,413) | (52,437) | – | (52,437) |
| Provision for unutilised leave | (64,304) | – | (64,304) | (3,372) | – | (3,372) |
| Repairs and maintenance | (37,666) | – | (37,666) | (44,219) | – | (44,219) |
| Telephone | (10,158) | – | (10,158) | (7,710) | – | (7,710) |
| Salaries | (2,005,048) | – | (2,005,048) | (1,850,849) | – | (1,850,849) |
| Staff training | (12,497) | – | (12,497) | (19,009) | – | (19,009) |
| Staff welfare | (8,754) | – | (8,754) | (24,488) | – | (24,488) |
| Government service tax expenses | (6,090) | – | (6,090) | (42,235) | – | (42,235) |
| Transportation | (21,189) | – | (21,189) | (18,861) | – | (18,861) |
| Rental of equipment | (2,324) | – | (2,324) | (1,062) | – | (1,062) |
| Utilities | (55,905) | – | (55,905) | (71,168) | – | (71,168) |
| Total expenditure | (3,569,841) | (12,000) | (3,581,841) | (4,072,672) | (6,000) | (4,078,672) |

The accompanying notes form an integral part of these financial statements.

CHILDREN'S AID SOCIETY

Statements of Financial Activities Year Ended 31 December 2020

| | | | | (Restated) | | |
|--|-----------------------------|---------------------------|----------------|-----------------------------|---------------------------|----------------|
| | 2020 | | | 2019 | | |
| | Unrestricted Funds \$ | Restricted Funds \$ | Total \$ | Unrestricted Funds \$ | Restricted Funds \$ | Total \$ |
| Other income: | | | | | | |
| Dividend income from investments | 53,189 | – | 53,189 | 70,477 | – | 70,477 |
| Interest income from deposits and financial assets at FVTPL | 207,806 | – | 207,806 | 242,301 | – | 242,301 |
| Members' subscriptions | 1,300 | – | 1,300 | 575 | – | 575 |
| Special employment credit and wage credit scheme from government | 9,078 | – | 9,078 | 44,168 | – | 44,168 |
| Other income #1 | 165,969 | – | 165,969 | 30,642 | – | 30,642 |
| Gain on disposal of financial assets at FVTPL | – | – | – | 76,472 | – | 76,472 |
| Changes in fair value of financial assets at FVTPL | 193,747 | – | 193,747 | 275,724 | – | 275,724 |
| Total other income | 631,089 | – | 631,089 | 740,359 | – | 740,359 |
| Total surplus/(deficit) for the year | 1,848,923 | – | 1,848,923 | (535,368) | – | (535,368) |

Note:

#1 Other income consists mainly of other government grants and Covid-19 related rent concessions from lessor.

Statement of Financial Position
As at 31 December 2020

| | <u>Notes</u> | <u>2020</u> \$ | (Restated) <u>2019</u> \$ |
|---|--------------|-------------------|---------------------------------|
| ASSETS | | | |
| <u>Non-current assets</u> | | | |
| Property, plant and equipment | 8 | 1,246,418 | 1,390,650 |
| Right-of-use assets | 9 | 909,474 | 1,119,275 |
| Total non-current assets | | <u>2,155,892</u> | <u>2,509,925</u> |
| <u>Current assets</u> | | | |
| Financial assets at fair value through profit or loss | 10 | 8,444,600 | 8,094,428 |
| Trade and other receivables | 11 | 673,945 | 261,370 |
| Other non-financial assets | 11A | 72,002 | 71,994 |
| Cash and cash equivalents | 12 | 2,625,800 | 1,523,422 |
| Total current assets | | <u>11,816,347</u> | <u>9,951,214</u> |
| Total assets | | <u>13,972,239</u> | <u>12,461,139</u> |
| FUNDS AND LIABILITIES | | | |
| <u>Funds</u> | | | |
| <u>Unrestricted fund</u> | | | |
| Accumulated funds | 13A | 7,948,984 | 10,500,061 |
| <u>Restricted funds</u> | | | |
| RichZone Fund | 13B | – | – |
| Melrose Village Rebuilding Fund | 13C | 4,400,000 | – |
| QBE Fund | 13D | – | – |
| Total funds | | <u>12,348,984</u> | <u>10,500,061</u> |
| <u>Non-current liabilities</u> | | | |
| Lease liabilities | 16 | 749,506 | 961,769 |
| Provisions | 14 | 178,239 | 173,973 |
| Total non-current liabilities | | <u>927,745</u> | <u>1,135,742</u> |
| <u>Current liabilities</u> | | | |
| Other payables | 15 | 483,247 | 618,153 |
| Lease liabilities | 16 | 212,263 | 207,183 |
| Total current liabilities | | <u>695,510</u> | <u>825,336</u> |
| Total liabilities | | <u>1,623,255</u> | <u>1,994,288</u> |
| Total funds and liabilities | | <u>13,972,239</u> | <u>12,461,139</u> |

**Statement of Changes in Funds
Year Ended 31 December 2020**

| | Unrestricted Fund Accumulated Fund \$ | QBE Fund | Restricted Funds | Melrose Village Rebuilding Fund \$ | Total Funds \$ |
|---|---|-------------|------------------------|--|----------------------|
| | | | Richzone Fund \$ | | |
| Current year: | | | | | |
| Balance at beginning of the year | 10,500,061 | — | — | — | 10,500,061 |
| Net surplus for the year | 1,848,923 | — | — | — | 1,848,923 |
| Transfer from unrestricted fund to restricted fund (Note 13A) | (4,400,000) | — | — | 4,400,000 | — |
| Addition during the year | — | — | 12,000 | — | 12,000 |
| Utilised during the year | — | — | (12,000) | — | (12,000) |
| Balance at end of the year | 7,948,984 | — | — | 4,400,000 | 12,348,984 |
| Previous year: | | | | | |
| Balance at beginning of the year | 11,031,871 | 3,558 | — | — | 11,035,429 |
| Net deficit for the year | (535,368) | — | — | — | (535,368) |
| Transfer from restricted fund to unrestricted fund | 3,558 | (3,558) | — | — | — |
| Balance at end of the year | 10,500,061 | — | — | — | 10,500,061 |

The accompanying notes form an integral part of these financial statements.

Statement of Cash Flows
Year Ended 31 December 2020

| | <u>2020</u> \$ | (Restated) <u>2019</u> \$ |
|--|-------------------------|---------------------------------|
| <u>Cash flows from/(used in) operating activities</u> | | |
| Net surplus/(deficit) resources for the year | 1,848,923 | (535,368) |
| Adjustments for: | | |
| Interest income | (207,806) | (242,301) |
| Dividend income | (53,189) | (70,477) |
| Depreciation of property, plant and equipment | 154,965 | 157,023 |
| Depreciation of right-of-use asset | 209,801 | 139,531 |
| Interest expenses on lease liabilities | 25,584 | 15,692 |
| Loss on disposal of property, plant and equipment | – | 1,737 |
| Property, plant and equipment written off | – | 772,442 |
| Change in fair value of financial assets at fair value through profit and loss (“FVTPL”) | (193,747) | (275,724) |
| Loss/(Gain) on disposal of financial assets at FVTPL | 81,186 | (76,472) |
| Operating cash flows before changes in working capital | 1,813,745 | (113,916) |
| Trade and other receivables | (412,575) | (302,286) |
| Other non-financial assets | (8) | – |
| Other payables | (134,906) | 205,625 |
| Provisions | 4,266 | – |
| Net cash flows from/(used in) operating activities | <u>1,322,494</u> | <u>(210,577)</u> |
| <u>Cash flows from investing activities</u> | | |
| Purchase of property, plant and equipment | (10,733) | (699,015) |
| Proceeds from disposal of property, plant and equipment | – | 1,501 |
| Purchase of financial assets at FVTPL | (7,350,986) | (4,368,548) |
| Proceeds from sale of financial assets at FVTPL | 7,113,375 | 5,084,737 |
| Dividend received | 53,189 | 70,477 |
| Interest received | 207,806 | 242,301 |
| Net cash flows from investing activities | <u>12,651</u> | <u>331,453</u> |
| <u>Cash flows used in financing activities</u> | | |
| Repayment of lease liabilities | (232,767) | (102,687) |
| Net cash flows used in investing activities | <u>(232,767)</u> | <u>(102,687)</u> |
| Net increase in cash and cash equivalents | 1,102,378 | 18,189 |
| Cash and cash equivalents, statement of cash flows, beginning balance | <u>1,523,422</u> | <u>1,505,233</u> |
| Cash and cash equivalents, statement of cash flows, ending balance (Note 12) | <u><u>2,625,800</u></u> | <u><u>1,523,422</u></u> |

The accompanying notes form an integral part of these financial statements.

CHILDREN'S AID SOCIETY

Notes to the Financial Statements 31 December 2020

1. General

Children's Aid Society ("CAS") is a society registered in the Republic of Singapore under the Societies Act, Chapter 311. It was granted the status of an Institution of a Public Character ("IPC") under the Charities Act, Chapter 37 until 31 March 2022 subject to renewal. The financial statements are presented in Singapore Dollar.

The Executive Committees ("EXCO") approved and authorised these financial statements for issue on the date of the Statement by EXCO.

CAS is a registered charitable society set up to provide dedicated services to ensure physical safety and emotional and psychological support for children, teenagers and adults facing adversity like abuse, violence and those looking for support to navigate life challenges.

This is achieved through two services, Melrose Home, which provides residential care for children and teenagers, and Melrose Care, a community-based agency that provides accessible specialised psychological therapy for children, individuals, couples and families.

The registered office of CAS is located at 35 Boon Lay Ave, Singapore 649962.

The Covid-19 pandemic

Management has not identified any material uncertainties resulting from the Covid-19 pandemic and the aftermath of the pandemic surrounding the operation of CAS, and accordingly none is disclosed in these financial statements.

Statement of compliance with financial reporting standards

These financial statements have been prepared in accordance with the Financial Reporting Standards in Singapore ("FRS") and the related interpretations to FRS ("INT FRS") as issued by the Singapore Accounting Standards Council. They are in compliance with the provisions of the Societies Act, Chapter 311 and the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations").

Accounting convention

The financial statements are prepared on a going concern basis under the historical cost convention except where a financial reporting standard requires an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies in the financial reporting standards may not be applied when the effect of applying them is not material. The disclosures required by financial reporting standards may not be provided if the information resulting from that disclosure is not material.

Basis of preparation of the financial statements

The preparation of financial statements in conformity with generally accepted accounting principles requires the management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting year. Actual results could differ from those estimates. The estimates and assumptions are reviewed on an ongoing basis. Apart from those involving estimations, management has made judgements in the process of applying the group's accounting policies.

1. General (cont'd)

Basis of preparation of the financial statements (cont'd)

The areas requiring management's most difficult, subjective or complex judgements, or areas where assumptions and estimates are significant to the financial statements, are disclosed at the end of this footnote, where applicable.

2. Significant accounting policies and other explanatory information

2A. Significant accounting policies

Income recognition

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 donation can be measured reliably and there is no uncertainty that it will be received.

Donations are accounted for when received.

Voluntary contribution by parents to maintain the upkeep of the child is accounted for when received.

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 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.

Income tax

No provision for taxation has been made as CAS's income is exempted from tax under Section 13(1)(ZM) of the Singapore Income Tax Act.

2. Significant accounting policies and other explanatory information (cont'd)**2A. Significant accounting policies (cont'd)****Employee benefits**

Contributions to a defined contribution retirement benefit plan are recorded as an expense as they fall due. The entity's legal or constructive obligation is limited to the amount that it is obligated to contribute to an independently administered fund (such as the Central Provident Fund in Singapore, a government managed defined contribution retirement benefit plan). For employee leave entitlement, the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur. A liability for bonuses is recognised where the entity is contractually obliged or where there is constructive obligation based on past practice.

Property, plant and equipment

Property, plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses. Depreciation is provided on a straight-line basis to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives of each part of an item of these assets. The annual rates of depreciation are as follows:

| | | |
|------------------------------|---|-----------------|
| Freehold land | – | Not depreciated |
| Freehold building | – | 2% |
| Plant, fixture and equipment | – | 10% to 17% |

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements.

The gain or loss arising from the derecognition of an item of plant and equipment is recognised in profit or loss. The residual value and the useful life of an asset is reviewed at least at each end of the reporting year and, if expectations differ significantly from previous estimates, the changes are accounted for as a change in an accounting estimate, and the depreciation charge for the current and future periods are adjusted.

Cost includes acquisition cost, borrowing cost capitalised and any cost directly attributable to bringing the asset or component to the location and condition necessary for it to be capable of operating in the manner intended by management. Subsequent costs are recognised as an asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss when they are incurred.

Right-of-use assets

The right-of-use assets are accounted and presented as if they were owned such as property, plant and equipment.

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Leases of lessee

A lease conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. A right-of-use asset is capitalised in the statement of financial position, measured at the present value of the unavoidable future lease payments to be made over the lease term. A liability corresponding to the capitalised right-of-use asset is also recognised, adjusted for lease prepayments, lease incentives received, initial direct costs incurred and an estimate of any future restoration, removal or dismantling costs. The right-of-use asset is depreciated over the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. An interest expense is recognised on the lease liability (included in finance costs). For short-term leases of 12 months or less and leases of low-value assets (such as personal computers and small office equipment) where an accounting policy choice exists under the lease standard, the lease payments are expensed to profit or loss as incurred on a straight line basis over the remaining lease term.

Carrying amounts of non-financial assets

Irrespective of whether there is any indication of impairment, an annual impairment test is performed at the same time every year on an intangible asset with an indefinite useful life or an intangible asset not yet available for use. The carrying amount of other non-financial assets is reviewed at each end of the reporting year for indications of impairment and where an asset is impaired, it is written down through profit or loss to its estimated recoverable amount. The impairment loss is the excess of the carrying amount over the recoverable amount and is recognised in profit or loss. The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. When the fair value less costs of disposal method is used, any available recent market transactions are taken into consideration.

When the value in use method is adopted, in assessing the 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 the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). At each end of the reporting year, non-financial assets other than goodwill with impairment loss recognised in prior periods are assessed for possible reversal of the impairment. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been measured, net of depreciation or amortisation, if no impairment loss had been recognised.

Financial instruments

Recognition and derecognition of financial instruments:

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the entity becomes party to the contractual provisions of the instrument. All other financial instruments (including regular-way purchases and sales of financial assets) are recognised and derecognised, as applicable, using trade date accounting or settlement date accounting. A financial asset is derecognised when the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the entity neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. A financial liability is removed from the statement of financial position when, and only when, it is extinguished, that is, when the obligation specified in the contract is discharged or cancelled or expires.

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Financial instruments (cont'd)

Recognition and derecognition of financial instruments: (cont'd)

At initial recognition, the financial asset or financial liability is measured at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Classification and measurement of financial assets:

1. Financial asset classified as measured at amortised cost: A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss ("FVTPL"), that is (a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and (b) 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. Typically trade and other receivables, bank and cash balances are classified in this category.
2. Financial asset that is a debt asset instrument classified as measured at fair value through other comprehensive income ("FVTOCI"): There were no financial assets classified in this category at reporting year end date.
3. Financial asset that is an equity investment classified as measured at FVTOCI: There were no financial assets classified in this category at reporting year end date.
4. Financial asset classified as measured at FVTPL: All other financial assets are classified as measured at FVTPL. In addition, on initial recognition, management may irrevocably designate a financial asset as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases.

Classification and measurement of financial liabilities:

Financial liabilities are classified as at FVTPL in either of the following circumstances: (1) the liabilities are managed, evaluated and reported internally on a fair value basis; or (2) the designation eliminates or significantly reduces an accounting mismatch that would otherwise arise. All other financial liabilities are carried at amortised cost using the effective interest method. Reclassification of any financial liability is not permitted. Reclassification of any financial liability is not permitted.

Cash and cash equivalents

Cash and cash equivalents include bank and cash balances, on demand deposits and any highly liquid debt instruments purchased with an original maturity of three months or less. For the statement of cash flows, the item includes cash and cash equivalents less cash subject to restriction that form an integral part of cash management.

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Derivative financial instruments

A derivative financial instrument is a financial instrument with all three of the following characteristics (a) its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices, credit ratings or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract; (b) it requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors; and (c) it is settled at a future date. The derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently classified as measured at FVTPL unless the derivative is designated and effective as a hedging instrument.

Fair value measurement

The 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. When measuring the fair value of an asset or a liability, market observable data to the extent possible is used. If the fair value of an asset or a liability is not directly observable, an estimate is made using valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs (eg by use of the market comparable approach that reflects recent transaction prices for similar items, discounted cash flow analysis, or option pricing models refined to reflect the issuer's specific circumstances). Inputs used are consistent with the characteristics of the asset / liability that market participants would take into account. The entity's intention to hold an asset or to settle or otherwise fulfil a liability is not taken into account as relevant when measuring fair value.

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety: Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities. Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (ie as prices) or indirectly (ie derived from prices). Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs). Transfers between levels of the fair value hierarchy are recognised at the end of the reporting period during which the change occurred.

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value. The fair values of non-current financial instruments may not be disclosed separately unless there are significant differences at the end of the reporting year and in the event the fair values are disclosed in the relevant notes to the financial statements.

2. Significant accounting policies and other explanatory information (cont'd)**2A. Significant accounting policies (cont'd)****Funds**

Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the management. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds or through the terms of an appeal and are in contrast with unrestricted funds over which management retains full control to use in achieving any of its institutional purposes. An expense resulting from the operating activities of a fund that is directly attributable to the fund is charged to that fund. The funds of CAS are disclosed in Note 13 to the financial statements.

2B. Other explanatory information**Provision**

A liability or provision is recognised when there is a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. A provision is made using best estimates of the amount required in settlement and where the effect of the time value of money is material, the amount recognised is the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense. Changes in estimates are reflected in profit or loss in the reporting year they occur.

2C. Critical judgements, assumptions and estimation uncertainties

The critical judgements made in the process of applying the accounting policies that have the most significant effect on the amounts recognised in the financial statements and the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities currently or within the next reporting year are discussed below. These estimates and assumptions are periodically monitored to ensure they incorporate all relevant information available at the date when financial statements are prepared. However, this does not prevent actual figures differing from estimates.

Useful lives of property, plant and equipment

The estimates for the useful lives and related depreciation charges for property, plant and equipment are based on commercial and other factors which could change significantly as a result of innovations and in response to market conditions. The depreciation charge is increased where useful lives are less than previously estimated lives, or the carrying amounts written off or written down for technically obsolete items or assets that have been abandoned. It is impracticable to disclose the extent of the possible effects.

2. Significant accounting policies and other explanatory information (cont'd)**2C. Critical judgements, assumptions and estimation uncertainties (cont'd)****Leases – estimating the incremental borrowing rate**

CAS cannot readily determine the interest rate implicit in the leases, therefore it uses its incremental borrowing rate ("IBR") to measure lease liabilities. The IBR is the rate of interest that the Society would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what CAS 'would have to pay' which requires estimation when no observable rates are available when they need to be adjusted to reflect the terms and conditions of the leases. CAS estimate the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates. The estimate used is disclosed in Note 16 to the financial statements.

3. Related party relationships and transactions

The FRS on related party disclosures requires CAS to disclose: (a) transactions with its related parties; and (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

A related party includes the committee members and key management of CAS. It also includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons; members of the key management personnel or close members of the family of any individual referred to herein and others who have the ability to control, jointly control or significantly influence by or for which significant voting power in such entity resides with, directly or indirectly, any such individual. Key management personnel include the executive directors, managers and the direct reporting management team.

All members of the EXCO and Standing Committees and staff of CAS are required to read and understand the conflict of interest policy in place and make full disclosure of interests and relationships that could potentially result in a conflict of interests. When a conflict of interest situation arises, the members or staff shall abstain from participating in the discussion, decision making and voting on the matter.

The members of EXCO and Standing Committees are volunteers and receive no monetary remuneration for their contribution, except for reimbursement of out-of-pocket expenses, if any claimed.

There are no paid staff who are close members of the family of the EXCO.

3A. Key management compensation

| | <u>2020</u> | <u>2019</u> |
|---|---------------|---------------|
| | \$ | \$ |
| Salaries and other short-term employee benefits | 530,163 | 454,282 |
| Employment benefits | <u>63,755</u> | <u>66,443</u> |

Key management personnel include the directors and those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly. The above remuneration is for six (2019: five) key management personnel.

CHILDREN'S AID SOCIETY

3. Related party relationships and transactions (cont'd)

3A. Key management compensation: (cont'd)

The remuneration band of the key management personnel is as follows:

| | <u>2020</u> | <u>2019</u> |
|------------------------|-------------|-------------|
| \$50,001 to \$100,000 | 4 | 3 |
| \$100,001 to \$200,000 | <u>2</u> | <u>2</u> |

4. Donation

Donations are the largest category of income. In accordance with the Charities (Institutions of a Public Character) Regulations, CAS is required to disclose fund-raising appeals with gross receipts of more than \$1 million.

There are no fund-raising appeals with gross receipts of more than \$1 million in 2020.

5. Government grants

| | <u>2020</u> \$ | <u>2019</u> \$ |
|---|-------------------|-------------------|
| Children And Young Persons Home Programme | 1,288,585 | 1,220,810 |
| Care & Share Grant | – | 526,706 |
| Bicentennial Community Fund Grant | 400,000 | – |
| Singapore Land Authority Rental Rebate | 130,080 | 32,520 |
| Jobs Support Scheme ¹ | 506,733 | – |
| Total | <u>2,325,398</u> | <u>1,780,036</u> |

¹ The purpose of the Jobs Support Scheme is to provide wage support to employers to help them retain their local employees during this period of economic uncertainty amid Covid-19 for 17 months from April 2020 to August 2021.

6. Finance costs

| | <u>2020</u> \$ | <u>2019</u> \$ |
|-------------------------------|-------------------|-------------------|
| Interest on reinstatement | 4,266 | 2,859 |
| Interest on lease liabilities | 25,584 | 12,833 |
| Total | <u>29,850</u> | <u>15,692</u> |

7. Tax exempt receipts

CAS enjoys a concessionary tax treatment whereby qualifying donors are granted tax deduction for the donations made to the funds of CAS. The quantum of the tax deduction for each calendar year may vary as announced in the Singapore Budget. The Institution of a Public Character status granted CAS for donations is for the period from 1 April 2019 to 31 March 2022.

| | <u>2020</u> \$ | <u>2019</u> \$ |
|--|-------------------|-------------------|
| Tax-exempt receipts issued for donations collected | <u>1,991,777</u> | <u>823,857</u> |

8. Property, plant and equipment

| | Freehold <u>land</u> \$ | Freehold <u>building</u> \$ | Plant, fixtures and <u>equipment</u> \$ | (Restated) <u>Total</u> \$ |
|----------------------------------|-------------------------------|-----------------------------------|--|----------------------------------|
| <u>Cost:</u> | | | | |
| At 1 January 2019 | 524,373 | 763,206 | 1,487,104 | 2,774,683 |
| Additions | – | – | 870,129 | 870,129 |
| Disposal/Written off | – | (763,206) | (1,353,555) | (2,116,761) |
| At 31 December 2019 | 524,373 | – | 1,003,678 | 1,528,051 |
| Additions | – | – | 10,733 | 10,733 |
| At 31 December 2020 | 524,373 | – | 1,014,411 | 1,538,784 |
| <u>Accumulated depreciation:</u> | | | | |
| At 1 January 2019 | – | 228,873 | 1,092,585 | 1,321,458 |
| Charge for the year | – | 28,265 | 128,758 | 157,023 |
| Disposal/Written off | – | (257,138) | (1,083,942) | (1,341,080) |
| At 31 December 2019 | – | – | 137,401 | 137,401 |
| Charge for the year | – | – | 154,965 | 154,965 |
| At 31 December 2020 | – | – | 292,366 | 292,366 |
| <u>Net book value:</u> | | | | |
| At 31 December 2018 | 524,373 | 534,333 | 394,519 | 1,453,225 |
| At 31 December 2019 | 524,373 | – | 866,277 | 1,390,650 |
| At 31 December 2020 | 524,373 | – | 722,045 | 1,246,418 |

9. Right-of-use assets

The right-of-use assets in the statement of financial position. The details are as follows:

| | (Restated) Office <u>premises</u> \$ |
|--|---|
| <u>Cost</u> | |
| At 1 January 2019 | 210,445 |
| Additions | 1,048,361 |
| At 31 December 2019 and 31 December 2020 | 1,258,806 |
| <u>Accumulated Depreciation:</u> | |
| At 1 January 2019 | – |
| Depreciation for the year | 139,531 |
| At 31 December 2019 | 139,531 |
| Depreciation for the year | 209,801 |
| At 31 December 2020 | 349,332 |

9. Right-of-use assets (cont'd)

The right-of-use assets in the statement of financial position. The details are as follows: (cont'd)

Net book value:

| | |
|---------------------|------------------|
| At 1 January 2019 | 210,445 |
| At 31 December 2019 | <u>1,119,275</u> |
| At 31 December 2020 | <u>909,474</u> |

The lease contract is for leasing of office premises. CAS's obligations under its leases are secured by the lessor's title to the leased assets. CAS is restricted from assigning and subleasing the leased assets.

10. Financial assets at fair value through profit or loss

| | <u>Level</u> | <u>2020</u> \$ | <u>2019</u> \$ |
|--|--------------|-------------------|-------------------|
| At fair value: | | | |
| Investment in quoted equity shares at fair value through profit and loss ("FVTPL") | 1 | 1,513,514 | 1,450,962 |
| Investment in quoted debt assets instruments at FVTPL | 1 | 6,640,352 | 6,491,449 |
| Cash and cash equivalents | | 233,020 | 91,745 |
| Dividend and interest receivables | | 62,684 | 64,835 |
| Accrued management fees | | (4,970) | (4,563) |
| Total | | <u>8,444,600</u> | <u>8,094,428</u> |

The financial assets at FVPTL are managed by the independent fund managers.

Movement during the year are as follows:

| | <u>2020</u> \$ | <u>2019</u> \$ |
|-------------------------------------|-------------------|-------------------|
| Fair value at beginning of the year | 8,094,428 | 8,458,421 |
| Additions | 7,350,986 | 4,368,548 |
| Disposal | (7,113,375) | (5,084,737) |
| Unrealised gain on investment | 193,747 | 275,724 |
| (Loss)/Gain on disposal | (81,186) | 76,472 |
| Fair value at end of the year | <u>8,444,600</u> | <u>8,094,428</u> |

The investments in quoted debt securities have effective interest rates ranging from 3.05% to 5.75% (2019: 2.75% to 5.75%) per annum and have maturity dates mostly ranging from 2021 to 2050. (2019: 2021 to 2049). Certain investments in quoted debt securities of \$775,110 (2019: \$775,110) 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.

11. Trade and other receivables

| | <u>2020</u> \$ | (Restated) <u>2019</u> \$ |
|-----------------------------------|-------------------|---------------------------------|
| <u>Trade receivables:</u> | | |
| Outside parties | 432,520 | 235,574 |
| <u>Other receivables:</u> | | |
| Other receivables | 241,295 | 25,796 |
| Interest receivable | 130 | – |
| Subtotal | <u>241,425</u> | <u>25,796</u> |
| Total trade and other receivables | <u>673,945</u> | <u>261,370</u> |

11A. Other non-financial assets

| | <u>2020</u> \$ | (Restated) <u>2019</u> \$ |
|-------------|-------------------|---------------------------------|
| Deposits | 64,262 | 64,272 |
| Prepayments | <u>7,740</u> | <u>7,722</u> |
| | <u>72,002</u> | <u>71,994</u> |

12. Cash and cash equivalents

| | <u>2020</u> \$ | <u>2019</u> \$ |
|---------------------------|-------------------|-------------------|
| Cash and cash equivalents | <u>2,625,800</u> | <u>1,523,422</u> |

The interest earning balances are not significant.

13. Accumulated funds

13A. General funds

The general funds of CAS refer to funds that can be spent at the discretion of the governing EXCO for any purpose of the charity.

| | <u>2020</u> \$ | <u>2019</u> \$ |
|--|--------------------|-------------------|
| Balance at 1 January | 10,500,061 | 11,031,871 |
| Income | 1,796,951 | (535,368) |
| Transfer from QBE Fund (Note 13D) | – | 3,558 |
| Transfer to Melrose Village Rebuilding Fund (Note 13C) | <u>(4,400,000)</u> | <u>–</u> |
| Balance at 31 December | <u>7,897,012</u> | <u>10,500,061</u> |

CHILDREN'S AID SOCIETY

13. Accumulated funds (cont'd)

13B. RichZone Fund ("RZF")

The purpose of the RZF is set aside for children's food and allowances.

| | <u>2020</u> \$ | <u>2019</u> \$ |
|------------------------|-------------------|-------------------|
| Balance at 1 January | — | — |
| Income | 12,000 | — |
| Expenditure | (12,000) | — |
| Balance at 31 December | <u>—</u> | <u>—</u> |

13C. Melrose Village Rebuilding Fund ("MVRF")

The purpose of the MVRF is to set aside funds for the rebuilding project of Melrose Village.

| | <u>2020</u> \$ | <u>2019</u> \$ |
|---------------------------------------|-------------------|-------------------|
| Balance at 1 January | — | — |
| Transfer from General Fund (Note 13A) | 4,400,000 | — |
| Balance at 31 December | <u>4,400,000</u> | <u>—</u> |

13D. QBE Fund ("QBE")

The purpose of the QBE is set aside for children's enrichment and recreation programmes.

| | <u>2020</u> \$ | <u>2019</u> \$ |
|--------------------------------------|-------------------|-------------------|
| Balance at 1 January | — | — |
| Income | — | 3,558 |
| Transfer to General Funds (Note 13A) | — | (3,558) |
| Balance at 31 December | <u>—</u> | <u>—</u> |

The reserve ratio (general fund / total resources expended) of CAS's General Fund is 2.20 (2019:2.57).

The reserve of CAS provides financial stability and the means for the development of its activities. CAS intends to maintain the reserves at a level sufficient for its operating needs. The EXCO reviews the level of reserves regularly for CAS's continuing obligations.

14. Provisions

| | <u>2020</u> \$ | <u>2019</u> \$ |
|----------------------------------|-------------------|-------------------|
| Reinstatement costs | <u>178,239</u> | <u>173,973</u> |
| Movements in above provision: | | |
| Balance at beginning of the year | 173,973 | — |
| Additions | — | 171,114 |
| Unwinding of discount | 4,266 | 2,859 |
| At end of the year | <u>178,239</u> | <u>173,973</u> |

15. Other payables

| | <u>2020</u> | <u>2019</u> |
|---------------------|----------------|----------------|
| | \$ | \$ |
| Outside parties | 5,215 | 230,082 |
| Accrued liabilities | 478,032 | 388,071 |
| Total | <u>483,247</u> | <u>618,153</u> |

16. Lease liabilities

Lease liabilities are presented in the statement of financial position as follows:

| | <u>2020</u> | <u>2019</u> |
|--------------------------------|----------------|------------------|
| | \$ | \$ |
| Lease liabilities, current | 212,263 | 207,183 |
| Lease liabilities, non-current | 749,506 | 961,769 |
| | <u>961,769</u> | <u>1,168,952</u> |

The weighted average incremental borrowing rate applied to lease liabilities recognised at 2.43% (2019: 2.43%).

A summary of the maturity analysis of lease liabilities that shows the remaining contractual maturities is disclosed in Note 17E. Total cash outflows from leases are shown in the statement of cash flows.

17. Financial instruments: information on financial risks

17A. Categories of financial assets and liabilities

The following table categorises the carrying amount of financial assets and liabilities recorded at the end of the reporting year:

| | <u>2020</u> | <u>2019</u> |
|---|-------------------|------------------|
| | \$ | \$ |
| <u>Financial assets:</u> | | |
| Financial assets at amortised cost | 3,299,745 | 1,784,792 |
| Financial assets at fair value through profit or loss | 8,444,600 | 8,094,428 |
| At end of the year | <u>11,744,345</u> | <u>9,879,220</u> |
| <u>Financial liabilities:</u> | | |
| Financial liabilities at amortised cost | <u>1,623,255</u> | <u>1,994,288</u> |

Further quantitative disclosures are included throughout these financial statements.

17. Financial instruments: information on financial risks (cont'd)**17B. Financial risk management**

The main purpose for holding or issuing financial instruments is to raise and manage the finances for the entity's operating, investing and financing activities. There are exposures to the financial risks on the financial instruments such as credit risk, liquidity risk and market risk comprising interest rate, currency risk and price risk exposures. Management has certain practices for the management of financial risks. The following guidelines are followed: All financial risk management activities are carried out and monitored by senior management staff. All financial risk management activities are carried out following acceptable market practices.

There have been no changes to the exposures to risk; the objectives, policies and processes for managing the risk and the methods used to measure the risk.

17C. Fair value of financial instruments

The analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 are disclosed in the relevant notes to the financial statements. These include the significant financial instruments stated at amortised cost and at fair value in the statement of financial position. The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

17D. Credit risk on financial assets

Financial assets that are potentially subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner. These arise principally from cash balances with banks, cash equivalents, receivables and other financial assets. The maximum exposure to credit risk is the total of the fair value of the financial assets at the end of the reporting year. Credit risk on cash balances with banks and any other financial instruments is limited because the counter-parties are entities with acceptable credit ratings.

Cash and cash equivalents are also subject to the impairment requirements of the standard on financial instruments. There was no identified impairment loss.

Other receivables are normally with no fixed terms and therefore there is no maturity.

17E. Liquidity risk – financial liabilities maturity analysis

Liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be settled at their contractual maturity. The other payables are with short-term durations. The classification of the financial assets is shown in the statement of financial position as they may be available to meet liquidity needs and no further analysis is deemed necessary.

17. Financial instruments: information on financial risks (cont'd)**17E. Liquidity risk – financial liabilities maturity analysis (cont'd)**

The following table analyses the non-derivative financial liabilities by remaining contractual maturity (contractual and undiscounted cash flows):

| | Less than <u>1 year</u> \$ | 2 – 5 <u>Years</u> \$ | <u>Total</u> \$ |
|-------------------------|----------------------------------|-----------------------------|--------------------|
| <u>2020:</u> | | | |
| Gross lease liabilities | 232,767 | 779,601 | 1,012,368 |
| Other payables | 483,247 | – | 483,247 |
| At end of the year | <u>716,014</u> | <u>779,601</u> | <u>1,495,615</u> |
| <u>2019:</u> | | | |
| Gross lease liabilities | 207,183 | 961,769 | 1,168,952 |
| Other payables | 618,153 | – | 618,153 |
| At end of the year | <u>825,336</u> | <u>961,769</u> | <u>1,787,105</u> |

The undiscounted amounts on the borrowings with fixed and floating interest rates are determined by reference to the conditions existing at the reporting date.

17F. Interest rate risk

Interest rate risk arises on interest-bearing financial instruments recognised in the statement of financial position and on some financial instruments not recognised in the statement of financial position.

The following table analyses the breakdown of the significant financial instruments by type of interest rate:

| | <u>2020</u> \$ | <u>2019</u> \$ |
|--|-------------------|-------------------|
| <u>Financial assets with interest:</u> | | |
| Floating rates | <u>1,513,514</u> | <u>1,450,962</u> |
| <u>Financial assets with interest:</u> | | |
| Fixed rates | <u>6,640,352</u> | <u>6,491,449</u> |
| <u>Financial liabilities with interest:</u> | | |
| Fixed rates | <u>961,769</u> | <u>1,168,952</u> |
| | <u>2020</u> \$ | <u>2019</u> \$ |
| <u>Financial assets:</u> | | |
| A hypothetical variation in floating interest rates by 100 basis points with all other variables held constant, would have an increase in pre-tax profit for the year by | <u>15,135</u> | <u>14,510</u> |

18. Changes and adoption of financial reporting standards

For the current reporting year, new or revised financial reporting standards were issued by the Singapore Accounting Standards Council. Those applicable new or revised standards did not require any significant modification of the measurement methods or the presentation in the financial statements.

| <u>FRS No.</u> | <u>Title</u> |
|----------------|--|
| FRS 116 | Covid-19 Related Rent Concessions - Amendment to (effective from 30 June 2020) |

19. New or amended standards in issue but not yet effective

For the future reporting years, certain new or revised financial reporting standards were issued by the Singapore Accounting Standards Council and these will only be effective for future reporting years. Those applicable to the reporting entity for future reporting years are listed below. The transfer to the applicable new or revised standards from the effective dates is not expected to result in any significant modification of the measurement methods or the presentation in the financial statements for the following year from the known or reasonably estimable information relevant to assessing the possible impact that application of the new or revised standards may have on the entity's financial statements in the period of initial application.

| <u>FRS No.</u> | <u>Title</u> | <u>Effective date for periods beginning on or after</u> |
|----------------|---|---|
| FRS 1 | Classification of Liabilities as Current or Non-current – Amendments to | 1 Jan 2023 |

20. Comparative figures

The financial statements for the reporting year ended 31 December 2019 were audited by another independent auditor who expressed an unqualified opinion on those financial statements on 18 November 2020.

Certain reclassifications were made in the balances in the financial statements for last year to enhance comparability with current year's financial statements. The material changes in the balances included the following:

| | <u>Before restatement \$</u> | <u>Reclassification \$</u> | <u>After restatement \$</u> |
|---|--------------------------------------|--------------------------------|-------------------------------------|
| <u>2019 Statement of financial activities</u> | | | |
| Depreciation of property, plant and Equipment | 296,554 | (139,531) ^(a) | 157,023 |
| Depreciation of right-of-use assets | – | 139,531 ^(a) | 139,531 |
| <u>2019 Statement of financial position</u> | | | |
| Trade & other receivables | 333,364 | (71,994) ^(a) | 261,370 |
| Other non-financial assets | – | 71,994 ^(a) | 71,994 |
| Property, plant and equipment | 2,509,925 | (1,119,275) ^(a) | 1,390,650 |
| Right-of-use assets | – | 1,119,275 ^(a) | 1,119,275 |

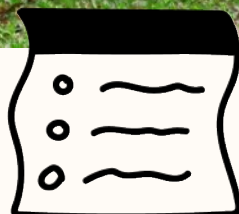
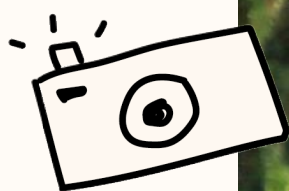
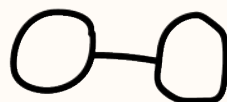
20. Comparative figures (cont'd)

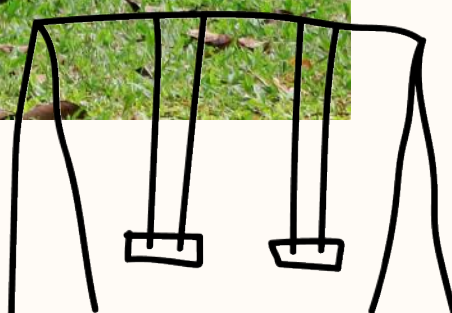
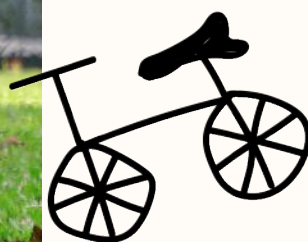
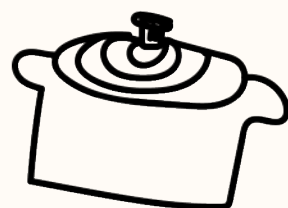
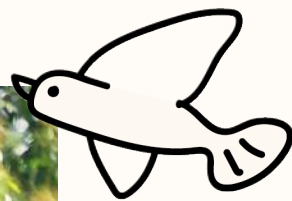
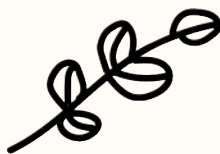
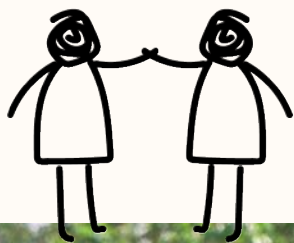
| | Before restatement | Reclassification | After restatement |
|--|-----------------------|------------------------------|----------------------|
| | \$ | \$ | \$ |
| <u>2019 Statement of cash flows</u> | | | |
| Depreciation of property, plant and Equipment | 296,554 | (139,531) ^(a) | 157,023 |
| Depreciation of right-of-use assets | <u>—</u> | <u>139,531^(a)</u> | <u>139,531</u> |

Note:

^(a) Reclassifications have been made to enhance comparability with current year's financial statements.

The above reclassifications did not require modifications to financial statements measurements. As permitted by the financial reporting standard on the presentation of financial statements, the third statement of financial position at the beginning of the preceding reporting year is not presented because the above restatements have no material effect on the information in the statement of financial position at the beginning of the preceding period. However, related notes relating to the above balances only that were restated in the statement of financial position are presented. Apart from these disclosures, other balances and notes are not impacted by the restatements.







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