


ANNUAL REPORT  
2021

Transforming  
lives with hope,  
courage  
& dignity



The work at Children's Aid Society is about transformation. Therapeutic and residential work with traumatised children and their families require specialised skills, attention to details, patience when the work does not go as plan, determination married with deep care and compassion.

The art of origami, then, is an apt symbol for the work that we do. Just as the sculptor transforms an ordinary piece of paper into a work of art, many of the same qualities are required for us when we work with our residents and clients to heal and help them find ways to live with dignity, courage and hope.

Furthermore, this work requires a community to come together and the different origami figures throughout this report represent the diverse individuals coming together on our journey of transforming lives. This is represented by the hand on the cover. We have also chosen bright colours to represent the vibrancy we hope to exude as an organisation in our 120th year: intentional, impactful, creative, and forward-thinking.

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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.



## 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).



## 1930

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

## 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

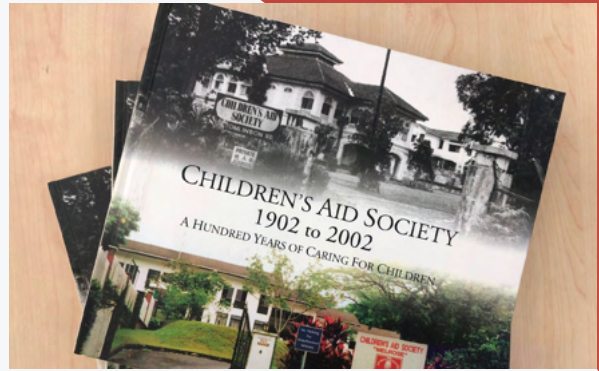
The children and staff moved from Tomlinson Road to their beautiful new home in April 1970 and in the following year of 1971, Mrs Benjamin Sheares, the then First Lady, officially opened Melrose Home. In 1972, Mr T.S. Zain became the first Singaporean Chairman of the Children's Aid Society, heralding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





## 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.



## 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 began 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.



## 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.



## 2020

We started to realise our aspirations of building for future generations by **Growing From Home to Village**. Our tired and worn-down Melrose Home at Clementi Road is 50 years old and has reached the limit of physical repurposing. A rebuild will allow greater efficiencies on our new premises to provide more services beyond

the residential home. When completed, Melrose Home will be transformed into **Melrose Village** – equipped to provide integrated therapeutic care and support services to help residents and the most vulnerable in the community to rise from life's adversities with **hope, courage and dignity**.



# 119 Years On

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

The Society aims to provide residential care, counselling and other specialised therapies to support and empower the most vulnerable in our community. These experiences can include child abuse, neglect, family violence, bullying, divorce etc or other highly distressing events. Our services help children and their families overcome life challenges arising from traumatic experiences by reducing distress and improve social and emotional well-being.

## 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.

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 March 2025)

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

## Corporate Information



# CHAIRMAN'S MESSAGE

For 119 years of sheltering, protecting, and healing children, Children's Aid Society has been through tremendously challenging periods. The first was during World War Two when our predecessors made the hard decision to move our children overseas to protect them. The most recent is this period when Singapore closed its borders and rolled out pandemic measures to contain the Covid-19 virus. In so many ways, this event's deep impact on the organisation, our children, the families, the community, and our stakeholders have been severe.

For the past two years, Children's Aid Society was buffeted by restrictive operational conditions whilst having to ensure the health and safety of our staff, children, and clients. The residents of Melrose Home saw their movements very much curtailed. Our staff had to not only look after their own families but because of split shifts, work longer hours and carry a heavier load. There was a collective anxiety surrounding the evolving situation. In Melrose Care, clients from the community found it difficult to make time for needed services and our staff had to pivot to providing online services which significantly limited the needed human contact so essential in the healing process.

We also found it difficult to engage our other stakeholders meaningfully during this period. CSR events were dramatically reduced and severely limited in scope. We also had serious challenges reaching out to corporates and individuals to tell them about the good work we were doing and the increasing need to fund our operating costs. Companies and individuals were also naturally cutting back to weather the economic storm.

If there is one thing the pandemic has revealed, it is that our world has changed and will continue to evolve. We see ourselves at an important inflection point in our efforts to maintain impactful relevance. We see this as an opportunity for us to take stock of where we are by accepting the permanent and significant changes, be aware of the new demands and plan for the future.

Melrose Village then, is a significant example of

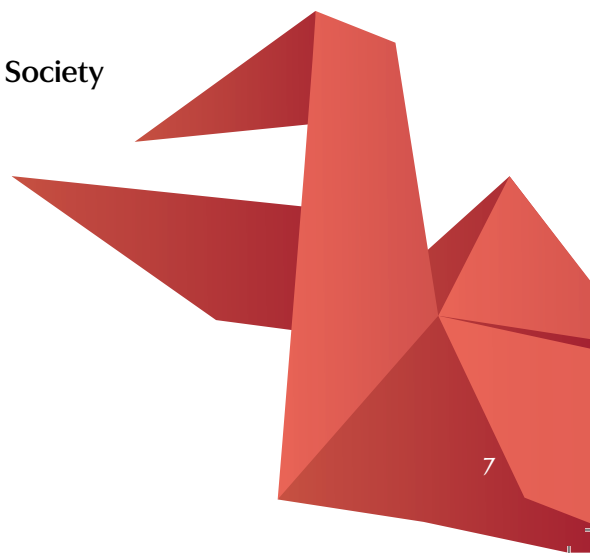
Children's Aid Society's vision of how it plans to be relevant in our changing world and one that has been indelibly marked by the pandemic. This initiative, which started in 2019, met with several speed bumps during the last two Covid-ravaged years. We will continue to steadfastly pursue our vision for Melrose Village to be a place which encapsulates our experiences, taking in best practices and translating them into work that will continue to help our vulnerable children, young adults and their families in our society.

I would like to thank the Ministry of Social and Family Development, particularly the team at Children-in-Care, for the support they continued to give us through the past year. I am also very encouraged and thankful that NCSS has stepped in to financially support the work of Melrose Care.

I would also like take this opportunity to thank those who have left Children's Aid Society, both staff and Executive and Sub-Committee members, after spending many productive years contributing to us. We also welcome many who have joined us to contribute to our journey forward.

Last but not least, I would like to thank our staff and my fellow Executive and Sub-Committee members for the work they have done. Their professionalism, dedication, perseverance and resilience have been key in ensuring that essential services to the residents and the community continue despite the challenges. Together, we look forward to Singapore's emergence from the pandemic and to charting a fruitful future for Children's Aid Society.

**John Lim**  
**Chairman**  
**Children's Aid Society**



# EXECUTIVE DIRECTOR'S MESSAGE

## BUILDING UPON A FOUNDATION

One would expect we would be used to working under pandemic conditions by now. In many ways, our staff at Children's Aid Society have done just that. Through a deep belief in the work that they do and the desire to make a difference for our residents, children, and their families in the community, our staff rolled with the 2nd year of operating under this cloud.

That our staff could continue doing meaningful and impactful work is attributable to a foundation built over the years: people with passion, belief, and the desire to make a difference. For this, I'm proud of the work done by all the staff, local and foreign, who were unwavering in the face of unprecedented challenges.

We are also thankful to the team at Children-in-Care, Ministry of Social and Family Development (MSF) for journeying alongside us during another year of uncertainty and patiently responding to our queries.

Most of all, what the pandemic has revealed is the need for CAS to adapt, so we can help meet the needs of an evolving society that is being buffeted by forces beyond its control.

It is no secret that the stressors of the circuit breaker, the economic impact of the pandemic, and working from home have put tremendous pressures on families. It is also well-known that there has been a corresponding rise in domestic conflicts, child neglect, child abuse, and mental health issues. With our services being touchpoints, our staff have seen first-hand the emotional and psychological harm this turmoil has wrought on children, young people, and their families.

Our staff deal with the symptoms of trauma daily, which are even more intense in Melrose Home. In this regard, passion, belief, and the desire to make a difference need to be complemented by building our competency and capacity to work

with traumatised children, youth and their families. To meet this need, CAS has begun a journey of carefully incorporating trauma-informed and trauma-focused practices. We believe that only when we are intentional can there be meaningful impact.

As a sign of affirmation of the direction we are moving towards, the National Council of Social Services (NCSS) has agreed to fund Melrose Care's work in the community. We are grateful for their confidence and belief in us.

As we approach our 120th year in Singapore, there is much for us to be proud of in the work we have done and our place in social services. There is, however, more to be done to help us stay relevant amidst the evolving social service landscape and communities' changing needs. As we continue to build within, we are also looking to build outwards through Melrose Village.

Lastly, I am thankful for a supportive Board, a committed growing staff force as well as a whole lot of heart from our volunteers, donors and corporate partners who saw us through many meaningful collaborations, exchanges and have encouraged us through their generous donations, in-kind and financially. Without their support, none of what we do would be possible.

**Alvin Goh**  
Executive Director  
Children's Aid Society





# Year In Review

Even as charities have been hit hard by the pandemic, we are proud to say that CAS has held steady to our mission of providing consistent, loving care to young people in need. Despite these extraordinarily uncertain times, we remain committed to moving forward together in a spirit of resilience.

## Transforming lives with hope, courage and dignity

It's been a journey of constant adjustments to keep up with, but we also have a lot to be thankful for, especially the many who came forward to support us in these trying times. Thanks to your contributions, none of our children have been left behind.

## 2021 Highlights

### Adapting to the new normal

With the surges in Covid-19 cases, we focused on ensuring residents' safety while ensuring continuity of care. Although mass activities for Melrose Home continued to be suspended due to safe management measures, we held in-house versions wherever possible. Some counselling and therapy sessions for Melrose Care were replaced with phone and video calls to ensure we could reach our most vulnerable clients.



### Expansion of Melrose Care

In anticipation of surging demand for psychotherapy and counselling sessions when restrictions eased, we converted one of our spaces in Melrose Care into additional counselling and Art and Play Therapy rooms. This expansion will help us continue working closely with schools, social service agencies, and grassroots organisations to improve access to our services.



### Stronger Together Fundraising Campaign

In May 2021, we launched our Stronger Together fundraising appeal. Thanks to your generosity, the campaign raised over \$310,000 over the course of the year.

We also received tremendous support from partners, which not only funded intervention therapies

for Melrose Home residents but allowed us to extend subsidies to Melrose Care clients in financial need. We are grateful to ST Telemedia for donating \$100,000 for the Melrose Care fees waiver programme.





## Building a Melrose Village

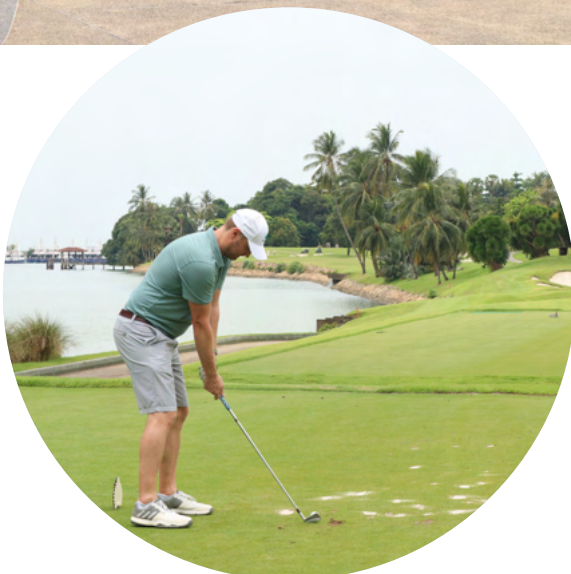
After housing over 6,000 children and youth over the decades, our beloved Melrose Home is due for a much-needed upgrade. Despite the challenges posed by Covid-19, we remain committed to growing Melrose Home into Melrose Village.

Refreshing our physical premises and facilities will help us provide more services, increase efficiency, and continue supporting residents with quality care. We are grateful to partners like Jebson and Jebson for donating \$100,000 of their Job Support Scheme payout to our Melrose Village Rebuilding project.



## Nations Cup Charity Golf 2021

We are grateful to Ms Juliana Benelli and her partners for organising the Nations Cup Charity Golf 2021 tournament, bringing people of diverse backgrounds for a fun day of golfing while raising funds for the construction of Melrose Village. Thanks to their efforts and generosity, the event raised over \$100,000.





# OUR IMPACT AT A GLANCE

## SUCCESSFUL LIVES

284

lives touched through  
our support programmes  
and clinical  
services

Over

4,482

hours of trauma-informed  
intervention and learning  
support delivered

## STABLE FAMILIES

59

families supported through  
our support programmes  
and clinical services

59

children and youth-at-risk  
were kept safe in Melrose  
Home

11

children and youths  
were reunited with their  
families under improved  
conditions

## STRONG COMMUNITY

Over 22

volunteer hours  
contributed by  
our community

2,749  
donors and  
supporters

40

volunteers gave  
their time and  
effort to our cause



# Our Trauma-Informed Care Approach

## Understanding Trauma

For the last two years, the Covid-19 pandemic has brought much attention to the challenges faced by vulnerable individuals and families, from mental health to precarious employment and family violence. Nonetheless, trauma remains difficult to understand, and it is often misunderstood.

At CAS, we understand trauma as events or circumstances which impair a person's ability to engage in daily activities, with negative effects on his or her physical, mental, and emotional well-being. Although there is no fixed list of factors which can lead to trauma, most of the cases we see result from sustained instability in the home, including experiencing or witnessing violence, abuse, and neglect.

While not everyone who experiences harm in childhood will develop a lasting trauma response, in many instances, unresolved trauma can affect individuals and families for generations. It not only causes physical pain and emotional turmoil, but can have long-term medical, mental, social, and practical consequences. Even seemingly small or simple things, like committing to a schedule, showing up to appointments, and making friends can be complicated by the effects of trauma.

**At CAS, most of the young people we support have had traumatic childhood experiences.**

100% of our residents at Melrose Home, and around 80% of our clients at Melrose Care, present with some form of trauma symptoms due to abuse, neglect or other types of life events.

Often, these challenges – and the toxic stress they cause – will not have been adequately addressed. As such, many of our clients experience issues like poor impulse control, lower educational attainment, emotional dysregulation, difficulties with concentration, disruptive or destructive conduct, and poor sleep habits. Rather than asking “What is wrong with this person,” we ask, “What has happened to this person?” We understand these behaviours as trauma responses which arose as coping mechanisms in the face of sustained adversity.

These realities cannot be ignored. At CAS, we see their effects not only in the counselling room, but in our clients' families, schools, workplaces, and community and society at large.

**As a social service organisation, we have a professional responsibility to respond to the lived experiences of the people we serve.**

We acknowledge that most, if not all, our clients carry unresolved trauma that requires special care, compassion, and patience before healing can begin. To this end, we are intentionally adopting a trauma-informed approach at all levels of our work, underpinned by research and our team's professional experience.



# Our Core Principles

## 1. Physical and emotional safety

Everyone we work with should experience a sense of physical safety and calm in our spaces. They should be warm and inviting, and first contact respectful and engaging. We also recognise clients' inherent dignity and make great efforts to ensure that we treat each person in a caring and respectful manner, mindful of individual differences and cultural and ethnic diversity.

## 2. Trustworthiness

Our clients are entitled to information about their lives and their care: what is being done, by whom, when, and why it is being done. Explanations should be forthcoming, rationales as clear as possible, and where possible, clients given information about what to expect.

We keep boundaries respectful and professional. This applies to everything from managing personal information to physical touch and contact outside of professional appointments.

## 3. Choice

Clients should have choice and control over the services they receive. Small choices are built into programmes and interventions, including giving clients a say over the place and time of contact, and even language used, to respect their sense of agency.

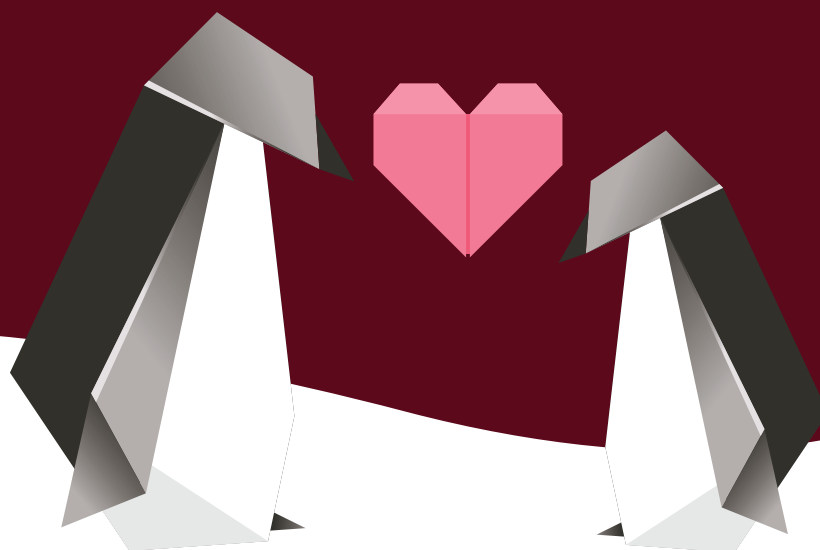
## 4. Collaboration

Our clients are partners and co-creators in their care, not passive recipients of our help. Our services emphasise a collaborative spirit where clients' voices are heard, and power does not rest solely with our staff or social workers but is shared by all parties involved.

## 5. Empowerment

As we develop and deliver programmes for clients, we must recognise that they are striving for ways to improve their lives and participate as valued members of society. Our work is thus to help them develop new skills or enhance existing ones. Whatever the challenges of their past, we want them to feel safe, to heal, and eventually, to thrive.

**We believe that helping our young clients resolve past trauma is key to not just their healing, but their long-term growth even after they leave our care. By breaking the intergenerational transmission of trauma, our work is part of a chain that supports their future contributions to their families, workplaces, and society.**





A photograph of a child jumping into a puddle, creating a large splash of water. The child is wearing a red t-shirt and red shorts with a 'TRANSFORMERS' logo. A green house-shaped graphic is overlaid on the left side of the image, containing the text 'Melrose Home'.

# Melrose Home

Melrose Home is a residential facility for vulnerable children and youth. We support residents who are coping with adverse family circumstances, family violence, child neglect, or child protection issues.



# Our Residents

Our residents are typically aged 6 – 21 and are placed in Melrose Home primarily because of their care and protection needs. They can be referred to us by the Youth Court, the Ministry of Social and Family Development (MSF), or by community agencies or their families.

At Melrose Home, we strive to create a safe and nurturing environment for all under our care. Residents are encouraged to take part in managing the space to give them a say in shaping their circumstances.

We serve an average of 50 residents at any one time.

- **Apartment-styled accommodation:** Under our two wings (Children and Youth), residents live together in **groups of 8—12**, each looked after by a dedicated team of guidance officers and social workers.
- **Over 50%** are long stayers who remain with us for **3 or more years**

## Our Services and Programmes

Our trauma-informed and child-centric services and programmes aim to:

- **Build resources and resilience** – Our services and programmes aim to enhance our residents' fundamental skills related to the executive function of their brains: for example, increase proficiency in adaptable thinking, planning, self-monitoring, self-control, working memory, time management, and organisation.
- **Build relationships among the residents, the Melrose Home community and between the residents and their families** – Our services and programmes aim to increase residents' empathy for one another and increase relational connectedness with peers, staff and families.
- **Strengthening residents' understanding and trust in safe adults and communities** – The Home aims to set clear and reasonable expectations on how residents and staff interact in and outside of Melrose Home. We aim to strengthen the residents' understanding of the motivations behind these expectations and the behaviour management strategies applied in the Home. We review these expectations regularly and seek the residents' opinions during the reviews.

## Our Impact

59 residents in total were cared for in 2021

11 residents were reintegrated with their families

13 new residents joined us

59 families were engaged through our services





## Melrose Home provides the following Services and Programmes:

### 1. Round the Clock Caregiving and Supervision

Our Guidance Officers and Guidance Associates provide round-the-clock caregiving and supervision to the residents under our care. We ensure that their nutritional, academic, social and emotional needs are met during their stay in our Home. The Guidance Officers receive training in our care approach and are trained to use trauma-informed strategies in their interactions with the residents.

They nurture and mentor the residents, providing emotional support when they are living in the Home. They adopt trauma-informed behaviour management strategies when residents respond in ways where they put themselves and others at risk of harm. The staff spend a lot of effort focused on communicating with the residents the motivations behind the behaviour management strategies. This facilitates clarity among the residents and supports the building of trust in the safe adults in Melrose Home.

### 2. Casework & Counselling

Our Case Workers are professionals who have received training in psychology or social work. They provide casework and counselling to the residents in our Home. Casework and counselling is a process where professionals, trained in human development and services, assess the presenting issues that the residents face and develop care plans to mitigate the identified issues. This involves mobilising the capacities in the residents and the resources in the community to improve

the functioning of the residents.

As part of our casework process, the Case Workers also conduct trauma screening and assessment for every resident. This process allows the Home to understand the resident's trauma history, his/her symptoms and help the professional team develop relevant care plans to improve the residents' social and emotional functioning.

The staff are intentional in developing care plans that would support the reunification of residents with their families. This includes addressing the child safety concerns with the identified adults in the residents' lives and developing a safety network of informal and formal support systems. In situations where family reunification is not possible, the case workers develop care plans that would help support the residents' transition to independent living in the community.

### 3. Resident-Centric Programmes and Support Activities

In Melrose Home, we provide individual academic support, weekly social activities and topical workshops for our residents. Many of our residents also receive play therapy, art therapy or trauma-informed cognitive behavioural therapy from our therapists in our sister agency Melrose Care. These programmes and activities aim to support our residents' intellectual, emotional, and social development. We pay special attention to activities that build their capacities for fundamental skills (such as adaptable thinking, planning, self-monitoring, self-control, working memory, time management, and organisation) and relational connectedness.

## Children and Youth Wing Highlights

The second year of the pandemic continued to be a trying time for Melrose Home. Ongoing safe management measures and public health rules limited our ability to engage residents and their families, and we had to suspend some programmes and services.

To keep the boredom and disruption at bay, we responded by bringing the fun in-house. Our team

worked hard to make the most of what we have, organising a range of entertaining and enriching activities within Melrose Home itself.

We are immensely proud of our residents and staff for their flexibility, resilience, and creativity. As Covid-19 becomes endemic, we look forward to gradually resuming our full services!

# Children's Wing Highlights

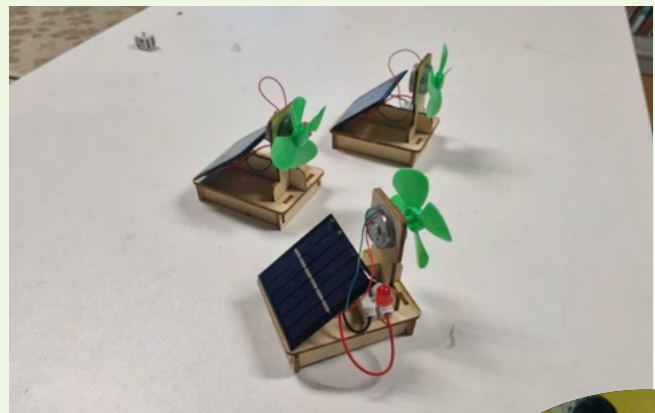
## Children Girl Highlights: Art Play

Art Play is a simple activity which encourages participants to unleash their creative juices. Besides being therapeutic, it encourages our residents to develop values like compassion, care, and selflessness – all of which support their long-term emotional growth.



## Children Boys Highlights: Solar Fan workshop

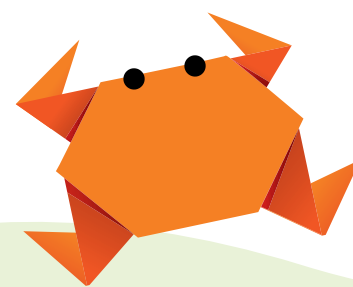
We held a range of alternative activities to keep our boys engaged indoors, including a solar fan construction workshop. Our team was incredibly heartened to see how involved and patient they were, even when some of their creations ran into hiccups!





# Youth Wing Highlights

## — Youth Girls' Highlights



### Dorm painting

In mid-October, our Youth Wing girls spent five days repainting their dorms. They took complete ownership of the project, from choosing the galaxy theme to researching design ideas on Pinterest and blending the paint colours, with some supervision from staff.

Our girls expressed a great sense of accomplishment upon completing the project, and how it gave them a greater sense of control and belonging. We couldn't be prouder of their zeal, leadership, planning skills, and teamwork.

### Black-Out Poetry

Our girls got a further chance to express themselves with a Black-Out Poetry workshop. They constructed poems by striking out text from newspaper articles, using the remaining words to form poems.

They were also encouraged to supplement their poems with designs and drawings before presenting them in groups. In addition to building their confidence, it was a great bonding activity – especially because the theme for the poems was 'positive affirmations' about each other!





# Youth Boys' Highlights

## Having fun at home together

Our youth boys had no shortage of activities to keep them entertained indoors! Our team worked hard to come up with activities such as canvas painting, making tie-dyed T-shirts, and an Amazing Race, as well as evening runs and barbeques.



Youth Boys' personalised tie-dyed t-shirts



Youth boys deciphering clues on JotForm to find out their next clue during the Amazing Race activity.



Activities such as an in-house BBQ experience and exercising sought to promote social interactions.



Going for an evening run at the Melrose Home basketball court.

## Youth Highlights: Exploration into Young Adulthood Programme

The tertiary unit launched the 'Exploration into Young Adulthood' programme', a 10-module course designed to equip our youths with the emotional intelligence and self-awareness to navigate young adulthood. They got to know their strengths and areas for personal growth through the Myers-Briggs Type Indicator (MBTI) and Tetra Map model, as well as financial literacy modules to help them better understand their saving and spending habits.

What residents had to say:

- *"Now that I know my areas of improvement, I'll think of ways to improve."*
- *"I find that the contents are useful. I also learnt the importance of managing my finances wisely since I am aiming to get a bike."*





# Journeying With Families In Need

## Reflections from one of our social workers

"2021 was an immensely challenging year for all of us at Melrose Home! It was all hands-on deck, but our team spared no effort in helping residents enjoy regular quality time with their families.

Visits had to be limited in duration and masks had to be worn at all times, which meant that families were unable to bond over the simple joys of sharing food. We're so grateful to our residents' families for cooperating fully with the measures and making the effort to visit as much as possible. Some even prepared home-cooked fare for their children to enjoy after the visit ended.

At the height of the pandemic, Melrose Home had to pause our visitation and home leave arrangements. During this period, contact was limited to phone or Zoom calls. We went the extra mile to check in with residents' families too, but it was always a joy to see our young people's faces light up during video calls. It's evident how much they treasured their time with their families. That was a silver lining amidst all the inconvenience and frustration – we got to see first-hand how the pandemic helped strengthen family bonds."





A close-up photograph of a hand holding a red pencil with white polka dots, drawing a watermelon slice on a piece of paper. The watermelon is painted in vibrant red with green rind and black seeds. Two orange slices are also visible in the drawing. In the background, there's a blue patterned surface and some other papers. A pink heart-shaped graphic is overlaid on the top left.

# Melrose Care

The number of children who require mental health services has been rising. In spite of this, specialised services that support children's mental health needs, such as counselling and specific therapies, are often not readily available or accessible to many.

At CAS, we strive to play a bigger role in providing such support and services for children and youths in the community. Melrose Care, our counselling centre, was set up to cater to these needs, and offers counselling and specialised therapies.



# Our Programmes

## Children & Youths

Melrose Care offers counselling, art therapy, play therapy and trauma-focused cognitive behavioural therapy for individuals and groups. Through the provision of a safe and supportive therapeutic environment, participants can explore and express emotions and thoughts that are difficult to verbalise. Through the above therapeutic process, emotional regulation, prosocial skills and problem-solving skills can be developed and self-esteem and self-awareness enhanced.

- Counselling (Individual/Family)
- Art Therapy (Individual/Group)
- Play Therapy (Individual/Group)
- Trauma-Focused Cognitive Behavioural Therapy



## Family & Parenting Support

Support programmes such as Parenting Groups and Family Education Talks/Workshops are implemented to provide psychoeducation and emotional support to families encountering challenges as they provide care for their children.

- Parenting Groupwork
- Family-Life Education Talks
- Parent-Skills Lab Workshops

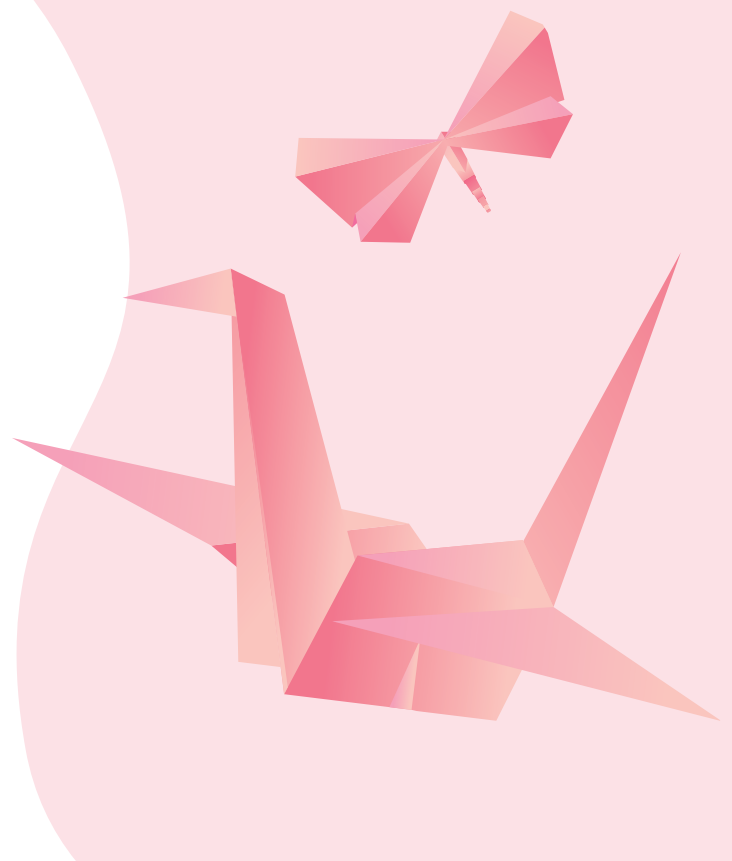


## Hear from our client

Mdm Zhou, client of Melrose Care:

"I would like to take a moment to give my thanks for the precious time and effort that your team spent on my kids and I for the past year. Special thanks to Charlene, Tsui Ling, Soo Yui and Jeanette, the wonderful people who have provided us with continuous professional support. I am extremely grateful they have taken the time to hear, accompany and support us. Their help brought a certain calmness to my life.

As a client I really appreciate your care and concern. Thank you for your encouragement when I am down. Thank you for being there to face my difficult situations together. Words simply cannot express my gratitude. Thank you for your professionalism and continued support. I really appreciate everything."



# Our Impact

## New Cases by Referral Sources in 2021 (year ending Dec 2021)

In 2021, Melrose Care took in **83** new cases, which translated to **107** direct service users.

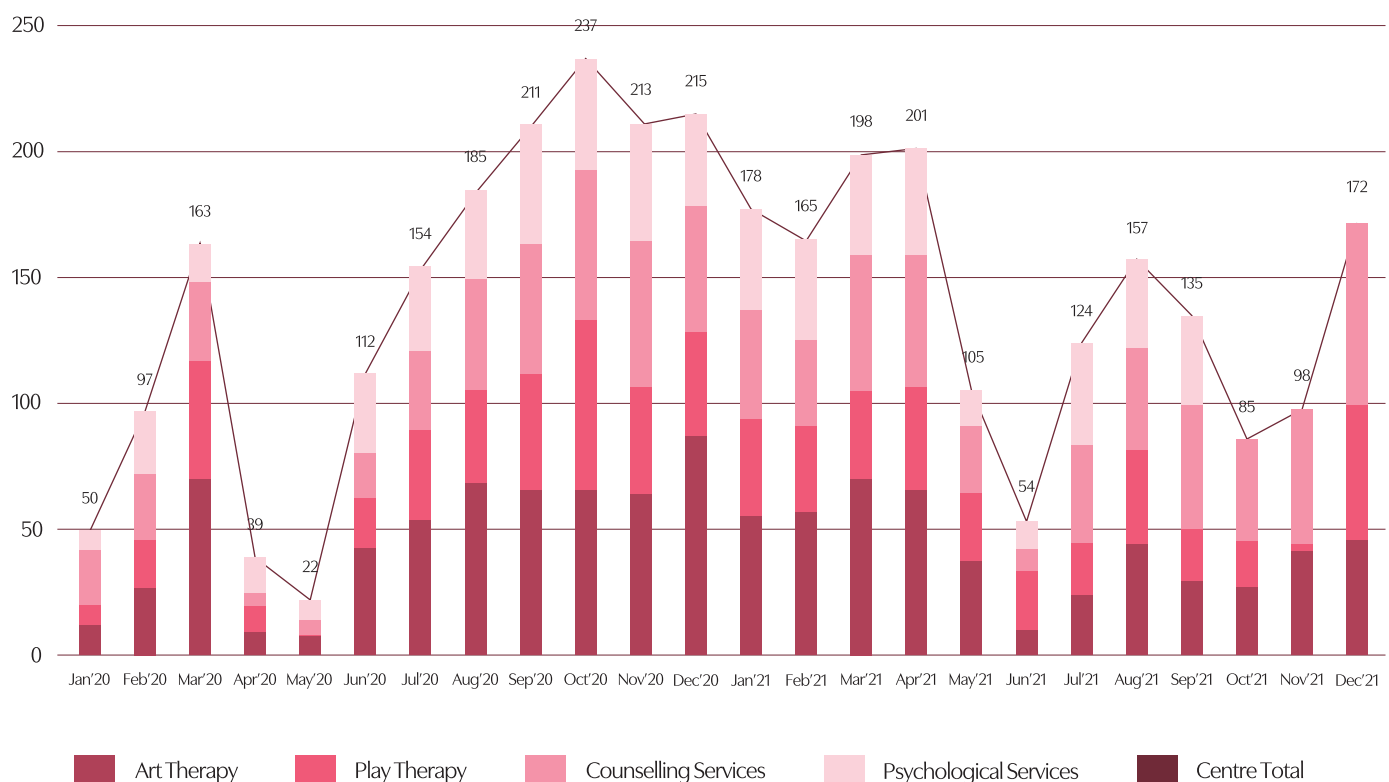
**46%** of our referrals came directly from social service agencies. **37%** – up from **29%** in 2020 – were self-referrals, which we mostly received through phone calls.



**Total New Cases: 83**  
**Total New Users: 107**

## Sessions conducted since July 2019

Total Sessions: 3758



Footnote: Fluctuations across months are significantly affected by Covid measures and infection rates in the community.



# Melrose Community



Our work would not be possible without our volunteers, donors, and partners, who work hand-in-hand with our staff to make up our cohesive Melrose Community.



# Our Community of Change Makers

## MANAGEMENT TEAM

Our Management Team is responsible for CAS' overall operations. They work closely with our staff members to achieve our vision of nurturing successful lives, stable families, and a strong community.



**Alvin Goh,**  
Executive Director



**Cindy Ng**  
Director and Principal  
Social Worker,  
Melrose Home



**Agnes Lim**  
Manager,  
Residential Care,  
Melrose Home



**Alice Wong,**  
Manager,  
Community Partnership



**Zack Kok,**  
Manager,  
Human Resource  
and Administration

## COMMUNITY PARTNERSHIP



**Farahin Md Aris**  
Volunteer Management,  
Community Partnership

"It has been a fulfilling and eye-opening experience working at CAS. I am thankful to have been exposed to so many different challenges while working here. As Covid-19 measures are still in place, I am grateful for the immense support of our donors and volunteers, who are always willing to help us in one way or another to lighten the children's moods."



## HR AND ADMIN

### Zack Kok, HR and Admin Manager

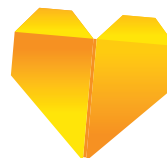
"Working at CAS has given me a new perspective on how our work contributes to society. Some of our staff came from working in a commercial setting to this industry, and it's really been eye-opening for us. Although the work can be tough, it's meaningful that every one of us is striving to ensure the well-being of our kids."



## Melrose Care

### Jeanette Chan, Art Therapist, Melrose Care

"It's been a meaningful and worthwhile experience serving with CAS for five years. I've grown personally and professionally together with the organisation, the residents, and my clients. The initial two years providing art therapy services for residents in Melrose Home are particularly memorable. I remember spending every Sunday making art with the teen girls and some children. Art therapy became a solace and a platform to express what we could not articulate in words. When I joined CAS full-time to help set up Melrose Care, designing and creating this purpose-built centre under a very tight budget was arduous, but we made it thanks to our experienced and dedicated team."



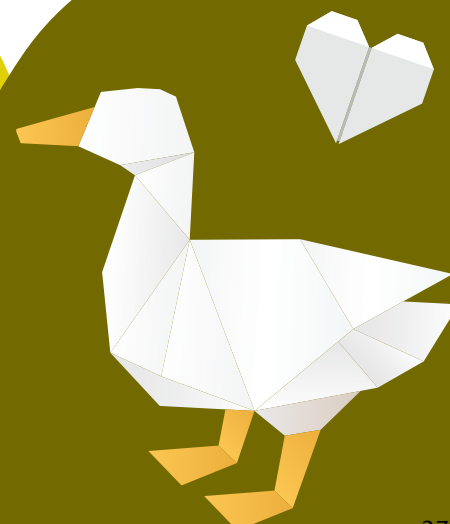


# Melrose Home

## SOCIAL CARE

**Lim Wan Yin, Social Worker**

"I am thankful for the generous support I've received on my journey of personal and professional development with CAS. Over my 6 years here, I was encouraged to further my studies, successfully completed my Graduate Diploma in Social Work, and transitioned from Community Partnerships to the role of Social Worker in Melrose Home. It has been a truly fulfilling and enriching experience. I appreciate the opportunity to work closely with the children, youth, and families we serve every day."



# Residential Care – Children’s Wing

“Working with children has been a passion of mine for many years. Melrose Home has given me the means to pursue that passion and much more. There is never a dull day – that’s what I love most about my job. Being with the residents, nurturing them and watching how our support helps them grow are some of the things I find very rewarding.

I also love that CAS challenges me to think of new ways to approach situations, as every resident has different needs. As Guidance Officers, we are constantly seeking new heights to improve the lives of our kids.”



**Samuel Tay,**  
Unit Leader of  
Children Boys





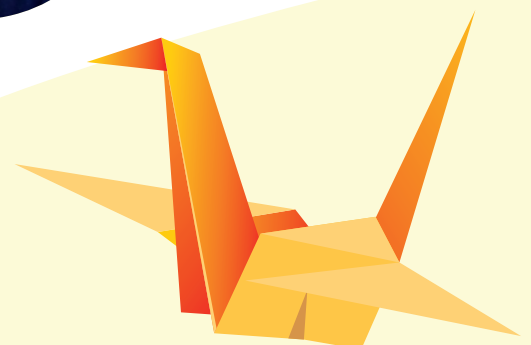
# Residential Care – Youth Wing

"I am blessed to be part of Melrose Home. Working with the residents has been great as each day presents a new challenge that both stimulates me and encourages me to be more patient. It has also helped me cultivate the essential skills I need to become a good caregiver and a better person."

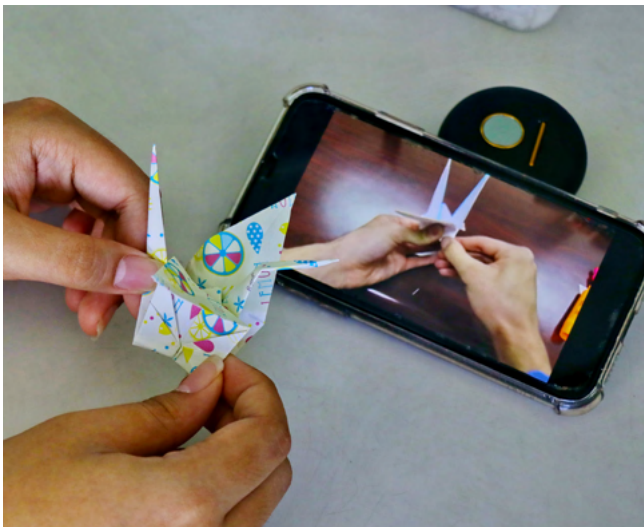


**Joan Laureaga,  
Guidance Officer**

Even though it can be frustrating at times, getting to plan activities that cater to the residents' development and interests is rewarding and more than makes up for it. It gives me a huge sense of pride whenever I see them accomplish something new. I believe our Melrose Home residents hold on to the life skills they develop during their time with us, and that these will equip them to rise above future challenges."



# Support Team





# TEAM HIGHLIGHTS OF 2021

It's important to us that our team at CAS feels well-supported. Working in social care can be taxing, and we believe that our team needs to be well taken care of before they can look after others.

## Life beyond work

Our HR department has been hard at work behind the scenes to secure new collaborations and staff benefits across sectors like F&B, entertainment, and wellness, including a new partnership with Fitness First. We want our staff to get proper rest and leisure time outside work – and we're glad our team has been taking these up, with increased participation rates!

## Staff Feature:

### Cindy Ng, Director of Melrose Home

As the Director of Melrose Home, Cindy's role involves much more than just overseeing the operations and looking after the residents' well-being. She also helps implement best practices to ensure that the work in Melrose Home incorporates sound professional thinking and child-centric.

One of her priorities has been driving the implementation of trauma-informed care practices in Melrose Home. Since joining us in May 2021, Cindy has reworked the strategic directions and enhanced the structure and processes in Melrose Home. She had also adapted the Safer Caring training course (designed by Kate Cairns and Eileen Fursland) to support the work of the Guidance Officers and the Case Workers.

"I really enjoy seeing people who are passionate and want to improve the lives of vulnerable children and youth. This keeps me motivated and inspires me to do more for the staff."

On tough days, Cindy reminds herself that with time, change can happen for the residents. The changes have to start in Melrose Home, as the Home develop a culture and environment that is safe, empowering and collaborative for both the residents and the staff.

"Relationships are the vehicles of change. It is through these relationships that we show our

## Safer Caring Training

While our staff find their work meaningful, it can also take a toll on their mental health, including the risk of developing secondary traumatic stress from hearing about clients' experiences of abuse or neglect.

We are grateful to Mrs Cindy Ng, Director of Melrose Home, for adapting the Safer Caring training course (designed by Kate Cairns and Eileen Fursland) to equip the staff at Melrose Home with valuable knowledge, such as recognising secondary traumatic stress in themselves and their colleagues and getting the right support when necessary. The team was also taught how to assess the risk of harm in residents during critical incidents, so that they are able to respond adequately and quickly to the needs of the residents when there are safety concerns.



residents that we recognise their inherent dignity. It is through these relationships where we make great efforts to ensure that they are treated in a caring and respectful manner, where we are mindful of their individual differences and cultural and ethnic diversity. When they experience such relationships in our Home, our residents will be more able to rise above their adverse circumstances," she added.

One of her most heartfelt moments since joining us was witnessing an 18-year-old resident's discharge from Melrose Home.

"I saw fear in her eyes, but there was also hope. As she was walking out of Melrose Home for the very last time, she was holding on to her farewell card and waving goodbye to everyone. The Guidance Officers and Case Workers were constantly reminding her to take care of herself and not to forget all that she has learnt about herself and her world in the Home. It was clear to me that she had truly cherished her time with us, and I hope she will be able to apply what she learnt here in her new environment."

## Volunteer Feature: Mr Lai Han Seng, Melrose Home Taekwondo Instructor

When Mr Lai Han Seng was first approached to hold a one-off Taekwondo lesson with CAS in 2014, he said yes without hesitation. 8 years later, he's still with us as our regular volunteer Taekwondo instructor.

Under the watchful guidance of Mr Lai and his team of volunteer coaches, hundreds of our residents have benefited from Taekwondo training over the years. In addition to holding weekly sessions at Melrose Home, Mr Lai has also gone the extra mile to hold special holiday workshops with the Singapore Taekwondo Federation, which allows residents to access proper training facilities and equipment.

As one of the most powerful and well-known martial arts, Taekwondo helps improve balance, flexibility, coordination, and endurance. Mr Lai believes that beyond the physical benefits, practising martial arts can also help residents develop discipline and build much-needed confidence.

"I strongly believe that learning Taekwondo will help their mental resilience and the courage they



need to improve their lives. I heard many residents had extremely adverse childhoods, and I believe practising martial arts will be able to help them get back up in their lives," says Mr Lai, who runs the JH Kim Taekwondo Institute.

In December 2021, Mr Lai received the SkillsFuture Fellowships award, the country's highest accolade, for his dedication to lifelong learning. He was among 18 Singaporeans honoured as masters of skills and mentors of future talent.

*"I have always been someone who believes in lifelong learning. However, it is not just about studying. I am genuinely interested in gaining knowledge that would help me as a Taekwondo instructor to deliver my lessons better."*

## Our Heartfelt Thanks

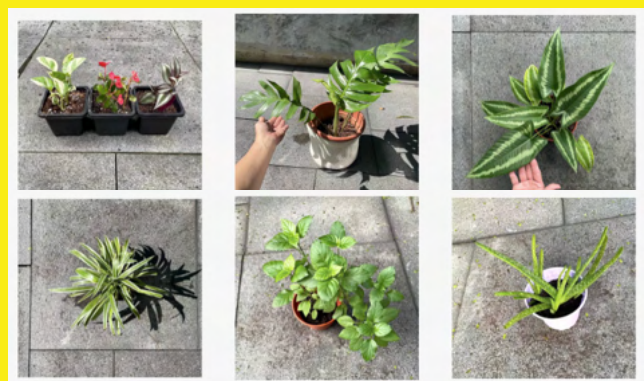
We are truly grateful to our Melrose Community for the kindness and support extended to us in these challenging times. Thank you for standing with us to transform lives with hope, courage, and dignity.

### Rallying our partners

Growing our network of partners and collaborators is essential to our Melrose Community. Members of any of these platforms can redeem their reward points and gift them to CAS:

- United Overseas Bank (UOB): UOB Cardmembers can now make donations to us with their UOB UNI\$ reward points.
- WOGI
- Great Eastern
- UpCare

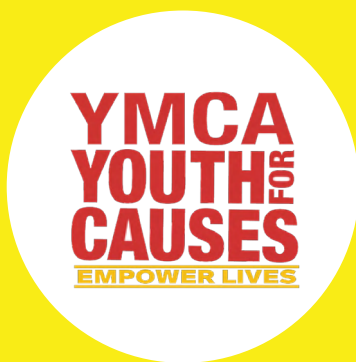
We have also received a year-long commitment from UpMart, who have generously donated proceeds from the sales of their house plants to support our Melrose Village rebuilding project. Their support will fund upgrades to residential care and facilities for future residents.





## Youth for Causes

Two teams of student advocates from Temasek Junior College and Hai Sing Catholic School raised over \$20,000 for our Stronger Together campaign under the YMCA Youth for Causes programme. Their dedication and commitment to championing our cause were truly inspiring. We're so grateful for all their hard work!



## Sharing the Festive Spirit

After the challenges of 2021, we were glad to wrap up the year by spending it with our Melrose Community! We are thankful to everyone who brought cheer to our residents and staff throughout the festive season:



Our corporate partner, PontiacLand, held a virtual Bouncing Clay workshop for the Children's Wing and a virtual escape room for the Youth Wing residents of Melrose Home. They also made residents' Christmas wishes come true by gifting items on their wish lists, including new pairs of shoes, bags, and IT gadgets.

We are grateful to BNY Mellon for their generous donation of 3 brand-new dryers and 3 washing machines to Melrose Home.

Our thanks to the STPI Gallery for hosting a printmaking workshop for our Melrose Home residents over the December school holidays.



## Giving Week

We received tremendous support during Giving Week over November and December from both partners and individuals. We had the opportunity to be a part of the Endowus Giving Machine Programme, where members of the public could donate to CAS and 14 other charities by purchasing a gift donation from vending machines at malls and MRT stations.

We would like to acknowledge Camden Medical for championing our cause during the Giving Week. The funds raised will go towards purchasing essential items such as school bags for residents and standing fans for our dorms and providing a year's worth of Art Therapy Sessions with Melrose Care, amongst other needs.



## The Scent Apothecary X CAS

In support of our Melrose Village Rebuilding Fund, The Scent Apothecary created **The Melrose**, an exclusive and specifically curated candle blend. The delightfully nostalgic soy candle features warming premium notes of English Rose and Vanilla, and is reminiscent of the popular local drink, bandung.





# Partner Feature: ISOS

ISOS (International SOS) have been walking hand-in-hand with us since 2016 by raising funds and volunteering. Here's what one of their staff had to say about working with us:



**Q: How did you come to be involved with supporting CAS?**

A: Our engagement with CAS started sometime in 2016 as an initiative to celebrate various festivities with the residents of Melrose Home, providing a family-like environment. Over the last 3 years, activities have evolved to support the kids and provide them with experiences that expand their knowledge and cultural empathy.

**Q: What has partnering CAS been like for you and your team? What was your biggest take-away from this partnership?**

A: The growth of the partnership over the years is a testament to the experience we have enjoyed with CAS. Seeing the impact on residents' lives, supported by the dedicated staff at Melrose Home, has allowed volunteers to grow as individuals and foster empathy.

**Q: What are some memorable moments from your years with us?**

A: With activities largely being on a volunteer basis, ISOS staff usually rotate between events. Going to an event after more than a year and seeing the residents remember you and the details of your previous meeting left a lasting impression on me and my colleagues.

**Q: As a corporate champion for vulnerable children and youth, would you like to share a word or two to inspire like-minded corporations?**

A: It is great to see so many companies becoming part of the community. While donations in these times are imperative for the sustainability and development of CAS and Melrose Home, we must work together to provide the kids with best learning and growth opportunities that create memorable experiences for them.

**Q: CAS will be celebrating our 120th anniversary in 2022. Do you have any words of encouragement for our beneficiaries and our team?**

A: We believe the efforts to make a difference for the younger residents of Melrose Home have a profound impact on their growth and mindset. It helps build a more stable, fulfilling, and empathetic future for not only them, but society as whole, and we should strive to support them the best way we can.

# DONOR ACKNOWLEDGEMENT

We wish to extend our deepest gratitude to our well-wishers, donors, and volunteers.

Your generous support, whether donations, donations-in-kind, or volunteering your time and effort with us, helps us change lives for the better.

Thank you for making our work possible.

\*Due to our obligations under Personal Data Protection Act (PDPA) 2021, we are unable to list individual donors' details.

## \$20,000 & Above

Credit Suisse Trust Ltd  
Estate of Chan Yee Mui  
Jebsen & Jessen Pte Ltd  
Laser Printing Industries Pte Ltd  
NTUC Fairprice Foundation Ltd  
STT Communications Ltd  
Super Galvanising Pte Ltd  
Partners Group (S) Pte Ltd

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

D'Artistes  
MayBank Singapore Ltd  
PT-G Builders Pte Ltd  
Richzone Properties Investment Pte Ltd  
The Think Tank Team Pte Ltd  
Vertec Marine Pte Ltd  
International SOS Pte Ltd

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

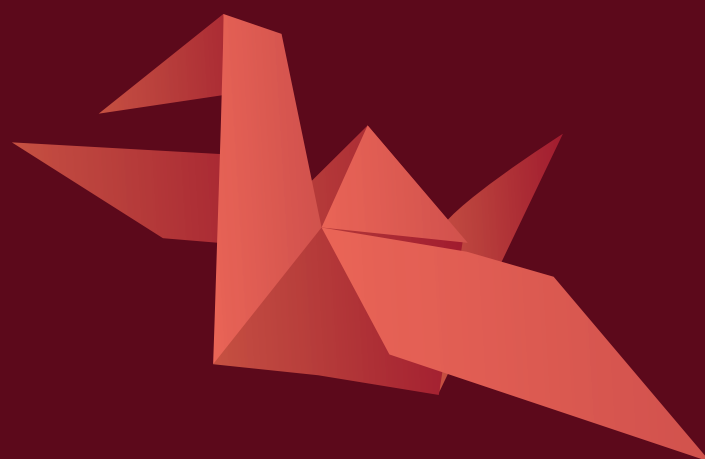
ABB Pte Ltd  
Arthrex Singapore Pte Ltd  
Baker & McKenzie Wong & Leow  
Beato Fiore & Creations Pte Ltd  
Creative Eateries Pte Ltd  
F1 Auto Cars Pte Ltd  
In Memory of Koh Chong Seng  
JP Pepperdine Group Pte Ltd  
Tan Chin Tuan Foundation  
NSL Ltd  
Singapore Swimming Club  
UK Online Giving Foundation  
United Overseas Bank  
West Pharmaceutical Services (S) Pte Ltd  
Yinson Production Offshore Pte Ltd

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

Christ Methodist Church  
Jaberson Technology Pte Ltd  
Lee Kim Tah Foundation  
Nanyang Hakka Federation  
RSM Chio Lim LLP  
ST Engineering Defence Aviation Services Pte Ltd  
Tanglin Trust School Ltd  
The Feel Good Factor By Rieko  
Trixie Marketing  
Yangzheng Foundation

## \$1,000 - \$1999

Expats Furniture Rental Pte Ltd  
FM Insurance Co Singapore  
House of Gems Pte Ltd  
LLD Sports Development & Management  
Oilfield Services & Supplies Pte Ltd  
Pharmed Import & Export Pte Ltd  
Singapore Canoe Federation  
Singapore Press Holdings Foundation Ltd







# Corporate Governance & Leadership



# Executive Committee

The Executive Committee (EXCO) is responsible for setting policies and overseeing key operational and financial aspects of Children's Aid Society. The EXCO strives to ensure that all EXCO members, as a group, have core competencies in areas such as law, finance, strategic planning, human resource, and management which incorporates a degree of diversity. All EXCO members, except the Executive Director, are independent.

Independence refers to not having any family, employment, business, or other relationship with CAS, any related companies, or their officers that could interfere or be reasonably perceived to interfere, with the exercise of the EXCO member's independent judgment made in the best interests of CAS.

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 members sit 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 FY2021. The dates were as follow:

26 February 2021	/	28 April 2021
30 June 2021	/	25 August 2021
27 October 2021	/	29 December 2021

## Disclosure of EXCO meetings and attendance in annual report: FY2021

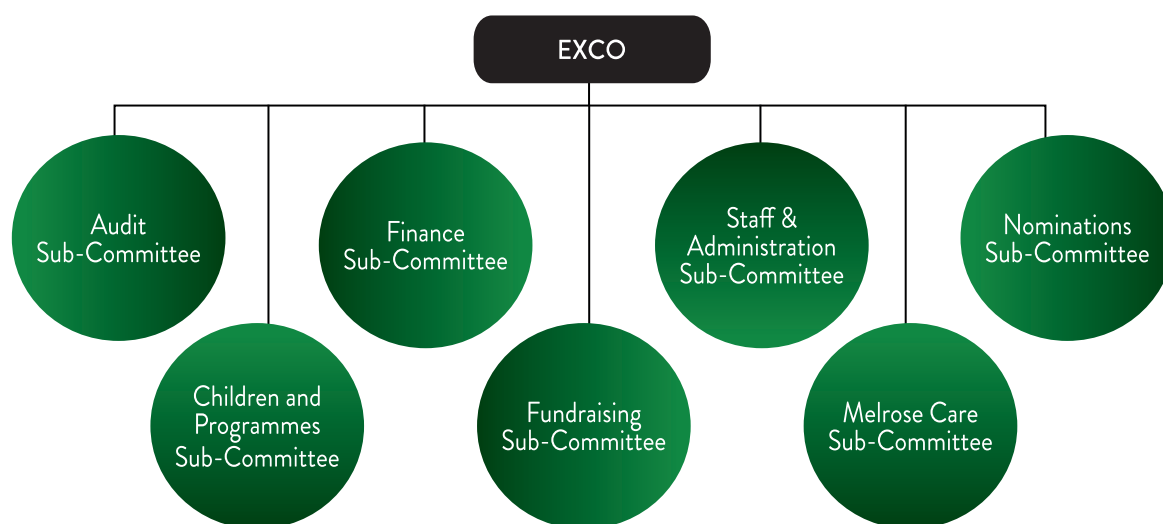
Total number of EXCO meetings (including AGM): 6

Position	Name	Attendance FY 2021
Chairman	Jarrold C Y Ong ( <i>Jan-Aug 2021</i> )	3/3
	John Lim ( <i>Aug 2021 onwards</i> )	3/3
Vice Chairman	Stephen Yeap	5/6
Honorary Secretary	Josephine Koh	6/6
Chairman Treasurer	John Lim ( <i>Jan-Aug 2021</i> )	3/3
	Nick Lai Yew Len ( <i>Aug 2021 onwards</i> )	3/3
Chairman, Audit Sub-Committee	Johnny Quah	6/6
Chairman, Children & Programmes Sub-Committee	Dawn Ng	5/6
Chairman, Melrose Care	John Lim	6/6
Chairman, Staff & Administration Sub-Committee	Lai Su Yim	6/6
Chairman, Finance Sub-Committee	Nick Lai Yew Len ( <i>Aug 2021 onwards</i> )	3/3
Chairman, Fundraising Sub-Committee	Genevieve McCully-Tan	6/6
Members	Henry Yeo ( <i>Jan-Aug 2021</i> )	3/3



# SUB COMMITTEES 2021

Sub-Committees	Members
Audit	Johnny Quah (Chairman) Stephen Yeap Chun Kwong Chee Yarman J. Vachha Lim Koon Chai
Children & Programmes	Dawn Ng (Chairman) Elaine Lim Nelly Kwa Peggy Ann Desker Sivakami D/O Chinniah - <i>May 2021 onwards</i>
Finance	John Lim (Chairman) - <i>Jan to Aug 2021</i> Nick Lai (Member) - <i>Jan-Aug 2021, (Chairman) - Aug 2021 onwards</i> David Chia Tian Bin Bernard Yu
Fundraising	Genevieve McCully-Tan (Chairman) Josephine Koh Crystal Eileen Seah Faye Ong Lynette Ang Pang Yee Ean
Staff & Administration	Lai Su Yim (Chairman) Peggy Desker Stephen Yeap Mohd Norhelmy Bin Ja'afar - <i>Mar 2021 onwards</i> Low Sha-Ron - <i>Mar 2021 onwards</i>
Melrose Care	John Lim (Chairperson) Dr Tan Ee Ching Christine Peggy Ann Desker Ng Siau Hwei Dr Mardiana Bte Abu Bakar
Nominations	Stephen Yeap (Chairman) Jarrod C Y Ong - <i>Jan to Aug 2021</i> John Lim - <i>Jun 2021 onwards</i> Josephine Koh - <i>Sept 2021 onwards</i>



## Sub-Committees

CAS has committees with documented terms of reference. The Sub-Committees provide oversight in the following areas – Audit and Risk management, Finance, Children and Youth Programme of Melrose Home, Melrose Care, Fundraising, Staff and Administration, Nominations. The committees report to the EXCO regularly and work closely with the Executive Director to look after the well-being, interest, and support of our beneficiaries and staff members. All the Sub-Committee members are volunteers from different professions and backgrounds and provide their services pro bono.



## CORPORATE INFORMATION & 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.



# Join Us In Transforming Lives

Be part of our mission to transform lives! Champion this meaningful cause alongside us and create impact for the vulnerable children and youth in the community.

All outright donations are eligible for 250% tax deduction.

## #CHAMPION120 Campaign

As part of our anniversary celebration in 2022, our #Champion120 fundraising campaign aims to encourage companies and/or individuals to gift monthly or annual pledges to CAS.

We aim to achieve a net contribution of **\$1.2M in 2022**. All proceeds will go towards funding our **Melrose Village Rebuilding project**.

Champion our cause through your annual contribution of \$12,000 as a corporate or as an individual charity ambassador through your annual contribution of \$1200. We aim to recruit 50 corporates and 500 charity ambassadors in this campaign!

Cheque should be made out to **Children's Aid Society** and mail to:

Children's Aid Society  
Blk 556, Woodlands Drive 53 #01-59  
Singapore 730556  
Attention: Community Partnership  
Email: [ask@childrensaidsociety.org.sg](mailto:ask@childrensaidsociety.org.sg)

Alternatively, please scan the Paynow QR Code to donate.



Please enter your NRIC/FIN/UEN No. as the Reference number should you require a tax-deduction receipt. A minimum donation of \$10 applies to qualify for tax-deduction.



# OUR FINANCIALS

The running cost of Children's Aid Society has increased during the year under review. In 2021, the monthly average operating cost was \$319,768. Approximately 46.0% of this cost was subsidised by the government including funding by the Ministry of Social & Family Development and National Council of Social Service. 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 \$337,859 in 2021, which was a significant decrease of 81.7% as compared to 2020. This is mainly due to the increase in operating expenditures and decrease in donations and government grants. The Society received a total of \$1,281,199 in cash donations in 2021, which was a decrease of 45.3% as compared to 2020. This significant difference is attributable to a one-off donation of \$1,000,000 from ASML which was received in 2020. The Society's operating costs increased by 7.1% to \$3,837,210. This was mainly due to the increase of payroll costs of \$271,096 as compared to 2020, which is part of the Society's plans to strengthen the manpower for both Melrose Home and Melrose Care.

## Reserve Policy

Children's Aid Society's reserves comprise our managed investment portfolio and cash balances. As at 31 December 2021, total reserves stood at \$12,686,843 compared to \$12,348,984 in 2020, an increase of 2.7%.

These reserves were primarily established in 1987 when the Society sold off its peripheral land for development, netting \$1.1million and the 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 fulfil 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 through donations from public and contributions from our own reserves, which may deplete our reserves further.

Our reserves-to-annual operating expenditure as of 31 December 2021 is 2.06. 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 key executive 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.



# CHILDREN'S AID SOCIETY FY

(UEN No: S62SS0031K)

## Statement by Executive Committenittee and Financial Statements

Year Ended 31 December 2021

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UEN: T09LL0008J

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**Business Advisors to Growing Businesses**



## CHILDREN'S AID SOCIETY

### 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 2021 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 1966 (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



.....  
John Lim Yew Kong  
Chairman



.....  
Nick Lai Yew Len  
Treasurer

Singapore

03 JUN 2022



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# **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 2021, 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 1966 (the "Societies Act"), the Charities Act 1994 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 2021 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 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.

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.
- 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.

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

03 JUN 2022

# CHILDREN'S AID SOCIETY

## Statements of Financial Activities Year Ended 31 December 2021

		2021			Restated 2020		
		Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	Notes	\$	\$	\$	\$	\$	\$
<b>Income</b>							
Donation	4	892,938	388,260	1,281,198	2,328,4379	12,000	2,340,479
Fee income		83,780	–	83,780	29,150	–	29,150
Government grants	5	221,290	1,542,401	1,763,691	1,036,813	1,288,585	2,325,398
Gifts in kind		158,478	–	158,478	104,648	–	104,648
<b>Total income</b>		<b>1,356,486</b>	<b>1,930,661</b>	<b>3,287,147</b>	<b>3,499,090</b>	<b>1,300,585</b>	<b>4,799,675</b>
<b>Expenditure</b>							
Administrative expenses		(1,306)	(35,532)	(36,838)	(75,453)	(22,776)	(98,229)
Auditors remuneration		(23,500)	–	(23,500)	(14,000)	–	(14,000)
Bank charges		–	(1,487)	(1,487)	(1,398)	(111)	(1,509)
Food expenses		–	(156,257)	(156,257)	–	(124,654)	(124,654)
Central provident fund		(63,271)	(267,336)	(330,607)	(128,077)	(168,751)	(296,828)
Residents expenditure		(50,772)	(180,982)	(231,754)	(15,401)	(186,566)	(201,967)
Depreciation of property, plant and equipment		–	(158,505)	(158,505)	(92,387)	(62,578)	(154,965)
Depreciation of right-of-use asset		–	(209,801)	(209,801)	(35,074)	(174,727)	(209,801)
Fee waiver programme		–	(49,865)	(49,865)	–	–	–
Foreign workers levy		–	(49,877)	(49,877)	–	(37,800)	(37,800)
Housekeeping supplies		–	(16,483)	(16,483)	–	(15,148)	(15,148)
Insurance		(11,495)	(20,807)	(32,302)	(11,873)	(10,953)	(22,826)
Loss on disposal of financial assets at fair value through profit or loss (“FVTPL”)		(65,327)	–	(65,327)	(81,186)	–	(81,186)
Medical		(67)	(6,463)	(6,530)	(752)	(8,741)	(9,493)
Miscellaneous		–	(34,366)	(34,366)	(1,735)	(3,502)	(5,237)
Interest expense	6	–	(24,874)	(24,874)	(4,888)	(24,962)	(29,850)
Professional fees		(60,021)	(840)	(60,861)	(52,613)	(1,800)	(54,413)
Provision for unutilised leave		5,682	31,366	37,048	(46,907)	(17,397)	(64,304)
Repairs and maintenance		–	(68,023)	(68,023)	(2,596)	(35,070)	(37,666)
Telephone		–	(9,415)	(9,415)	(2,888)	(7,270)	(10,158)
Salaries		(437,673)	(1,804,692)	(2,242,365)	(817,048)	(1,188,000)	(2,005,048)
Staff training		(251)	(11,693)	(11,944)	(1,425)	(11,072)	(12,497)
Staff welfare		–	(4,329)	(4,329)	(2,184)	(6,570)	(8,754)
Government service tax expenses		(1,645)	(6,522)	(8,167)	(1,904)	(4,186)	(6,090)
Transportation		–	(21,244)	(21,244)	–	(21,189)	(21,189)
Rental of equipment		–	(2,324)	(2,324)	(1,130)	(1,194)	(2,324)
Utilities		–	(67,078)	(67,078)	(7,844)	(48,061)	(55,905)
<b>Total expenditure</b>		<b>(709,646)</b>	<b>(3,177,429)</b>	<b>(3,887,075)</b>	<b>(1,398,763)</b>	<b>(2,183,078)</b>	<b>(3,581,841)</b>

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



**Statements of Financial Activities**  
**Year Ended 31 December 2021**

	2021			2020		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	\$	\$	\$	\$	\$	\$
<b>Other income:</b>						
Dividend income from investments	59,764	–	59,764	53,189	–	53,189
Interest income from deposits and financial assets at FVTPL	179,095	–	179,095	207,806	–	207,806
Members' subscriptions	1,275	–	1,275	1,300	–	1,300
Special employment credit and wage credit scheme from government	5,423	–	5,423	9,078	–	9,078
Other income	562,195	–	562,195	165,969	–	165,969
Changes in fair value of financial assets at FVTPL	130,035	–	130,035	193,747	–	193,747
<b>Total other income</b>	<b>937,787</b>	<b>–</b>	<b>937,787</b>	<b>631,089</b>	<b>–</b>	<b>631,089</b>
Total surplus/(deficit) for the year	1,584,627	(1,246,768)	337,859	2,731,416	(882,493)	1,848,923

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

# CHILDREN'S AID SOCIETY

## Statement of Financial Position As at 31 December 2021

	<u>Notes</u>	<u>2021</u> \$	<u>2020</u> \$
<b>ASSETS</b>			
<b><u>Non-current assets</u></b>			
Property, plant and equipment	8	1,134,035	1,246,418
Right-of-use assets	9	699,673	909,474
<b>Total non-current assets</b>		<u>1,833,708</u>	<u>2,155,892</u>
<b><u>Current assets</u></b>			
Financial assets at fair value through profit or loss	10	8,723,791	8,444,600
Trade and other receivables	11	52,009	673,945
Other non-financial assets	11A	125,579	72,002
Cash and cash equivalents	12	3,294,095	2,625,800
<b>Total current assets</b>		<u>12,195,474</u>	<u>11,816,347</u>
<b>Total assets</b>		<u>14,029,182</u>	<u>13,972,239</u>
<b>FUNDS AND LIABILITIES</b>			
<b><u>Funds</u></b>			
<u>Unrestricted fund</u>			
Accumulated funds	13A	<u>7,954,488</u>	<u>7,948,984</u>
<u>Restricted funds</u>			
BNP Fund	13B	39,386	–
Clementi Melrose Village Fund	13C	4,642,834	4,400,000
ST Telemedia Fund	13F	50,135	–
		<u>4,732,355</u>	<u>4,400,000</u>
<b>Total funds</b>		<u>12,686,843</u>	<u>12,348,984</u>
<b><u>Non-current liabilities</u></b>			
Lease liabilities	17	552,541	749,506
Provisions	15	182,610	178,239
<b>Total non-current liabilities</b>		<u>735,151</u>	<u>927,745</u>
<b><u>Current liabilities</u></b>			
Other payables	16	410,223	483,247
Lease liabilities	17	196,965	212,263
<b>Total current liabilities</b>		<u>607,188</u>	<u>695,510</u>
<b>Total liabilities</b>		<u>1,342,339</u>	<u>1,623,255</u>
<b>Total funds and liabilities</b>		<u>14,029,182</u>	<u>13,972,239</u>

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



**Statement of Changes in Funds  
Year Ended 31 December 2021**

	<div>↔ Restricted Funds</div>							
	Unrestricted Fund	BNP Fund	Clementi Melrose Village Fund	Ministry of Social And Family Development	ST Telemedia Fund	National Council of Social Service	Asset capitalisation reserve (Note 13G)	Total Fund
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Current year:</b>								
Balance at beginning of the year	7,948,984	–	4,400,000	–	–	–	–	12,348,984
Net surplus/(deficit) for the year	1,584,627	–	285,288	(649,876)	50,135	(932,315)	–	337,859
Utilised for capital expenditure purpose	–	–	(42,454)	–	–	–	42,454	–
Transfer from unrestricted fund to restricted fund	(1,621,577)	39,386	–	649,876	–	932,315	–	–
Balance at end of the year	7,912,034	39,386	4,642,834	–	50,135	–	42,454	12,686,843
<b>Previous year:</b>								
Balance at beginning of the year	10,500,061	–	–	–	–	–	–	10,500,061
Net surplus/(deficit) for the year	2,731,416	–	–	(882,493)	–	–	–	1,848,923
Transfer from unrestricted fund to restricted fund	(5,282,493)	–	4,400,000	882,493	–	–	–	–
Balance at end of the year	7,948,984	–	4,400,000	–	–	–	–	12,348,984

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

# CHILDREN'S AID SOCIETY

## Statement of Cash Flows Year Ended 31 December 2021

	<u>2021</u> \$	<u>2020</u> \$
<b><u>Cash flows from operating activities</u></b>		
Net surplus resources for the year	337,859	1,848,923
Adjustments for:		
Interest income	(179,095)	(207,806)
Dividend income	(59,764)	(53,189)
Depreciation of property, plant and equipment	158,504	154,965
Depreciation of right-of-use asset	209,801	209,801
Interest expenses on lease liabilities	20,504	25,584
Change in fair value of financial assets at fair value through profit and loss ("FVTPL")	(130,035)	(193,747)
Loss on disposal of financial assets at FVTPL	65,327	81,186
Operating cash flows before changes in working capital	423,101	1,813,745
Trade and other receivables	621,936	(412,575)
Other non-financial assets	(53,577)	(8)
Other payables	(73,024)	(134,906)
Provisions	4,371	4,266
Net cash flows from operating activities	<u>922,807</u>	<u>1,322,494</u>
<b><u>Cash flows (used in)/from investing activities</u></b>		
Purchase of property, plant and equipment	(46,121)	(10,733)
Purchase of financial assets at FVTPL	(8,050,291)	(7,350,986)
Proceeds from sale of financial assets at FVTPL	7,835,808	7,113,375
Dividend received	59,764	53,189
Interest received	179,095	207,806
Net cash flows (used in)/from investing activities	<u>(21,745)</u>	<u>12,651</u>
<b><u>Cash flows used in financing activities</u></b>		
Repayment of lease liabilities	(232,767)	(232,767)
Net cash flows used in investing activities	<u>(232,767)</u>	<u>(232,767)</u>
<b>Net increase in cash and cash equivalents</b>	668,295	1,102,378
Cash and cash equivalents, statement of cash flows, beginning balance	<u>2,625,800</u>	<u>1,523,422</u>
<b>Cash and cash equivalents, statement of cash flows, ending balance (Note 12)</b>	<u><u>3,294,095</u></u>	<u><u>2,625,800</u></u>

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



**Notes to the Financial Statements**  
**31 December 2021**

**1. General**

Children's Aid Society ("CAS") is a society registered in the Republic of Singapore under the Societies Act 1966. It was granted the status of an Institution of a Public Character ("IPC") under the Charities Act 1994 until 31 March 2025 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 and the Charities Act 1966 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.

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.

## CHILDREN'S AID SOCIETY

### 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.

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

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

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

Government grants 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 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 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.

##### 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.

**2A. Significant accounting policies (cont'd)****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
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.

**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.



**2A. Significant accounting policies (cont'd)**

**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.

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.

**2A. Significant accounting policies (cont'd)****Financial instruments (cont'd)**

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.

**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.

**2A. Significant accounting policies (cont'd)**

**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.

**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.

**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 EXCO 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 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 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, and whose remuneration each exceeds \$50,000 during the year.

#### 3A. Key management compensation

	<u>2021</u>	<u>2020</u>
	\$	\$
Salaries and other short-term employee benefits	676,335	530,163
Contribution to employment funds	<u>81,737</u>	<u>63,755</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 four (2020: six) key management personnel.

There were no transactions with a corporation in which the above key management personnel have an interest.

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

	<u>2021</u>	<u>2020</u>
\$50,001 to \$100,000	3	4
\$100,001 to \$200,000	<u>1</u>	<u>2</u>

**4. Donation**

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 2021.

**5. Government grants**

	<u>2021</u> \$	<u>2020</u> \$
Children And Young Persons Home Programme	1,386,993	1,288,585
Bicentennial Community Fund Grant	–	400,000
Singapore Land Authority Rental Rebate	178,860	130,080
National Council for the Social Service	155,408	–
Jobs Support Scheme <sup>1</sup>	42,430	506,733
Total	<u>1,763,691</u>	<u>2,325,398</u>

<sup>1</sup> 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.

**6. Finance costs**

	<u>2021</u> \$	<u>2020</u> \$
Interest on reinstatement	4,371	4,266
Interest on lease liabilities	20,504	25,584
Total	<u>24,874</u>	<u>29,850</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. This has been extended till 31 March 2025.

	<u>2021</u> \$	<u>2020</u> \$
Tax-exempt receipts issued for donations collected	<u>1,015,002</u>	<u>1,991,777</u>



## CHILDREN'S AID SOCIETY

### 8. Property, plant and equipment

	Freehold land \$	Plant, fixtures and equipment \$	Total \$
<u>Cost:</u>			
At 1 January 2020	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
Additions	—	46,121	46,121
At 31 December 2021	524,373	1,060,532	1,584,905
<u>Accumulated depreciation:</u>			
At 1 January 2020	—	137,401	137,401
Charge for the year	—	154,965	154,965
At 31 December 2020	—	292,366	292,366
Charge for the year	—	158,504	158,504
At 31 December 2021	—	450,870	450,870
<u>Net book value:</u>			
At 1 January 2020	524,373	866,277	1,390,650
At 31 December 2020	524,373	722,045	1,246,418
At 31 December 2021	524,373	609,662	1,134,035

### 9. Right-of-use assets

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

	Office premises \$
<u>Cost</u>	
At 1 January 2020, 31 December 2020 and 31 December 2021	1,258,806
<u>Accumulated Depreciation:</u>	
At 1 January 2020	139,531
Depreciation for the year	209,801
At 31 December 2020	349,332
Depreciation for the year	209,801
At 31 December 2021	559,133
<u>Net book value:</u>	
At 1 January 2020	1,119,275
At 31 December 2020	909,474
At 31 December 2021	699,673

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>2021</u> \$	<u>2020</u> \$
At fair value:			
Investment in quoted equity shares at fair value through profit and loss ("FVTPL")	1	1,658,382	1,513,514
Investment in quoted debt assets instruments at FVTPL	1	6,900,486	6,640,352
Cash and cash equivalents		122,015	233,020
Dividend and interest receivables		48,045	62,684
Accrued management fees		(5,137)	(4,970)
Total		<u>8,723,791</u>	<u>8,444,600</u>

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

Movement during the year are as follows:

	<u>2021</u> \$	<u>2020</u> \$
Fair value at beginning of the year	8,444,600	8,094,428
Additions	8,050,291	7,350,986
Disposal	(7,835,808)	(7,113,375)
Unrealised gain on investment	130,035	193,747
Loss on disposal	(65,327)	(81,186)
Fair value at end of the year	<u>8,723,791</u>	<u>8,444,600</u>

The investments in quoted debt securities have effective interest rates ranging from 1.67% to 4.60% (2020: 3.05% to 5.75%) per annum and have maturity dates mostly ranging from 2022 to 2035. (2020: 2021 to 2050). Certain investments in quoted debt securities of \$250,000 (2020: Nil) 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>2021</u> \$	<u>2020</u> \$
<u>Trade receivables:</u>		
Outside parties	16,260	432,520
<u>Other receivables:</u>		
Other receivables	35,571	241,295
Interest receivable	178	130
Subtotal	<u>35,749</u>	<u>241,425</u>
Total trade and other receivables	<u>52,009</u>	<u>673,945</u>

**11A. Other non-financial assets**

	<u>2021</u> \$	<u>2020</u> \$
Deposits	118,216	64,262
Prepayments	7,363	7,740
	<u>125,579</u>	<u>72,002</u>

## CHILDREN'S AID SOCIETY

### 12. Cash and cash equivalents

	<u>2021</u> \$	<u>2020</u> \$
Cash and cash equivalents	<u>3,294,095</u>	<u>2,625,800</u>

The interest earning balances are not significant.

### 13. Accumulated funds

#### 13A. General funds

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

	<u>2021</u> \$	<u>2020</u> \$
Balance at 1 January	7,948,984	10,500,061
Surplus	1,584,627	1,848,923
Transfer to BNP Fund (Note 13B)	(39,386)	–
Transfer to Clementi Melrose Village Fund (CMVF) (Note 13C)	–	(4,400,000)
Transfer to Ministry of Social And Family Development (Note 13D)	(932,315)	–
Transfer to National Of Council Of Social Service (Note 13E)	(649,876)	–
Balance at 31 December	<u>7,912,034</u>	<u>7,948,984</u>

#### 13B. BNP Fund (“BNP”)

The purpose of the BNP is to sponsor resident’s counselling & psychotherapy services.

	<u>2021</u> \$	<u>2020</u> \$
Balance at 1 January	–	–
Transfer from General Funds	39,386	–
Balance at 31 December	<u>39,386</u>	<u>–</u>

#### 13C. Clementi Melrose Village Fund (“CMVF”)

The purpose of the CMVF is set aside for building project of Melrose Village.

	<u>2021</u> \$	<u>2020</u> \$
Balance at 1 January	4,400,000	–
Donation	288,260	–
Expenditure	(2,972)	–
Utilised for capital expenditure purpose (Note 13G)	(42,454)	–
Transfer from General Fund (Note 13A)	–	4,400,000
Balance at 31 December	<u>4,642,834</u>	<u>4,400,000</u>



**13D. Ministry of Social And Family Development ("MSF")**

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

	<u>2021</u> \$	<u>2020</u> \$
Balance at 1 January	—	—
Government grant	1,386,993	1,288,585
Expenditure	(2,319,308)	(2,171,078)
Transfer from General Fund (Note 13A)	932,315	882,493
Balance at 31 December	<u>—</u>	<u>—</u>

**13E. National Council Of Social Service ("NCSS")**

The purpose of the NCSS is set aside for the operation of certain programmes.

	<u>2021</u> \$	<u>2020</u> \$
Balance at 1 January	—	—
Government grant	155,408	—
Expenditure	(805,284)	—
Transfer from General Fund (Note 13A)	649,876	—
Balance at 31 December	<u>—</u>	<u>—</u>

**13F. ST Telemedia Fund ("ST Telemedia")**

The purpose of the ST Telemedia is support Melrose Care fees waiver programme.

	<u>2021</u> \$	<u>2020</u> \$
Balance at 1 January	—	—
Donation	100,000	3,558
Expenditure	(49,865)	(3,558)
Balance at 31 December	<u>50,135</u>	<u>—</u>

**13G. Asset Capitalisation Reserve**

	<u>2021</u> \$	<u>2020</u> \$
Balance at 1 January	—	—
Addition	42,454	—
Balance at 31 December	<u>42,454</u>	<u>—</u>

The asset capitalisation reserve account reflects the amount paid out of specific donations given for the acquisition of other property, plant and equipment.

## CHILDREN'S AID SOCIETY

### 14. Accumulated funds (cont'd)

The reserve ratio (general fund / total resources expended) of CAS's General Fund is 2.06 (2020:2.20).

The reserve of CAS provide 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 review the level of reserves regularly for CAS's continuing obligations.

### 15. Provisions

	<u>2021</u> \$	<u>2020</u> \$
Reinstatement costs	<u>182,610</u>	<u>178,239</u>
Movements in above provision:		
Balance at beginning of the year	178,239	173,973
Unwinding of discount (Note 6)	<u>4,371</u>	<u>4,266</u>
At end of the year	<u>182,610</u>	<u>178,239</u>

### 16. Other payables

	<u>2021</u> \$	<u>2020</u> \$
Outside parties	19,610	5,215
Accrued liabilities	<u>390,613</u>	<u>478,032</u>
Total	<u>410,223</u>	<u>483,247</u>

### 17. Lease liabilities

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

	<u>2021</u> \$	<u>2020</u> \$
Lease liabilities, current	196,965	212,263
Lease liabilities, non-current	<u>552,541</u>	<u>749,506</u>
	<u>749,506</u>	<u>961,769</u>

The weighted average incremental borrowing rate applied to lease liabilities recognised at 2.43% (2020: 2.43%).

A summary of the maturity analysis of lease liabilities that shows the remaining contractual maturities is disclosed in Note 18E. Total cash outflows from leases are shown in the statement of cash flows.

**18. Financial instruments: information on financial risks****18A. 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>2021</u> \$	<u>2020</u> \$
<u>Financial assets:</u>		
Financial assets at amortised cost	3,346,104	3,299,745
Financial assets at fair value through profit or loss	<u>8,723,791</u>	<u>8,444,600</u>
At end of the year	<u>12,069,895</u>	<u>11,744,345</u>
<u>Financial liabilities:</u>		
Financial liabilities at amortised cost	<u>1,342,339</u>	<u>1,623,255</u>

Further quantitative disclosures are included throughout these financial statements.

**18B. 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. However these are not documented in formal written documents. 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.

**18C. 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.

**18D. 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.



**18E. Liquidity risk – financial liabilities maturity analysis**

The 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.

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>2021:</u>			
Gross lease liabilities	232,767	546,834	779,601
Other payables	410,223	–	410,223
At end of the year	<u>642,990</u>	<u>546,834</u>	<u>1,189,824</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>

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

**18F. 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>2021</u> \$	<u>2020</u> \$
<u>Financial assets with interest:</u>		
Floating rates	<u>1,658,382</u>	<u>1,513,514</u>
<u>Financial assets with interest:</u>		
Fixed rates	<u>6,900,486</u>	<u>6,640,352</u>
<u>Financial liabilities with interest:</u>		
Fixed rates	<u>749,506</u>	<u>961,769</u>
	<u>2021</u> \$	<u>2020</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 surplus for the year by	<u>16,584</u>	<u>15,135</u>

**19. 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.

**20. 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	<i>Classification of Liabilities as Current or Non-current – Amendments to</i>	1 Jan 2023
Various	<i>Amendments to FRS 1 and FRS Practice Statement 2: Disclosure of Accounting Policies</i>	1 Jan 2023
Various	<i>Annual Improvements to FRSs 2018-2020</i>	1 Jan 2022

**21. Reclassifications and comparative figures**

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

	<u>After</u>	<u>Reclassifications Before</u>	<u>Difference</u>
<u>2020 Statements of financial activities :</u>			
<u>Total income</u>			
Unrestricted fund	3,499,090	4,787,675	(1,288,585)
Restricted fund	1,300,585	12,000	1,288,585
<u>Total expenditure</u>			
Unrestricted fund	(1,398,763)	(3,569,841)	2,171,078
Restricted fund	(2,183,078)	(12,000)	(2,171,078)

The above reclassifications did not require modifications and reclassifications 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 reclassifications 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 reclassified in the statement of financial position) are presented. Apart from these disclosures, other balances and notes are not impacted by the reclassifications.









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