



BOYS' TOWN

ANNUAL REPORT 2016

HELPING CHILDREN AND YOUTH IN NEED

MISSION To help children and youth in need become socially integrated, responsible and contributing members of society.

VISION A CARING milieu

VALUES C A R I N G

Care & Concern	Adaptability	Responsibility	Integrity	Nurturing	Godliness
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BELIEF We believe that God has created every person good and to nurture this goodness, we commit ourselves to:

- Helping the youth develop his God-given goodness
- Provide a holistic understanding and acceptance of youth and their environment
- Fostering a loving environment among those we meet and work with

ORGANISATION INFORMATION

Boys' Town is a charity started in 1948 by the Brothers of St. Gabriel. We help boys and girls, who come from disadvantaged and disengaged families and may have faced hardship resulting from difficult home situations, financial struggles, abandonment, and abuse. Each year, we reach out to over 500 children and youths, of which about 90 boys are in our residential programme.

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Auditors Verity Partners

MESSAGE FROM OUR CHAIRMAN

As we reflect on 2016, the importance of a good foundation emerges as the defining theme. As government policies were being shaped and re-defined, the year was full of change and progress, and we looked to our vision and mission to keep us focused and effective. We are proud to be working with a community of dedicated individuals and organisations who have genuine hearts to see our beneficiaries receive equal opportunities.

Last year marked Boys' Town Fostering Service's first anniversary and the Ministry of Social and Family Development's 60 years of fostering in Singapore. We supported a celebration party for over 1,000 foster families and children. Throughout the year, we organised regular roadshows to recruit foster parents and raise awareness of how the scheme offers children from vulnerable backgrounds an experience of positive family life.

Even as we piloted fostering, we kept our eye on investing in long-term sustainable projects that make lasting change in children's lives. In January 2016, we established our Adventure Centre. With extensive expertise in outdoor expeditions, this new service brought fresh energy and leadership to our work by combining experiential approach with counselling. The Boys' Town Adventure Centre is constantly growing and learning through involvement with sports groups and schools. Our aim is to provide intervention for at-risk youths and build their self-esteem and ability to cope with challenges.

Family reintegration remains as one of our focuses and we knew it would be our firm foundation that would help us make the difference - an experienced staff team, well-established partnerships, and a strong and sustainable framework. Our residential service continues to make progress in caring for 91 boys from disadvantaged families. Our outreach service, YouthReach, is strengthening its street presence by connecting with around 400 youths in Tampines and Toa Payoh through developmental programmes, collaboration with schools and night outreach activities.

The stories in this Annual Report are some highlights from 2016. They represent our pillars of growth and best practices towards becoming a one-stop centre for children and youths in need. But it is you, our supporters, who are the bedrock upon which our work stands. We alone cannot achieve serving hundreds of children and families. You empower us with your generosity, and your compassion enriches our beneficiaries' lives as it does ours. We continue to be deeply grateful for your ongoing support and are ready for the challenges and achievements ahead in 2017.

God bless,

Mr Gerard Lee

Chairman

Boys' Town Board of Governors



BOARD OF GOVERNORS

Mr Gerard Lee (*Chairman*)
Bro. Dominic Yeo Koh
(*Chair - Appointments, Programmes and Services*)
Bro. Emmanuel @ Gaudette Pierre-Paul
(*Chair - Fundraising*)



Mr Simon Lim (*Chair - Building*)
Mr Lionel Tseng (*Chair - Audit and Compliance*)
Mr Tay Teck Chye (*Chair - Human Resource*)

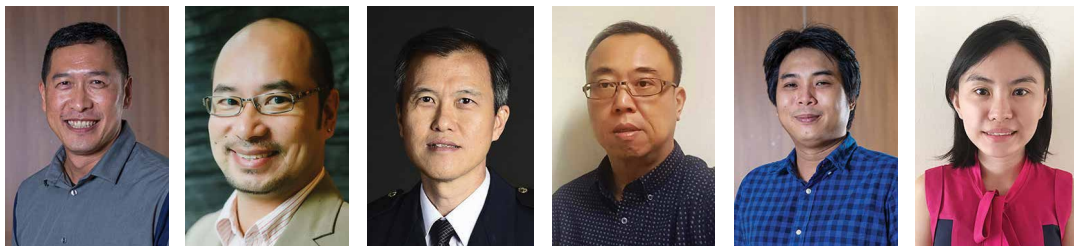


Mr Raymond Chan
Mr Philip Lee
Dr Seng Boon Kheng
Ms Angelina Fernandez



The members of the Board of Governors are business professionals and community leaders who provide directional leadership on strategic planning, public relations, fundraising and development of resources so as to strengthen Boys' Town's ability to serve. They render their services on a voluntary basis and are not remunerated.

MANAGEMENT TEAM



Mrs Irene Loi (Executive Director), Dr Roland Yeow (Deputy Director 1), Ms Adrienne Sng (Deputy Director 2), Mr David Lim (Head, Residential Services), Mr Francis Foo (Head Designate, Residential Services), Mr George Cheong (HR & Governance Specialist), Mr Trevor Chan (Senior Manager, Community Partnerships and Social Enterprise), Mr Ong Teck Chye (Centre Manager, YouthReach), Ms Lee Pei Yu (Head, Fostering).

ORGANISATION CHART

ST. GABRIEL'S FOUNDATION

BOARD OF GOVERNORS

SUB-COMMITTEES:

Appointments, Audit and Compliance, Building, Fundraising,
Human Resource, Programmes and Services

EXECUTIVE DIRECTOR



CORPORATE SERVICES

- HR and Governance
- Finance
- Community Partnerships/Social Enterprise
- IT
- Admin and Operations
- Estate



FOSTERING

DEPUTY DIRECTOR 1



PROGRAMME DEVELOPMENT

- Training
- Research
- Youth Outreach (YouthReach)



RESIDENTIAL SERVICES

- Boys' Town Group Home
- Boys' Town Hostel
- Boys' Town Shelter
- Boys' Town Alternative Schooling



CLINICAL SERVICES

- Social Work
- Counselling
- Psychological Services
- Chaplaincy

KEY MILESTONES

1936 The Brothers of St. Gabriel arrived in Singapore. They are a Catholic institution formed by religious brothers who have dedicated their lives to providing education and empowering youth, particularly those who are poor and struggling for justice. They are currently present in 34 countries.



1938 St. Joseph's Trade School and Orphanage was set up in Upper Bukit Timah Road by Bro. Robert and Bro. Galmier. They trained an average of 70 boys in trade skills such as printing, motor mechanics and carpentry. When World War II broke out in 1942, the orphanage and vocational school were occupied by the Japanese.



1948 Boys' Town was started by Bro. Vincent, with the support of Mr. William Thomas McDermott, an Australian businessman and philanthropist. It took over the grounds of St. Joseph's Trade School and Orphanage, and started caring for orphans and poor children who were victims of World War II.

1955 Boys' Town's facility was extended with the construction of a new administrative building and dining hall.



1962 Public appeal was made to raise funds for a new building which housed a recreational hall and four dormitories. Construction began the following year.

1985 Bro. Dominic Yeo Koh formed the Social Work Department.

1998 Boys' Town celebrated 50 years in service for youth in the community.

1999 Bro. Emmanuel, our longest serving Director General of Boys' Town, stepped down after 30 years. He was succeeded by Bro. Dominic Kiong.

2007 Mrs Irene Loi became Boys' Town's first lady and lay Executive Director.

Boys' Town Alternative Schooling was established in October as a temporary supplement to mainstream education and addresses needs of boys that typically cannot be met at a regular school.



2008 Boys' Town celebrated its 60th Anniversary and entered the Singapore Book of Records for the most number of people piggy backing and walking a distance of 6 metres.

2009 A Training and Research Department was established to build a stronger pool of youth workers and to better understand the evolving needs of young people.

A clinical intervention centre with our own in-house psychologist and expressive therapist was started to help our beneficiaries express their feelings and make sense of what they are going through.



2010 Boys' Town breaks ground for a new building.

Boys' Town launched YouthReach centre at Tampines, an outreach programme for vulnerable boys and girls. The programme is co-sponsored by Catholic Welfare Services and Caritas Singapore.

2011 Construction of the new building began.

Boys' Town was awarded the Non-Profit of the Year (Philanthropy Management) by the National Volunteer and Philanthropy Centre for having the best practices in donor management, fundraising and financial management and accountability among the non-profit organisations in Singapore.

2012 A Temporary Occupation Permit for the new building was received.

A Certificate in Youth Work was launched by Boys' Town's Training and Research Department, and accredited by Workforce Development Authority and Social Service Institute. It provided professional development and resources for youth workers to address social, behavioural and development needs of youth in the community.



2013 Boys' Town celebrated the official opening of its integrated centre for children, youth and families. With the new facilities, Boys' Town is able to bring together a multi-disciplinary team comprising a psychologist, counsellors, social workers, teachers and programme supervisors to provide one-stop, coordinated care for its beneficiaries.

Our Residential Services were divided into 3 main categories - Shelter (ages 10 - 14, for youth who have experienced trauma), Group Home (ages 13 - 17, for personal discipline and leadership), and Hostel (ages 17 - 21, for independent living).



2015 A team of six Boys' Town boys and two staff undertook a 300-kilometre walk from Malaysia to Singapore to commemorate the 300th anniversary of the founding of the Brothers of St. Gabriel. Upon arrival in Singapore, they walked to the seven institutions set up by the Brothers,

starting first at Montfort Secondary School and Montfort Junior School, before proceeding to St. Gabriel's Secondary School, St. Gabriel's Primary School, Assumption English School, Assumption Pathway School, and ending at Boys' Town.

Boys' Town was appointed by the Ministry of Social and Family Development to set up a fostering agency to recruit and support foster parents in caring for vulnerable children. This will be part of a three-year pilot scheme.

2016 Launch of new service Sanctuary Care. Boys' Town started a community based fostering service to provide short-term care and shelter to infants and young children. These children come from families who are facing crisis such as those dealing with illness or incarceration. They are referred by community and hospital social workers.

The Boys' Town Adventure Centre (BTAC) was launched. BTAC provides challenge courses, mountain expeditions, and outdoor sports certification for both existing beneficiaries and the public. Through the outdoors and adventure, the programmes seek to change the lives of children and youth, especially those experiencing unresolved conflict, damaged relationships and post-traumatic stress.

BOYS' TOWN ADVENTURE CENTRE

With a commitment to touch hearts and stimulate minds, we have established an adventure therapeutic programme to provide our clients with emotional and/or behavioral problems with experiences which lead to positive change in their lives.

Through the means of the outdoors and adventure, the programmes seek to change the lives of children and youth, especially those experiencing unresolved conflict, damaged relationships and post-traumatic stress.

Whether it is scaling a natural rock wall or traversing water rapids, participants are made to reflect and learn hands-on to work around the environment they are in.

These programmes are run by our new Boys' Town Adventure Centre (BTAC) and provide challenge courses, mountain expeditions, and outdoor sports certification for our youths and the public.

Over the years Boys' Town has been conducting sports and adventure activities to help develop our beneficiaries' self-esteem and help them overcome mental barriers. The adventure therapeutic programmes will complement our on-going efforts in this area.

Since BTAC started in January 2016, it has conducted numerous adventure programmes for our clients that include our youths, students from other secondary schools, and as well as customized programmes for youths from street outreach centre.

BTAC will add a new adventure tower and a bouldering room to our current facilities in 2017. This was made possible only by the generosity of a kind donor.

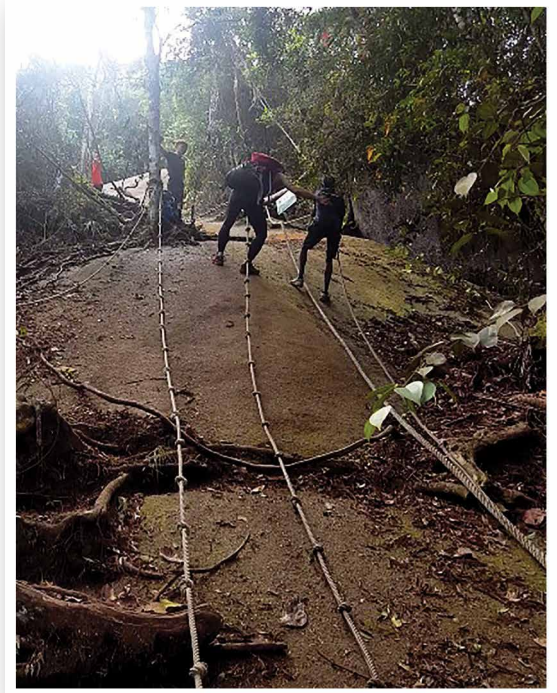


Project Metamorphosis

DECEMBER 2015 - FEBRUARY 2016

EXPEDITION VENUE:
MOUNT OPHIR, JOHOR, MALAYSIA

Project M was designed with the objectives to support the personal development of each participant through the outdoors and adventure learning, promoting positive behavioral change. We divided the workshop into 2 areas. One area engaged the youths through the outdoor activities where we introduced some physical training elements. The other area was in the form of the therapeutic workshops which focused on imparting basic self-management skills, emotional regulation (anger management/awareness), conflict resolution and self-awareness.

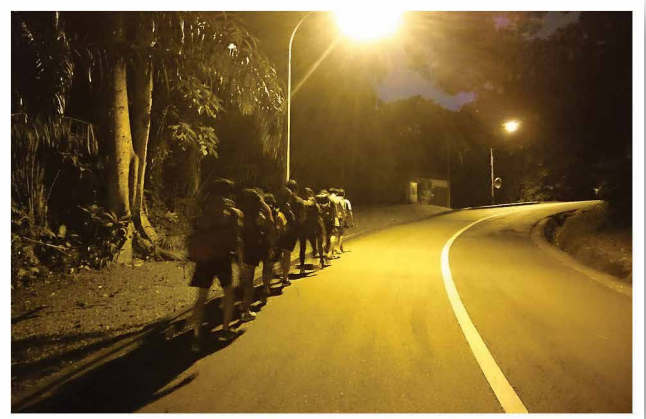


Senior leaders Mt Yong Yap Expedition

NOVEMBER 2016

EXPEDITION VENUE:
MOUNT YONG YAP, TITIWANGSA MAIN RANGE,
PERAK & KELANTAN BORDER

Gunung Yong Yap is the 6th highest peak in Peninsular Malaysia at 2168m above sea level. This expedition was the final module of a 6 month programme designed for 10 boys undergoing leadership training in Boys' Town. The objective of this programme was to enhance the leadership capabilities of the participants as well as to nurture their empathy for others whilst under challenging circumstances. The boys went through 3 months of intensive physical conditioning and outdoor adventure workshops prior to the trip. In order to qualify for the trip, they each had to clear a physical assessment which consisted of 5 sets of 25 floors, loaded with an 18kg back pack in under 1hr 30mins. Participants were also coached on their leadership roles as well as facilitation skills.

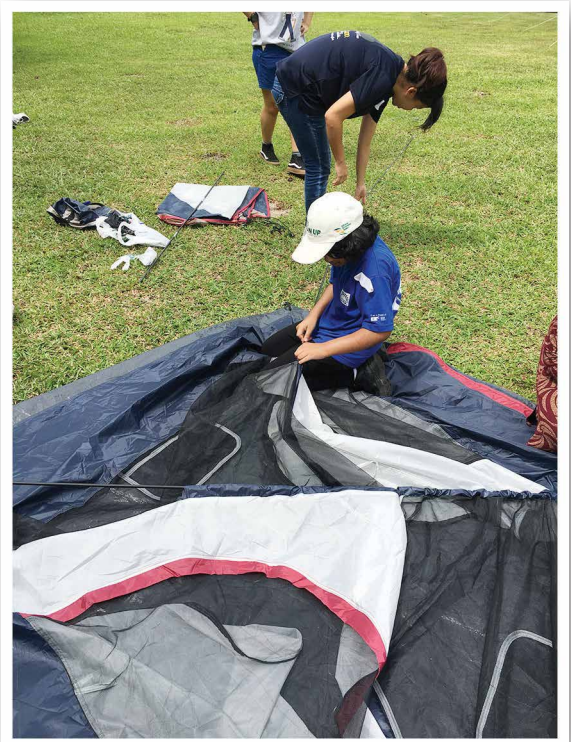


Let's Thrive Higher (Foster Kids)

DECEMBER 2016

CAMP VENUE:
BUKIT BATOK HOME TEAM NS (ADVENTURE CENTER)

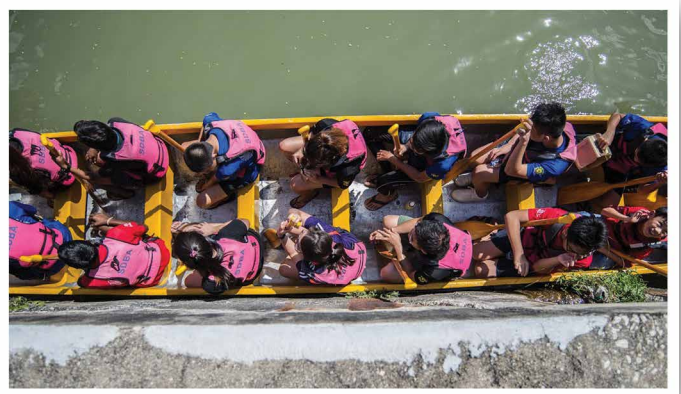
“Let's Thrive Higher” is a (3D2N) camp for upper primary school students who are in the MSF Fostering Scheme. The activities were designed to develop creative problem solving skills, promote independent living, help form peer support network as well as enhance identity formation. Adventure Specialists from the Boys' Town Adventure Centre facilitated the (3D2N) programme, from outdoor camping skills and problem solving games to high elements/flying foxes and finally an outdoor cooking session with their foster families. The kids were pushed out of their comfort zones to learn more about themselves.



RESIDENTIAL SERVICES

BOYS' TOWN ORIENTATION CAMP

The yearly Boys' Town Orientation Camp was held at Girls Brigade HQ from 8 – 10 January 2016. The 3-day 2-night camp provided new and existing boarders a smooth transition into residential living and team bonding. Activities consisted of group night walk, trekking and dragon boating.



JUNIOR LEADERSHIP CAMP

The camp, held from 8 - 11 March 2016, was designed to expose them to the outdoor adventure elements while instilling leadership values by pushing the boys past their comfort zone and limits. The staff worked with the boys to review the decisions they made, and to discuss the reactions and emotions they were feeling when they were put under pressure.

BOYS' TOWN CAMP

Boys' Town Camp held at St. John's Island from 8 – 10 April 2016 allowed the boys to work together and to participate in various activities and challenges, focussing on responsibilities and qualities that define a leader.



ROBOTICS WORKSHOP

Robotics workshops were conducted during the June holidays. The boys learned the basics of building and programming a robot. They were excited to learn how to programme and command a robot into action!



METASPRINT AQUATHLON

4 boys from the Triathlon Interest Group participated in the MetaSprint Aquathlon on 21 February 2016. It allowed the boys to put their training into practice into the race itself! All boys completed the race with pride and a deep sense of achievement.



MASTERCHEF 2016

On 11 June 2016, a group of volunteers conducted MasterChef cooking with our boys. The boys learnt to manage the budget, planned and shopped for the necessary ingredients under the given budget. The boys had a lot of fun as they cooked a few delicious dishes for everyone to enjoy.



SINGAPORE SLINGERS BASKETBALL

On 26 July, 3 players from the Singapore Slingers came over to Boys' Town and conducted a one hour basketball clinic for the boys. The boys learnt basic basketball skills and had a sharing session with the athletes. It was a fun and memorable programme for the boys.



PUMA NIGHT RUN

12 boys completed either one of the 6 or 12km route on 27 August. The boys had trainings weeks before the actual run. Our boys persevered the weather and completed the race.



NTU BOULDERMANIA 2016

On the 30 August, our boys participated in the 3rd annual NTU Bouldermania programme. The boys had fun and scaled all the challenge walls.



PET VISIT PROGRAMME

On 7 September, several volunteers organised a pet visit. The volunteers brought their own pet dogs and allowed our boys to interact with them. Although some of our boys were afraid of the dogs, majority of them had fun playing fetch and walking the dogs.



STAFF VS BOYS

The boys had an opportunity to pit their skills against the staff through sports and LAN gaming on 19 October 2016. The objective of the activity was to foster team bonding and to create a friendly and sporting environment for the boys and the staff.



K'NEX WORKSHOP

During the December school holidays, the stayback boys had the opportunity to learn from our volunteers from K'Nex. The Group Home boys were given model kits such as World War 2 aircrafts, tanks and vehicles to work on. These model kits provided a platform for our boys to learn how to focus on assigned tasks and to enjoy the satisfaction in completing it. This event will help them explore healthier hobby options.

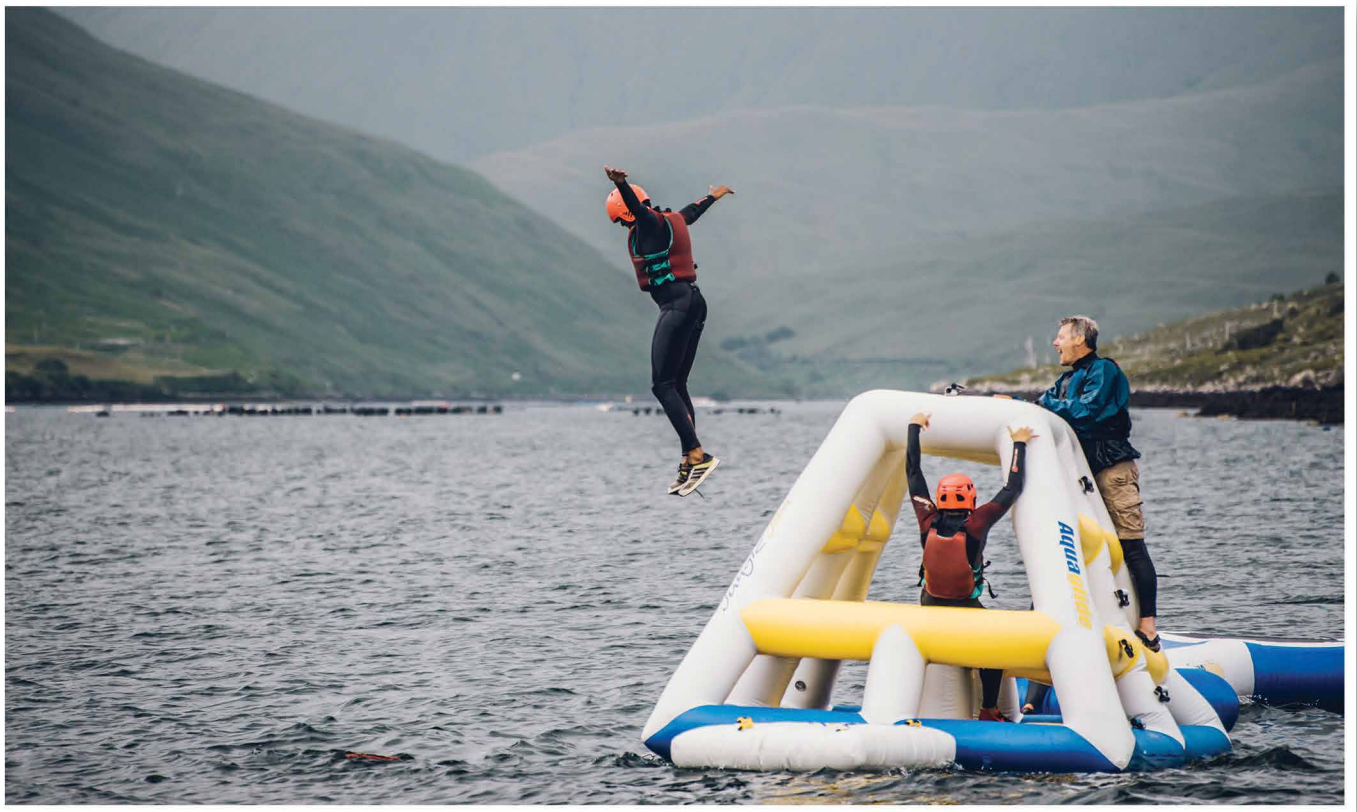


PERSONAL DEVELOPMENT PROGRAMME

The Personal developmental programme, led by a team of 4 staff, is geared towards promoting growth and development of intrinsic values and life skills in the participating boys. To provide a structured and efficient developmental path, the programme was broken into 3 bite-size modules. These 3 modules were crafted to target specific areas such as trust, team work and communications through a build-up approach.



THE SINGAPORE IRELAND FUND PROGRAMME



The Singapore Ireland Fund sponsored a group of 11 boys and 3 staff to an adventure expedition in Ireland on June 2016. To complement the Adventure Therapy model that Boys' Town rolled out in 2015, this programme helped shape the personality traits and psychological abilities that enhanced our youth's adaptation to new or changing environments.

The expedition not only provided our boys with the rare opportunity to experience the culture of Ireland, it also gave them the chance to complete an adventure programme conquering the hills and the seas around Ireland. The boys returned to Singapore with increased self-esteem and new found confidence.



BOYS' TOWN ALTERNATIVE SCHOOLING (BTAS)

BTAS is designed as a temporary supplement to mainstream education and follows the Ministry of Education (MOE) approved curriculum. It offers a holistic, customised and structured environment for students in secondary school. Classes are run under a low student-teacher ratio, allowing more personal time for student-teacher interaction.

The small size of the classroom also facilitates interactive group discussions, balancing the students' questions and responses to keep them meaningfully engaged.

The programme addresses the needs of boys that typically cannot be met at a regular school, such as students who have behavioural issues, have missed school for a few years, or are at-risk of dropping out.

BTAS aims to prepare these students to return to their regular school, or to graduate from the programme with an 'N' or 'O' Level certification and enter tertiary education or the workforce.



It applies the following strategies to help the students build skills and succeed in general education:

LOW STUDENT-TEACHER RATIO

This allows for more personal time for each student and a greater chance for the teacher to understand different learning styles.

INDIVIDUALISED LESSONS

Providing learning strategies, small and interactive group discussions, and assisting student with their questions and responses to keep them engaged and focused on the material at hand.

SOCIAL SKILLS WORKSHOPS

Topics covered include communication skills, problem solving, conflict resolution and interpersonal relationships.

WRAP - WORK READINESS ATTACHMENT PROGRAMME

Hands-on and authentic work experiences effectively prepares them to be employable and lead independent lives.

REINTEGRATION PLAN

Designing interventions to ensure that students can effectively transition back to their regular school.

STATISTICS FOR 2016

NUMBER OF STUDENTS
STREAMS



Normal (Academic) and Normal (Technical)

SUBJECTS

English, Mother Tongue, Mathematics, Science, History
and Social Science



19 STUDENTS SAT FOR END-OF-YEAR EXAMS
All were promoted to the next level



7 STUDENTS ATTENDED WORK ATTACHMENTS
@ Eighteen Chefs, Bliss Group Pte Ltd, Arul Chew and Partners,
Megumi Restaurant and The Cage



11 STUDENTS INTEGRATED BACK
TO MAINSTREAM SCHOOL

SOCIAL WORK

In a year, our residential services serve about 90-100 boys, from walk-ins and referrals from the Ministry of Social and Family Development (MSF), Family Service Centres, other residential homes and other social services.

The social workers and case workers provide individualised care for each boy. They address educational, social, spiritual and family needs and review them regularly to ensure changing needs are met.

These boys could have suffered from abuse, neglect, or face behavioral and educational problems. To address these issues, social workers and case workers work closely with families and relevant social services to provide care and protection for them, and develop workshops and therapies to help them overcome past hurts, build resilience and reduce risk behaviours.

Our work also emphasizes strongly on aftercare and follow-up services for the boys upon their discharge. In addition to helping them and their families in the transition period, we would connect them to services within the community to provide continued assistance.

INTERVIEWS AND ADMISSIONS

The social workers and caseworkers are the frontline of our Residential Services who are responsible for the admission process. They conduct initial interviews and make assessments of the new cases. Often times, multiple interviews are conducted in order to help and support the boy and his family to work out a care plan and better understand the goals to work on for the youth's stay in Boys' Town.

CASE MANAGEMENT

Once the boy is admitted, we will look into the development of the individualized care plan of each boy. Standardized tools like Child & Adolescent Needs & Strengths (CANS) and Youth Level of Services (YLS) are utilised during the process with regular case reviews conducted by social work professionals. Together in partnership with the MSF Review Board, we ensure that the boys' needs are met appropriately and in a timely manner.

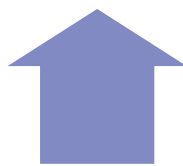
In addition to the individual work, family work is also carried out to ensure that family members are well-supported in the change process.

STATISTICS FOR 2016



BOYS ADMITTED

38



BOYS SERVED

91

SHELTER : 12, GROUP HOME : 74, HOSTEL : 5



ENQUIRIES

210

INTERVIEW STORY

D, 15 years old, was admitted based on compassionate grounds. He came from a reconstituted family** and his mother was not able to support him financially. He had to work in order to supplement his family income. When he was not working, he sometimes had to stay at home to look after his younger siblings and baby nephew. He was glad to be in Boys' Town as he shared the following comments:*

“ I enjoy learning and studying in Boys' Town – but it can get tiring because I don't have much stamina, due to my poor eating habits. I have now learnt how to eat better as well as play soccer during games time to build up my stamina. I have made new friends and learnt a lot of new things. The older boys guide me on the rules and regulations of Boys' Town, help me with my studies, and I get to try out old board games. My social worker, Mdm Pat, makes sure I have the necessary things I need and got tutors to help me catch up with my studies. ”

*compassionate grounds = disadvantaged backgrounds/hardship and not referred by the youth courts or the Ministry of Social and Family Development (MSF)

**re-constituted family = a family unit where one or both parents have children from a previous relationship, but they have combined to form a new family. The parents may or may not then have children with each other.

CLINICAL INTERVENTION CENTRE

The Clinical Intervention Centre provides our clients with interventions through psychological learning and behavioural assessments, counselling, psychotherapy, behavioural management, group work and other psychological services.

Our team of counsellors, behavioural specialists and psychologist work closely with the departments to provide a comprehensive range of therapies and clinical support for the clients and their families.

We offer counselling and therapy sessions for the clients where they are able to talk and discuss about their issues in a confidential, safe and non-judgemental environment. Approaches such as Cognitive-Behavioural Therapy, Solution-Focused Brief Therapy and a range of Expressive Therapies are commonly used to address the clients' emotional, personal, social and psychological difficulties.

BEHAVIOURAL SPECIALIST INTERVENTION PROGRAMME

In 2016, we started the Behavioural Specialist Intervention (BSI) programme that aims to effect positive behavioural change for middle to high risk clients who exemplify dysfunctional behaviours in activities of daily living, social skills and display extremely poor emotional regulation.

Our Behavioural Specialists work intensively with the clients in order to remedy the specific difficulties that they face. Naturalistic observations are conducted by the Behavioural Specialists in the clients' school, recreational and living environment. After which, a behavioural intervention plan is developed to prevent and reduce behavioural problems as it includes strategies to help the client learn alternative positive behaviours.



TREATMENT MANUAL

The first edition of our treatment manual has been developed to meet the growing needs of our operations and interventions. The manual includes guidelines and resources on managing crucial issues affecting our youth clients. The topics in the first edition of our manual consists of Anger Management, Depression Among Youths, Problematic/Sexualised Behaviour Among Youths and Suicide. Counsellors, psychologists and residential programme supervisors are able to use the manual as a reference and look for immediate intervention tools for our clients who experience any emotional, personal, social and psychological difficulties. Moving forward, the Clinical Intervention Centre will be looking at expanding the manual by adding more topics.

NEW THERAPY WORK TOOLS : LEGO!

Lego toys were introduced in the middle of the year to complement the existing creative art and play forms that we currently use in our work with the clients. Lego play has been known to be a multi-sensory and versatile experience. It is a tool that is highly appealing to children and youths with social communication difficulties due to its highly structured, systematic and predictable nature. Much more than simply playing with Lego bricks, it includes the presence of a counsellor who guides the clients and encourages them to address and resolve their problems. Through Lego play, clients can learn to communicate, express their feelings and change their behaviour.



POSITIVE CLIENT FEEDBACK

At the beginning of this year, a counselling experience questionnaire was developed and administered to our clients at their first session with the counsellor. The same questionnaire was administered again to them during the last session with the counsellor before going back home for their home leave for the year-end school holidays or upon termination of counselling.

Overall all clients reported better experiences of counselling after attending at least 6 sessions. After going through counselling sessions, 96% of them had felt good about themselves, as compared to 68% pre-counselling. 100% of the clients felt that they are able to exercise healthy coping skills in dealing with their emotions and behavioural issues, as compared to 72% pre-counselling.

This provided us with valuable insights and moving forward, this will be done annually and used as a tool to help us better improve the therapy outcomes.



STATISTICS FOR 2016



TOTAL COUNSELLING HOURS
696



TOTAL CASES SEEN
74



FAMILY SESSIONS CONDUCTED
26



GROUP ART THERAPY SESSIONS CONDUCTED
40

BOYS' TOWN YOUTHREACH

YouthReach, is a youth outreach programme based in Tampines and Toa Payoh. This programme is co-sponsored by Catholic Welfare Services and Caritas Singapore.

YouthReach (previously Poverello Teen Centre) was first set-up in 1999 by the Franciscan Missionaries of Mary as a drop-in centre for at-risk youths. It was handed over to Boys' Town in 2010.

The programme helps vulnerable boys and girls, who are facing a range of issues such as self-harm, struggles in school, association with gangs, conflicting relationships and addictions.

We employ a youth-centred and strength-based approach in our outreach, developmental programmes and specialized intervention to develop and enhance personal, social and educational growth in the youths and help them reach their full potential in society.

Each year, YouthReach regularly engages over 300 youths.



YOUTH OUTREACH

Outreach involves reaching out to youths at their frequent hangouts such as void decks, outdoor activity spaces, and at times through social media and social networks. Through outreach, our social workers and youth workers are able to provide the youth-at-risk with support, crisis intervention, and information about local resources to meet their needs.

Our primary goal is engagement. After we establish rapport with the youths, we assist to connect them to relevant help or specialized interventions at the YouthReach centre. These include helping the youth locate schools that work for them, find employment, or get out of abusive situations.

The youth workers and social workers also serve as mentors who provide guidance to the youth as they open up and share their personal struggles. They may counsel the youth on relationships, family dynamics or help them find ways to deal with a myriad of issues they are facing. For instance, when the youth is a runaway, the youth worker can help them communicate with their family and return home if appropriate. If not, they would help them find a more stable living situation.



In addition to providing services to youth on the streets, our team extends into schools, local businesses and youth focused groups to inform others about the work we do and educate the community about the needs of at-risk youth.

We have also developed a Group Follow-Up programme such that we can establish a lasting relationship with these youths and engage them in structured programmes, and activities.



SPECIALISED INTERVENTION

The youth workers and social workers are well-versed in recognizing and responding to the challenges experienced by the youth. We assess background issues and risk factors, work with families, schools and social service agencies to address special concerns, and provide counselling and social-emotional support. We also run the StreetWise Programme where youths are referred by the Secret Societies Branch to work on gang-related problems.



YOUTH DEVELOPMENT PROGRAMME

Our developmental programmes focus on sports, art and hands-on workshops that cater to the youths' interests. These healthy activity platform offer the youth safe spaces to explore their identity, experience decision-making that leads to better-informed choices, and become more involved in their communities. Our key Youth Development Programmes are soccer and dance.

Our youth workers build rapport with these youths through these platforms while addressing their needs individually.

SOCCER

YouthReach United formerly known as East City Warriors is a youth development programme that engages youth through a soccer based intervention activity. It is a programme that runs throughout the year exposing youths to the various variation of soccer such as street soccer, 11-side tournament, futsal, etc.

In 2016, the youths who represented us in the ACE League did us proud by not only achieving success on the field but also showcasing excellent sportsmanship, respect for others and excellent character off the field.



DANCE - SWAGGURLZ

SwagGurlz is an engagement programme for youths expressing their interest in Hip Hop dance. The team uses this platform for youths to express themselves through dance.

Currently the group comprises of 8 girls. Together, these girls form a helping relationship where they can confide in one another and learn how to be more resilient when presented with a setback.

They have done us proud by performing in various community events.



STATISTICS FOR 2016

NEW
OUTREACH YOUTHS
391

YOUTH UNDER
REGULAR FOLLOW-UP
167

YOUTH UNDER
DEVELOPMENT PROGRAMMES
37

CASE MANAGEMENT **44**

STREET OUTREACH SESSIONS CONDUCTED

100

YOUTH DEVELOPMENT PROGRAMME SESSIONS CONDUCTED

86

STREETWISE PROGRAMME GROUPWORK SESSIONS

27

OUTREACH ENGAGEMENT GROUP FOLLOW-UP SESSIONS

41

BOYS' TOWN FOSTERING

Boys' Town currently runs 2 programmes under Fostering Services. These services provide family-based care for vulnerable children and complements Boys' Town's mission of being a one-stop children and youth centre that offers a continuum of alternative care services that meets each child's best interest.

MAJOR EVENTS

5-11 January 2016	Roadshow @ Tampines 1
20 January 2016	Roadshow @ Jcube
20 July 2016	Family Day
14 - 20 November 2016	Roadshow @ Lot 1
18 November 2016	Fostering Services 60th Anniversary @ Universal Studios Singapore
2 - 4 December 2016	Children's Adventure Camp
10 December 2016	Year End Party



BOYS' TOWN FOSTERING AGENCY

Boys' Town Fostering Agency was appointed by the Ministry of Social and Family Development (MSF) in February 2015 to set up a fostering agency to recruit and support foster parents as part of a three-year pilot scheme. The foster children served range from new born to 18 years old, and are known to the Child Protective Services under MSF.



STATISTICS FOR 2016

CASEWORK MANAGEMENT

TOTAL NUMBER OF CASES



CLOSED CASES
(REINTEGRATED WITH NATURAL FAMILY)



FOSTER PARENT RECRUITMENT

INTEREST SLIPS RECEIVED



ROADSHOWS CONDUCTED



ONGOING APPLICATIONS



VOLUNTEER MANAGEMENT

59 FOSTER FAMILIES IN TOTAL

42% FOSTER FAMILIES MATCHED

* Percentage of foster families matched equals to number of foster families matched to a volunteer divided by total number of foster families.

SANCTUARY CARE

Sanctuary Care is a community-based fostering service run by Boys' Town since January 2016. The programme replicates the function of the well-known and much loved Sanctuary House. Sanctuary House has ceased operations and had donated their assets to Boys' Town to start a similar service. We provide short-term foster placements for children whose families are in need of assistance during a crisis. The foster children served are from new born to 7 years old.



STATISTICS FOR 2016

TOTAL ENQUIRIES RECEIVED



PLACEMENTS



CLOSED CASES

(REINTEGRATED WITH FAMILY)



TRAINING AND RESEARCH

Our Training and Research Department is dedicated to enhancing the effectiveness of Boys' Town's programme and services. We constantly look into ways to develop innovative approaches, tools, and practical applications to strengthen the learning environment for children and youth work. We provide training and research studies that contribute to enhancing skills and enabling practitioners to adapt and respond appropriately to the needs of their work.

TRAINING

Three runs of mentoring training were conducted for volunteer mentors from Loving Heart Multi-Service Centre, a voluntary welfare organisation that serves the community and provides programmes such as sports, tuition and case management for the needy. The volunteer mentors are posted to primary and secondary schools to provide coaching and mentoring to students. The training topics include:

- Enhancing one's self-awareness, developing leadership style and leveraging on motivational techniques and group activities
- Conducting team activities, including facilitating team processes, communication, enabling conflict resolution, skills development, and programme evaluation
- Identifying young people who require formal intervention and following-up with mentoring or referral to specialist

RESEARCH

Our work also involves extracting meaningful data and insight into the complexity of children and youth work, and expanding the understanding and knowledge in this field.

In 2016, we presented at the 4th International Conference on Practice Research (ICPR). We have also been invited to be part of the Singapore panel to discuss on Singapore's perspectives toward practice research. We shared about

the rigour of practice research and the creation of robust research from a “marriage” perspective, as well as how continuous communication and dialogue is needed across multiple stakeholders (researchers, practitioners, and their “extended family” including service users, educators, agency managers, and policy makers) to build trust, assume mutual responsibility, and create a common/shared vision for change.



Indeed, 2016 marks an important year for Boys' Town as we expand our reach and influence into the Asia region. We completed a joint study on Cyberbullying with Hong Kong Playground Association involving 766 survey participants in Singapore. This is an exploratory study to compare the nature and pattern of cyberbullying among adolescents in Hong Kong, Macao, Guangzhou, Taipei and Singapore – where a total of 4,151 adolescents participated in the study. Ten types of common cyberbullying behaviours have been identified as a check-list to measure the cyberbullying prevalence rate, including:

1. Harassment: Repeatedly sending offensive, rude, and insulting messages.
2. Denigration: Distributing information about another that is derogatory and untrue.
3. Masquerade: Posting or sending digitally altered photos of someone.
4. Flaming: Online “fighting” using electronic messages with angry, vulgar language.
5. Impersonation: Breaking into an email/online account and sending vicious or embarrassing material to others.
6. Sexting: Sending or receiving of sexually explicit or sexually-suggestive images or video via a cell phone
7. Happyslapping: Physical assaults on unsuspecting victims and recorded on camera-enabled mobile phones then posted in cyberspace
8. Outing: Sharing someone's secrets or embarrassing information.
9. Cyber stalking: Repeatedly sending messages that include threats of harm.
10. Exclusion: Social exclusion through the internet.

The Perpetrator and Victim scores were calculated to measure the extent of cyberbullying encountered by perpetrators and victims respectively. The Cyberbullying Perpetrator Prevalence rate for Singapore is 73.8% (compared to an average of 68% across the 5 countries). The Cyberbullying Victim Prevalence rate is 80.4% (compared to a mean of 72.9% across the 5 countries). The findings seem to suggest a higher prevalence rate of cyberbullying among Singapore youths than their counterparts in Hong Kong, Macao, Guangzhou and Taipei.

COMMUNITY PARTNERSHIPS

We drive initiatives in the areas of public relations, donor and volunteer management, corporate and institutional partnerships and education.

ANNUAL FLAG DAY

Our volunteers, boys and staff sourced for donations islandwide on 1 June 2016 to help raise funds for our programmes, services and maintenance of our facilities. With the continuous support of schools, volunteers and the Catholic churches, we managed to raise \$123,000.



CHARITY MOVIE NIGHT

Our supporters took sides with either Team Cap or Team Iron Man when they joined us for our Charity Movie Night held on 29 April 2016. Thank you for your generosity which helped us to raise \$92,000.



AWARDS

FAMILY VIOLENCE DIALOGUE GROUP (FVDG) APPRECIATION AWARD 2016

Boys' Town was honoured to receive the FVDG Appreciation Award 2016 from the Ministry of Social & Family Development (MSF) in November 2016. The FVDG Appreciation Award 2016 seeks to promote inter-agency recognition of individual and team contributions in the management of family violence cases and motivate professionals to improve delivery and to work towards a coordinated response in the management of family violence cases.



CITI-YMCA YFC 2016 - SUPPORTIVE VWO AWARD

In November 2016, we were awarded the YFC supportive VWO award for our involvement in the Citi-YMCA YFC 2016. Our team, Team Candourlites, from Nan Chiau High School also won the YFC Distinction Award and their teacher, Miss Chney Chen was awarded the Supportive Teacher Award. A big thank you to the team from Nan Chiau High School for their hard work and effort in raising \$10,000 for Boys' Town.



We supported several media engagements and publication which featured our staff and beneficiaries. The platform allowed them to share their personal experiences and offer perspectives on social issues, providing a trusted voice of hope and help for children and families in need.

Boys' Town shared with The Straits Times on starting Sanctuary Care to meet the urgent need of foster children who are finding temporary shelter. We took over the assets donated by Sanctuary House which were in the process of closing down.

The Straits Times, 26 March 2016

THE STRAITS TIMES

Sanctuary for kids closing its doors



Ms Rieka Diermaier (left) and Ms Gillian McConnell are among the staff running the Sanctuary Care service at Boys' Town, which has taken over the foster care service provided by Sanctuary House. ST PHOTO: SEAH HANNEE PEGU

© PUBLISHED MAR 26, 2016, 5:00 AM SGT

Charity which cares for babies temporarily and abused kids cannot find and retain staff

Theresa Tan

Sanctuary House, a small charity which looks after abused children and babies whose mothers are unable to care for them, is to close down soon.

Boys' Town, another charity, is taking over its foster care service.

Mr Wong Meng Kong, who is on Sanctuary House's board of directors, told The Straits Times that the charity is closing as it has been difficult to attract and retain staff.

It has been run largely by just one worker in the past few years - when it needed five employees - and the board felt it was not feasible to continue, given its manpower woes.

"We are very small, so it is very hard to get social workers to join us," said Mr Wong.

"Even if we can match the pay of what other charities are paying, people may think their prospects here are limited."

Sanctuary House's accounts are being audited, after which it will hand over its assets of about \$600,000 in cash to Boys' Town and apply to de-register as a charity. All winding-up procedures should be completed in the next two months.

A STRUGGLE

We are very small, so it is very hard to get social workers to join us. Even if we can match the pay of what other charities are paying, people may think their prospects here are limited.

MR WONG MENG KONG, who is on Sanctuary House's board of directors, on why the charity is closing.



Sanctuary House was started in 2005 by a group of volunteers to care for babies temporarily, while their mothers decided whether to keep their infants or give them up for adoption.

As the charity grew, it took in children sent by the Ministry of Social and Family Development (MSF). They had often been abused or had parents who were incapacitated and unable to look after them.

At its peak, Sanctuary House had about 50 foster parents who volunteered to care for between 50 and 100 children a year. The children lived in their foster parents' homes for months and sometimes years, depending on their circumstances.

While it has a steady pool of volunteer foster parents, Mr Wong said it struggled to hire and retain the professional paid staff to manage the cases and volunteers.

When Sanctuary House decided to call it quits last year, it sounded our Boys' Town about taking over the foster care service.

Boys' Town executive director Irene Loi said: "We felt Sanctuary House's service was very valuable and much needed. It complements the service we run."

Boys' Town already provides a foster care service for abused or neglected children sent to it by the MSF. In January, Boys' Town started Sanctuary Care, the service it is taking over from Sanctuary House.

It will assist low-income parents who need short-term childcare help, such as those who are ill, or facing a family or pregnancy crisis.



Related Story

Nearly 100 charities deregistered over 5-year period

Its foster parents will look after these children for up to six months, while social workers help the parents work through their problems so they are better able to care for their children. The service is free.

Ms Jennifer Heng, director of Dayspring New Life Centre which supports women facing a pregnancy crisis, said that Sanctuary House was the only non-governmental organisation offering a foster care service to help women struggling to raise their newborn babies on their own.

Such women, who may be teens or young adults with no family support, need help in caring for their babies temporarily while they get their lives in order by finding a job or a place to stay, for example.

Sanctuary Care can be contacted via its helpline on 6221-0588 or by e-mail at sanctuarycare@boystown.org.sg

Executive Director Irene Loi was interviewed in the Giving Newsletter – the National Volunteer & Philanthropy centre newsletter vision – and spoke about her vision on youth volunteers in shaping the non-profit landscape of the future.

Giving Newsletter, July 2016

For serving 50 years at Boys' Town, this resident-turned-manager was awarded the Long Service Award.

KINTAN ANDANARI

(kintana@sph.com.sg) reports

It is his second home

Fifty three years ago, he entered charitable institution Boys' Town with a tinge of apprehension.

"My friends told me that the boys there would bully me," he said.

But the warmth of his fellow residents dispelled such thoughts.

He grew fond of the place and it became his second home for the next five decades.

On Aug 19, Mr Dewa Rajan Martin, 69, was given a Long Service Award for serving 50 years at Boys' Town, which makes him the longest-serving employee.

The Boys' Town's residential facility takes in males aged 10 to 21, who mostly come from abused or underprivileged backgrounds, or cases referred by the courts, social services and schools.

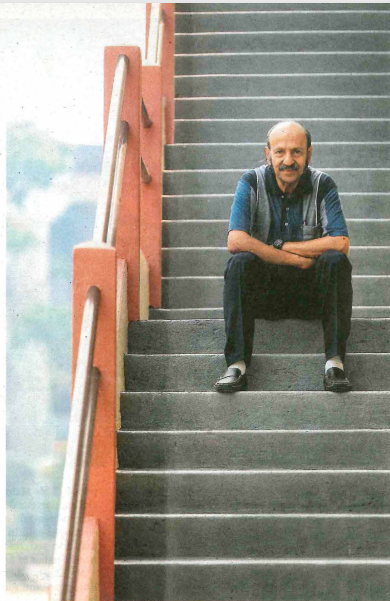
The voluntary welfare organisation also provides fostering, clinical services, and youth outreach programmes to both females and males up to the age of 21.

Mr Martin told *The New Paper*: "I wanted to contribute to the place that gave me what I could not get at home."

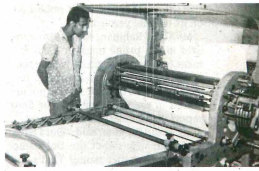
With seven siblings in a single-parent household, the then 16-year-old Martin could barely afford regular meals, let alone new trousers. His days were mostly spent out in the sun, with little care for school work, and he went to Boys' Town on the recommendation of a staff member from his school.

His new principal changed his life. Strict and stern, even caning him when he skipped lessons, Brother Emmanuel made the young Martin promise to swear off his lazy ways on his first day at Boys' Town in 1963.

Mr Martin said: "I thought that was my



PROUD: Mr Martin recently received a Long Service Award.
TNP PHOTO: MOHD SHAK



OLD TIMES: Mr Dewa Rajan Martin at the binding unit in his younger days.
TNP FILE PHOTO

last chance at getting on the right track, so I changed."

He quickly adjusted to the fixed schedule: He woke up at 6am, turned up at the chapel, regularly attended classes and studied every night.

The person he once feared also became the father figure he had always wanted.

"Brother Emmanuel guided us, taught us, and even sent a boy all the way to my house with an offer of a job," he said.

COMFORTING

"It was especially comforting when he played the organ as we sang our hymns. Even now, the lyrics are still etched in my memory.

"Do not worry over what to eat, what to wear or put on your feet", and I never did."

After three years as a resident, he was offered a job as a machine operator in the Boys' Town Binding Section.

Fifty years passed and Mr Martin is now an admin and operations manager. But his climb was wrought with challenges.

He took night lessons to upgrade his skills, receiving his General Certificate of Education in 1968 and finishing an offset printing course in 1972.

A heart attack in 1995 left him depending on medication every day. Also suffering from neck

arthritis and gastric reflux, he takes painkillers daily.

But he still turns up for work every day.

"Boys' Town is my second home and I just want to contribute as long as I am medically fit," Mr Martin said.

His love for Boys' Town has rubbed on his family. Two of his three children enrolled in a school in the same compound as Boys' Town, and they understood why he loved it so much.

His daughter, Ms Anna Martin, 41, said: "My father likes having tea and biscuits every day at 6.30pm, and that is when he shares about his day-to-day work, and his upcoming project.

"Every day was a Boys' Town day in our house."

The family even relocated to Bukit Batok East in 1985 to be closer to Boys' Town.

They also support the Boys' Town cause by fund raising.

Another resident-turned-employee, Mr Harry Mealin, 48, recalls how students flocked to Mr Martin back in the 1980s.

Mr Mealin said: "Uncle, uncle, can we get exercise books - that was what I always said to him. In between, he shared bits of his story.

"Through the way he shares about Boys' Town, he makes the people who come to him like the place a little bit more."

Ex-Boys' Town boy Dewa Rajan Martin celebrates his 50 years of working in Boys' Town with a special feature in *The New Paper*. In it, he shares how the organisation has supported him in his education and financial needs, and how he wants to continue to work here and give back to his second home for as long as he can.

The New Paper, 2 September 2016

Boys' Town Fostering Service was featured in the Ministry of Social and Family Development's (MSF) special edition cookbook which commemorated MSF's 60 years of fostering. Executive Director Irene Loi shares why Boys' Town decided to take up the challenge of a fostering agency and how the service helps in the healing of trauma and hurt experienced by the children and youths.

Extract from MSF's cookbook "Room at the Table"



"Loving and nurturing foster parents are one of the best healing agents of trauma..."

WE WOULD LIKE TO SAY... THANK YOU!

You play an important role in growing hope for our beneficiaries' future. We seek your support to continue to help bring healing to Singapore's hurting children and families.

If you are already a part of our mission, whether through volunteering your time, contributing your talents or offering financial support, thank you. You make our work that much more powerful and possible.

We remember each of you in our thoughts and prayers; please do the same for all those who face tomorrow with uncertainties.

The benefactor list on the following pages recognises individuals and organisations that have made cash or in-kind gifts of \$1,000 and above in 2016 to support Boys' Town.

Every thought and donation means a lot to us in our work with vulnerable and hurting children.

We also want to take this opportunity to extend our deepest gratitude to all donors, including those who requested anonymity. Great care was taken to make this report as accurate as possible. We apologise if anyone was mistakenly omitted or incorrectly listed.



3D Trading Pte Ltd
 Aastar Pte Ltd
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 Ang Tuan Huang
 Angela Tok
 AOS Bath Pte Ltd
 Aristides Bw Indarto
 B & W Airconditioning Services Pte Ltd
 Bee Kong Electrical Engineering Pte Ltd
 Benedict Keh Chin Chuan
 Bernard Lloyd Fernando
 Bestway Technology Pte Ltd
 BGC Partners (Singapore) Ltd
 Boys' Town Alumni
 Caritas Singapore
 Catholic Welfare Services
 Central Narcotics Bureau
 Certis CISCO Security Pte Ltd
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 Chan Heng Kiat Cuthbert
 Chan Roger
 Chan Siok Mui
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 Cheng Li Chang
 Cheng Pai Ling
 Cheong Fook Seng Anthony
 Chew Chuan Tieh
 Chew How Teck Foundation
 Chew Hsien Ming Jason
 Chia Chun Wah
 Chia Nam Meng
 Chiang Hock Seng Patrick
 Chionh Siok Bee
 Choe Tse Wei
 Chong Kit Lin
 Chua Bee Choo
 Chua Chieu Hiong
 Chua Sok Ngim Martha @ Martha Teo
 Chung Sook Yee
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 Church Of St. Teresa
 Church Of The Holy Cross
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 Denise Y Teoh
 Dennis Foo Kui Fah
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 Elaine Ng Siew Chen (Mrs Elaine Chow)
 Elias Wong Kam Meng
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 Estate Of Wee Aik Koon
 Eugene Lee Ming
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 Evelyn Ho Yea Siem
 Florence Ang Choon Neo
 Fong Bac Ching
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 Goh Yaw Ming
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 Ho Kee Lien
 Ho Li Wah
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Low Sok Lee Mona
Lum Soon Neo Lydia
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 Project Rebirth (ACSI)
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 Saranpal Singh Khaira
 Seah Wong Chi
 Seet Lian Neo Nellie
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 Soong Wei San
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 Teo Miang Yeow
 Teo Seok Bee
 Ter Kim Cheu
 Tham Choy Leng
 Tham Woon Yoke Betty
 The Rotary Club of Changi
 The Singapore Ireland Fund
 Thong Teck Sian Tong Lian Sin Sia
 Tie Edmund N S
 Tin Chee Kuang Edmund
 Ting Lin Tze Mary
 Ting Mui Ching
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 Yahya Abdulhussain Lukmanji Saif Charity Trust
 Yeo Kian Tong
 Yeo Kwee Soon
 Yeo Sai Chuan Henry
 Yin Htwe
 Yong Jullian
 Zai Shook Teh

Annual Report for the Year Ended 31 December 2016

Boys' Town received an Institution of a Public Character (IPC) status since 1 January 1982 and has been registered under the Charities Act since 15 October 1984.

Unique Entity Number	S84CC0095A
Charity Registration Number	0095
IPC Number	000430
IPC Period	01/10/2014 to 31/10/2017
Registered Address	624 Upper Bukit Timah Road, Singapore 678212

Board of Governors

Mr Gerard Lee	Chairman
Bro. Dominic Yeo Koh	Chair – Appointment, Programmes and Services
Bro. Emmanuel @ Gaudette Pierre-Paul	Chair – Fundraising
Mr Simon Lim	Chair – Building
Mr Lionel Tseng	Chair – Audit and Compliance
Mr Tay Teck Chye	Chair – Human Resource
Dr Seng Boon Kheng	Member
Mr Raymond Chan	Member
Mr Philip Lee	Member
Ms Angelina Fernandez	Member

Executive Director

Mrs Irene Loi	Appointed on 1 March 2007
---------------	---------------------------

Banker Standard Chartered Bank

Auditor Verity Partners

Objectives

The objects for which Boys' Town is established are:

- (i) To help children and youths in-need to become socially integrated, responsible and contributing members of society by providing:
 - a. a nurturing and caring residential boarding environment conducive to their education and for their moral and social development;
 - b. social work and counselling services
 - c. general education in the academic and vocational realms and to prepare them for gainful employment and good citizenship; and
 - d. outreach, community and school based programmes and services that would support the development of children and youths in need to become morally principled and valuable members of the family, and of society.

- (ii) To do all such other things as are incidental or conducive to the attainment of the above mentioned objects or any of them provided that nothing shall be done for commercial reasons or solely for profit or for denominational or political affiliations and include the raising, accepting and administering of funds, donations, devises and bequests for the attainment of the above mentioned objects.

Policies

The policies adopted and implemented are in accordance to the Code of Compliance – Governance Evaluation Checklist set up by the Commissioner of Charities.

Funding sources

Boys' Town is financially supported by donations from the public, corporations, partner organisations and government grants.

Reserves policy

Boys' Town has a reserves policy of not more than 5 years of its Annual Operating Expenditure to meet its operational needs.

Notice of change of entity

Boys' Town has been registered as a Company Limited by Guarantee under UEN 201534576H on 14 Sep 2015. With effect from 1 January 2017, all dealings with Boys' Town will be with this entity. This change in entity will not affect our existing dealings, commitments and obligations with partners and vendors. The aims, purpose and the mission of Boys' Town remain unchanged. All donations will still be entitled to 2.5 times tax deduction (if applicable) as we are an approved Institution of Public Character (IPC).

BOYS' TOWN FINANCIAL STATEMENTS 2016

Balance Sheet | Income & Expenditure Statement | Statement of Changes in Funds | Statement of Cash Flows |
Notes to the Financial Statements

Statement of Financial Position

As at 31 December 2016

	Note	2016 S\$	2015 S\$
ASSETS			
Non-current asset			
Property and equipment	5	17,286,870	14,710,256
Current assets			
Trade receivables		18,417	26,716
Other receivables and prepayments	6	165,707	205,230
Cash and cash equivalents	7	7,356,127	8,442,352
		7,540,251	8,674,298
TOTAL ASSETS		24,827,121	23,384,554
FUNDS AND LIABILITIES			
Funds			
Building Fund	8	3,574,712	3,586,218
Technology Management Fund	9	9,100	78,842
Asset Capitalisation Reserve	10	6,758,675	7,005,427
General Fund		6,385,564	4,918,876
		16,728,051	15,589,363
Current liabilities			
Other payables and accruals	11	1,199,070	745,191
Deferred capital grants	12	6,900,000	7,050,000
		8,099,070	7,795,191
TOTAL FUNDS AND LIABILITIES		24,827,121	23,384,554

INCOME AND EXPENDITURE STATEMENT

For the financial year ended 31 December 2016

	Note	2016 S\$	2015 S\$
INCOME			
Amortisation of deferred capital grants	12	150,000	150,000
Adventure therapy programme		8,020	-
Boarding fees		78,693	98,127
Donations		2,045,719	2,238,675
Grant from Caritas Singapore Community Council		650,000	650,000
Grant from Catholic Welfare Services		150,000	183,108
Grant from Ministry of Social and Family Development		1,823,810	941,236
Grant from National Council of Social Service		1,383,778	402,417
Grant from Workforce Development Agency		21,939	-
Grant - others		34,066	110,584
Interest income		4,961	4,972
Miscellaneous income		247,355	167,859
Sanctuary care		824,791	-
Rental income		5,950	2,500
		<u>7,429,082</u>	<u>4,949,478</u>
EXPENDITURE			
Adventure centre expenses		5,212	18,037
Depreciation	5	180,387	178,614
Food and provisions		191,883	190,320
Fostering programme		65,816	-
Fund-raising expenses		125,581	161,646
General expenses		34,772	18,093
Information technology expenses		21,162	8,167
Insurance		44,277	34,167
Property and equipment written off		-	28
Professional fees		80,347	25,145
Programme expenses		276,027	243,084
Rental of premises		133,754	120,000
Repairs and maintenance		196,602	163,586
Scholarship and books		10,259	3,801
Security services		156,808	145,958
Staff CPF contributions and skills development levy	13	478,660	363,554
Staff salaries and bonuses	13	3,611,531	2,864,599
Staff training		103,334	55,022
Staff welfare		26,589	19,873
Supplies and materials		23,906	14,843
Telephone		18,982	12,892
Upkeep of motor vehicles		30,349	20,316
Water and electricity		124,020	170,757
YouthReach programme		22,136	62,092
		<u>5,962,394</u>	<u>4,894,594</u>
Surplus for the year		<u>1,466,688</u>	<u>54,884</u>
OTHER COMPREHENSIVE INCOME			
ITEMS THAT WILL NOT BE RECLASSIFIED			
SUBSEQUENTLY TO PROFIT OR LOSS			
Net movement of Building Fund	8	(9,236)	130,264
Net movement of Technology Management Fund	9	(7,814)	132,920
Net movement of Asset Capitalisation Reserve	10	(310,950)	(292,469)
		<u>(328,000)</u>	<u>(29,285)</u>
TOTAL COMPREHENSIVE INCOME		1,138,688	25,599

STATEMENT of CHANGES IN FUNDS

For the financial year ended 31 December 2016

	Note	Building Fund S\$	Technology Management Fund S\$	Asset Capitalisation Reserve S\$	General Fund S\$	Total S\$
Balance at 1 January 2016		3,586,218	78,842	7,005,427	4,918,876	15,589,363
Transfer of funds	8,9,10	(2,270)	(61,928)	64,198	-	-
Total comprehensive income		(9,236)	(7,814)	(310,950)	1,466,688	1,138,688
Balance at 31 December 2016		<u>3,574,712</u>	<u>9,100</u>	<u>6,758,675</u>	<u>6,385,564</u>	<u>16,728,051</u>

	Note	Building Fund S\$	Technology Management Fund S\$	Asset Capitalisation Reserve S\$	General Fund S\$	Total S\$
Balance at 1 January 2015		3,472,685	-	7,227,087	4,863,992	15,563,764
Transfer of funds	8,9,10	(16,731)	(54,078)	70,809	-	-
Total comprehensive income		130,264	132,920	(292,469)	54,884	25,599
Balance at 31 December 2015		<u>3,586,218</u>	<u>78,842</u>	<u>7,005,427</u>	<u>4,918,876</u>	<u>15,589,363</u>

STATEMENT of CASH FLOWS

For the financial year ended 31 December 2016

	Note	2016 S\$	2015 S\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus for the year		1,466,688	54,884
Adjustments for:			
Amortisation of deferred capital grants	12	(150,000)	(150,000)
Depreciation	5	180,387	178,614
Property and equipment written off		-	28
Interest on fixed deposits		(4,961)	(7,484)
Surplus before working capital changes		1,492,114	76,042
Changes in working capital:			
Trade and other receivables		47,822	41,724
Other payables and accruals		271,234	85,937
Cash Flow From Operating Activities		<u>1,811,170</u>	<u>203,703</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property and equipment	5	(2,885,306)	(633,664)
Net Receipts of donations/(Payment) for capital expenditure	8,9	(17,050)	263,184
Interest income		1,031	3,542
Cash Flow Used In Investing Activities		<u>(2,901,325)</u>	<u>(366,938)</u>
Net Increase/(Decrease) In Cash and Cash Equivalents		<u>(1,090,155)</u>	<u>(163,235)</u>
CASH AND CASH EQUIVALENTS			
Opening balance		<u>7,776,533</u>	<u>7,939,768</u>
Closing balance	7	<u>6,686,378</u>	<u>7,776,533</u>

Notes to the Financial Statements

31 December 2016

5. PROPERTY AND EQUIPMENT

	At 01.01.2016 S\$	Additions S\$	Disposals S\$	At 31.12.2016 S\$
Cost				
Main building	14,358,857	-	-	14,358,857
Motor vehicles	258,093	-	-	258,093
Furniture, fittings, equipment and machinery	924,962	5,355	-	930,317
Computer and software	163,665	126,012	-	289,767
Construction in progress	624,426	2,936,494	-	3,560,920
	<u>16,330,003</u>	<u>3,067,951</u>	-	<u>19,397,954</u>
 Accumulated depreciation				
Main building	849,499	287,177	-	1,136,676
Motor vehicles	190,220	12,675	-	202,895
Furniture, fittings, equipment and machinery	474,648	155,937	-	630,585
Computer and software	105,380	35,548	-	140,928
Construction in progress	-	-	-	-
	<u>1,619,747</u>	<u>491,337</u>	-	<u>2,111,084</u>
 Carrying amount				
Main building				13,222,181
Motor vehicles				55,198
Furniture, fittings, equipment and machinery				299,732
Computer and software				148,839
Construction in progress				3,560,920
				<u>17,286,870</u>

Notes to the Financial Statements

31 December 2016

5. PROPERTY AND EQUIPMENT (CONTINUED)

	At 01.01.2015	Additions	Disposals	At 31.12.2015
	S\$	S\$	S\$	S\$
Cost				
Main building	14,343,206	15,651	-	14,358,857
Motor vehicles	258,093	-	-	258,093
Furniture, fittings, equipment and machinery	939,895	1,599	(16,532)	924,962
Computer and software	140,593	56,814	(33,742)	163,665
Construction in progress	7,802	616,624	-	624,426
	<u>15,689,589</u>	<u>690,688</u>	<u>(50,274)</u>	<u>16,330,003</u>
Accumulated depreciation				
Main building	562,403	287,096	-	849,499
Motor vehicles	177,545	12,675	-	190,220
Furniture, fittings, equipment and machinery	335,271	155,902	(16,525)	474,648
Computer and software	123,692	15,410	(33,722)	105,380
Construction in progress	-	-	-	-
	<u>1,198,911</u>	<u>471,083</u>	<u>(50,247)</u>	<u>1,619,747</u>
Carrying amount				
Main building				13,509,358
Motor vehicles				67,873
Furniture, fittings, equipment and machinery				450,314
Computer and software				58,285
Construction in progress				624,426
				<u>14,710,256</u>

Notes to the Financial Statements

31 December 2016

5. PROPERTY AND EQUIPMENT (CONTINUED)

During the financial year, the entity capitalised property and equipment totalling S\$3,067,951 (2015: S\$690,688), of which S\$2,885,306 (2015: S\$633,664) was acquired by cash. The balance of S\$182,645 (2015: S\$57,024) was held in retention monies payable (Note 11).

Depreciation charges for the financial year were accounted as follows:

	2016	2015
	S\$	S\$
Income and expenditure statement	180,387	178,614
Asset Capitalisation Reserve (Note 10)	310,950	292,469
	<u>491,337</u>	<u>471,083</u>

6. OTHER RECEIVABLES AND PREPAYMENTS

	2016	2015
	S\$	S\$
Deposits	14,455	20,550
Prepayments	9,736	7,530
Other debtors	141,516	177,150
	<u>165,707</u>	<u>205,230</u>

7. CASH AND CASH EQUIVALENTS

For the purpose of the cash flow statement, the cash and cash equivalents comprised of:

	2016	2015
	S\$	S\$
Cash and bank balances	5,778,678	6,869,739
Fixed deposits	1,577,449	1,572,613
	<u>7,356,127</u>	<u>8,442,352</u>
Less: Fixed Deposits (*)	(669,749)	(665,819)
	<u>6,686,378</u>	<u>7,776,533</u>

The effective interest rates of the fixed deposits ranged from 0.10% to 0.70% (2015: 0.10% to 0.70%) per annum at the reporting period with maturity periods ranging from 1 to 5 months (2015: 1 to 5 months) from the end of the reporting period.

*Fixed deposits with maturity periods of more than 3 months from the end of the reporting period.

Notes to the Financial Statements

31 December 2016

8. BUILDING FUND	2016 S\$	2015 S\$
Opening balance	3,586,218	3,472,685
Designated donations received for the construction of building	106,262	202,512
Utilisation	(115,498)	(72,248)
	(9,236)	130,264
Less: Transferred to Asset Capitalisation Reserve (Note 10)		
- Cost	2,270	16,731
	2,270	16,731
Closing balance	3,574,712	3,586,218

The purpose of the building fund is for the payment of costs relating to the construction, furnishing and maintenance of the new buildings.

Designated donation received for the construction of building during the financial year ended 31 December 2016 comprised of S\$105,000 from President's Challenge to support part of the costs of building an Adventure Challenge Course within Boys' Town, Singapore premises.

9. TECHNOLOGY MANAGEMENT FUND	2016 S\$	2015 S\$
Opening balance	78,842	-
Designated donations received for the enhancement of management system	-	148,000
Utilisation	(7,814)	(15,080)
	(7,814)	132,920
Less: Transferred to Asset Capitalisation Reserve (Note 10)		
- Cost	61,928	54,078
	61,928	54,078
Closing balance	9,100	78,842

The purpose of the fund is for the payments of costs related to the Case and Donor Management System.

10. ASSET CAPITALISATION RESERVE	2016 S\$	2015 S\$
Opening Balance	7,846,594	7,775,785
Transferred from Building Fund (Note 8)	2,270	16,731
Transferred from Technology Management Fund (Note 9)	61,928	54,078
Closing Balance	7,910,792	7,846,594
Less:		
Accumulated depreciation		
Opening balance	841,167	548,698
Charges for the year (Note 5)	310,950	292,469
Closing balance	1,152,117	841,167
	6,758,675	7,005,427

Notes to the Financial Statements

31 December 2016

11. OTHER PAYABLES AND ACCRUALS

	2016 S\$	2015 S\$
Accruals	950,920	640,028
Retention monies payable	182,645	57,024
Sundry payables	65,505	48,139
	<u>1,199,070</u>	<u>745,191</u>

12. DEFERRED CAPITAL GRANTS

	2016 S\$	2015 S\$
Grants received		
Opening balance	7,500,000	7,500,000
Closing balance	7,500,000	7,500,000
Less: Amortisation		
Opening balance	450,000	300,000
Grants amortised in the current year	150,000	150,000
Closing balance	600,000	450,000
	<u>6,900,000</u>	<u>7,050,000</u>

13. STAFF COSTS

	2016 S\$	2015 S\$
<u>General Fund</u>		
Staff costs (including key management personnel's remuneration) - Note 14	3,611,531	2,864,599
Staff CPF contributions and skills development levy	478,660	363,554
Other staff costs	129,923	74,895
	<u>4,220,114</u>	<u>3,303,048</u>
<u>Building Fund</u>		
Staff costs	45,415	16,204
Staff CPF contributions and skills development levy	3,497	1,300
	<u>48,912</u>	<u>17,504</u>

14. SIGNIFICANT RELATED PARTY TRANSACTIONS

	2016 S\$	2015 S\$
Food and provisions expenses charged by a related party	24,000	24,000
Rental expenses charged by a related party	120,000	120,000

	2016 S\$	2015 S\$
Key management personnel's compensation are as follows:		
Salaries and bonuses and benefits-in-kind	516,733	388,908
CPF contributions	62,239	40,278
	<u>578,972</u>	<u>429,186</u>
Number of key management personnel	<u>4</u>	<u>3</u>

Notes to the Financial Statements

31 December 2016

14. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONTINUED)

The following information relates to the remuneration of the entity's key management personnel for the financial year ended 31 December 2016 (2015: 31 December 2015).

	2016	2015
Band		
S\$100,000 to below S\$200,000	4	3

The remuneration of key management personnel is determined by the Board of Governors having regard to the performance of the individual and market trend.

15. CAPITAL COMMITMENTS

	2016	2015
	S\$	S\$
Contracts for construction of building	1,025,952	3,436,712

16. TAX-EXEMPT RECEIPTS

During the financial year, the entity issued tax-exempt receipts for donations collected totalling S\$2,150,719 (2015: S\$1,824,505).

17. RESERVES POLICY

Boys' Town has a reserves policy of not more than 5 years of its Annual Operating Expenditure to meet its operational needs.

18. FINANCIAL INSTRUMENTS

Categories of financial instruments

The financial instruments as at the end of the reporting period were:

	2016	2015
	S\$	S\$
Financial assets, loans and receivables	7,530,515	8,666,768
Financial liabilities, at amortised cost	1,199,070	745,191

Notes to the Financial Statements

31 December 2016

18. FINANCIAL INSTRUMENTS (CONTINUED)

Financial risk management

The main risks arising from the entity's financial instruments are liquidity risk, interest rate risk and credit risk. The entity does not use derivatives and other instruments in its management activities. The entity does not hold or issue derivative financial instruments for trading purposes. The Board of Governors agrees to the policy for managing the risks and they are summarised below:

18.1 Liquidity risk

Liquidity risk is the risk the entity is unable to meet its cash flow obligations as and when they fall due.

The entity manages liquidity risk by maintaining sufficient cash to meet normal operating commitments.

18.2 Interest rate risk

Interest rate risk is the risk to earnings and value of financial instruments caused by fluctuations in interest rates.

The entity's exposure to changes in interest rates relates primarily to its holding of fixed deposits. The entity's policy is to obtain favourable interest rates that are available.

The entity is not exposed to any significant interest rate risk. The sensitivity analysis for changes in interest rate risk is not disclosed as the effect on income and expenditure statement is considered not significant.

18.3 Credit risk

Credit risk is the potential loss arising from any failure by the customers or debtors to fulfill their obligations as and when these obligations fall due.

The carrying amount of bank balances and other receivables represent the entity's maximum exposure to credit risk. No other financial assets carry a significant exposure to credit risk.

The entity has no significant concentration of credit risk and places its surplus funds with financial institutions which are regulated.



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