



BOYS' TOWN  
ANNUAL REPORT

2020



**Overview of Boys' Town**

Boys' Town was incorporated on 14 September 2015 as a Company Limited by Guarantee and registered under Accounting and Corporate Regulatory Authority (ACRA). It was also registered under the Charities Act since 3 February 2016 and received an Institution of a Public Character (IPC) status since 15 February 2016.

<b>Unique Entity Number</b>	201534576H
<b>IPC Period</b>	15/02/2020 to 14/02/2023
<b>Registered Address</b>	624 Upper Bukit Timah Road Singapore 678212
<b>Auditor</b>	RSM Chio Lim LLP (from 4 October 2019)
<b>Website</b>	<a href="http://www.boystown.org.sg">www.boystown.org.sg</a>

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**Mission** To help children and youth in-need become socially integrated, responsible and contributing members of society

**Vision** A CARING milieu

**Values**

<b>C</b>	<b>A</b>	<b>R</b>	<b>I</b>	<b>N</b>	<b>G</b>
Care & Concern	Adaptability	Responsibility	Integrity	Nurturing	Godliness

**Objective** To achieve our mission by providing:

- (i) a nurturing and caring residential boarding environment conducive to their education and for their moral and social development;
- (ii) social work and counselling services;
- (iii) general education in the academic and vocational realms and to prepare them for gainful employment and good citizenship; and
- (iv) outreach, community and school-based programmes and services that would support the development of children and youth in-need to become morally principled and valuable members of the family and of society

## Future Plans

In the next 5 years, Boys' Town seeks to continue offering various children and youth services. We will remain as the key service provider for children and youth who require out-of-home care services through our residential service, fostering and short-term respite care.

Community youth outreach will also be part of our focus with the emphasis in using sports and arts as key interventions in reaching out to youth in-need.

Educational and specialised training for children and youth with mental health condition will also be one of our key service deliveries.

Other strategic programmes such as adventure-based services would be part of our service delivery to the community as well as for students in schools.

Boys' Town aims to continue our core services as mentioned and also to identify new areas of services. We will continue to remain relevant by providing the necessary resources in fulfilling the needs of the community.

# Chairman's Message

By now, it seems trite to say that 2020 was a very challenging year. The pervasiveness of the crisis reminds us of the founding of Boys' Town in 1948, not long after the cessation of World War II. Poor socio-economic conditions affected everyone, especially the lower strata of society. Seventy over years later, even though the socio-economic landscape in Singapore has reached first-world status, Boys' Town's services are still very much relevant. When the COVID-19 pandemic hit, we were thrown into uncharted territory in delivering our services; and several programmes and fundraising events had to be suspended. Thankfully, after some initial hesitancy, Boys' Town was back on its feet after adapting some of our operational processes to conform to regulatory safe management measures.

Boys' Town was able to go through this challenging time through both capable staff and supportive benefactors. As we are funded by donations, special mention must go to our donors for their extraordinary generosity during this trying period. In addition to the monetary donations, we also received surgical masks, sanitisers, and various in-kind donations that helped keep us protected. With your strong support, I am very pleased to share that despite the pandemic, Boys' Town's finances are not too badly affected and this will allow us to focus on delivering our services without interruption.



After serving as the chairman of the Board of Boys' Town for the last 15 years, it is time for me to say goodbye. It has been a real blessing for me to have spent the most productive years of my working life contributing to doing good besides focusing on my career. For this privilege, I would like to thank the Montfort Brothers of St Gabriel for placing their trust in me. I have also been very fortunate to have exceedingly good staff to run the organisation during this time. They have not only been hardworking but also highly innovative. For the past ten over years, we have evolved from being a residential home to a multi-service children and youth charity, offering new services such as YouthReach, Clinical Intervention Centre, Fostering Services, Sanctuary Care and Adventure Centre. As a result, we are now able to serve more than 1,000 children and youths annually, many more than we could if we continued with just running a residential home.

Lest I forget, there is one other group of "invisible hands" who worked alongside me that I must acknowledge – the Board. My fellow board members have generously given of their time and money to spend countless evenings with me deliberating over strategic and, sometimes, operational issues. It is therefore apt for me to welcome Mr Bruno Lopez who is taking over me as Chairman of Boys' Town. I am sure you will accord him the same support that you have given me.

Let me conclude my swan song by asking you to join me in thanking our good Lord for his countless blessings on this collective endeavour of ours.

God bless,

**Mr Gerard Lee**

*Chairman*

Boys' Town Board of Directors

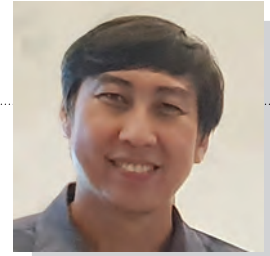
# Board of Directors



**Mr Gerard Lee  
How Cheng**



**Bro Dominic Yeo  
Koh Tuan Kiok**



**Mr Lee Pang Kee  
Philip**



**Mr Raymond Chan**



**Ms Angelina  
Frances Fernandez**



**Mr Tay Teck Chye**



**Mr Khoo Kian Teck  
Gabriel**



**Mr Edmund Lim  
Kim San**



**Mr Ng Koh Wee Leon**



**Mr Bruno Lopez**



**Mr Bonaventure Lek**



**Mr Ian de Vaz**

The members of the Board of Directors are business professionals and community leaders who provide directional leadership on strategic planning, public relations, fundraising and development of resources to strengthen Boys' Town's ability to serve. They render their services on a voluntary basis and are not remunerated. There are no members who have served on the Board for more than 10 consecutive years.

	Name <i>Date of appointment</i>	Board Appointment	Occupation	Experiences with Other Charities	Board Meetings Attended in 2020
1	Mr Gerard Lee How Cheng <i>Appointed 1 May 2015</i>	Chairman Member – 1. Human Resource Committee 2. Appointments Committee	Chief Executive Officer <b>LION GLOBAL INVESTORS LTD</b>	<ul style="list-style-type: none"> <li>Board Member, St Gabriel's Foundation</li> <li>Chairman, Catholic Leadership Centre</li> <li>Vice Chairman, Archdiocesan Commission for Catholic Schools</li> </ul>	4/4
2	Bro Dominic Yeo Koh Tuan Kiok <i>Appointed 1 May 2015</i>	Chair - 1. Case Review & Programmes Committee 2. Appointments Committee Member – 1. Building and Maintenance Committee	District Superior of the District of Southeast Asia <b>BROTHERS OF ST. GABRIEL</b>	<ul style="list-style-type: none"> <li>Board Member, St Gabriel's Foundation</li> <li>Board Member, Montfort Care</li> </ul>	4/4
3	Mr Lee Pang Kee Philip (Li Fengqi) <i>Appointed 1 May 2015</i>	Chair – Estate & Building Committee Member – Appointments Committee	Principal Architect/ Director <b>SDI ARCHITECTS PTE LTD</b>	N.A.	3/4
4	Mr Raymond Chan <i>Appointed 1 May 2015</i>	Chair – Audit & Compliance Committee Member – Building & Maintenance Committee	Partner <b>CHAN NEO LLP</b>	N.A.	3/4
5	Ms Angelina Frances Fernandez <i>Appointed 1 May 2015</i>	Chair – Human Resource Committee Member – Fund Raising Committee	Group Director, Corporate Communications <b>A* STAR</b>	<ul style="list-style-type: none"> <li>Member, Eurasian Association's Management Committee</li> </ul>	4/4
6	Mr Tay Teck Chye <i>Appointed 1 May 2015</i>	Chair – Fund Raising Committee Member – 1. Finance Committee 2. Investment Committee 3. Human Resource Committee	Retired Investment Manager	N.A.	4/4
7	Mr Khoo Kian Teck Gabriel <i>Appointed 1 Apr 2019</i>	Chair – Finance Committee	Financial Professional	N.A.	4/4
8	Mr Edmund Lim Kim San <i>Appointed 27 Jun 2019</i>	Member – 1. Audit & Compliance Committee 2. Fund Raising Committee	Chief Partnership Officer, Ecosystems <b>PRUDENTIAL CORPORATION ASIA</b>	<ul style="list-style-type: none"> <li>Member, Catechists in Holy Trinity Church</li> </ul>	4/4
9	Mr Ng Koh Wee Leon <i>Appointed 2 Jan 2018</i>	Member – 1. Audit and Compliance Committee 2. Investment Committee 3. Case Review and Programmes Committee	Former Chief Information Officer	<ul style="list-style-type: none"> <li>Board Member, YMCA Singapore</li> <li>Volunteer, Catholic Welfare Services Medifund Committee</li> </ul>	4/4
10	Mr Bruno Lopez <i>Appointed 23 Apr 2020</i>	Member – Finance Committee	Group Chief Executive Officer <b>ST Telemedia Global Data Centres Pte Ltd</b>	<ul style="list-style-type: none"> <li>Board Member, St Gabriel's Foundation</li> <li>Member, Moral Thye Hua Kwan Technology Committee and Fund-Raising Committee</li> </ul>	3/3
11	Mr Bonaventure Lek <i>Appointed 23 Jul 2020</i>	Member – Estate & Building Committee	Advisor (Business Development) <b>Shimizu Corporation</b>	N.A.	2/2
12	Mr Ian de Vaz <i>Appointed 23 Jul 2020</i>	Member – Audit and Compliance Committee	Advocate & Solicitor <b>Wong Partnership LLP</b>	N.A.	2/2

# Management Team



**Dr Roland Yeow**  
Executive Director



**Ms Adrienne Sng**  
Director,  
Clinical Services



**Mr Trevor Chan**  
Deputy Director,  
Community Partnerships  
& Social Enterprise



**Mr Ong Teck Chye**  
Assistant Director,  
Residential Services &  
Outreach Services

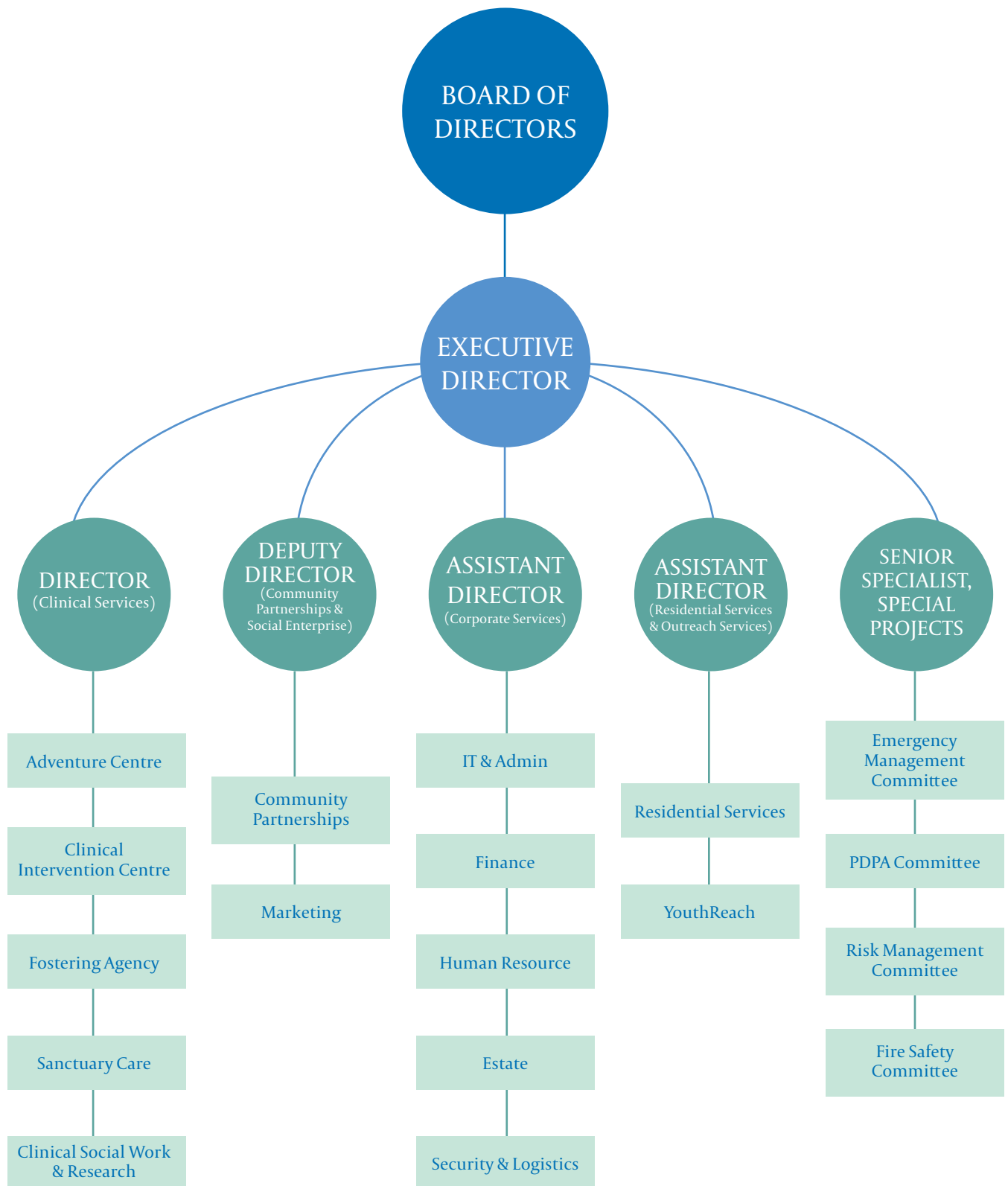


**Ms June Eng**  
Assistant Director,  
Corporate Services

S/N	Name	Designation	Date of Appointment
1	Dr Roland Yeow	Executive Director	1 September 2018
	<b>Introductory Profile</b>		
	Dr Roland Yeow has a Doctorate in Management - Specialisation: Organisational Learning, Development & Non-Profit Management and is also a graduate of the Harvard Business School Executive Education Programme.		
	He is a former resident of Boys' Town. After leaving Boys' Town, he went on to further his education in Institute of Technical Education and then the University to achieve a degree in the Engineering field. He worked in the technical and training consultancy sector before returning to Boys' Town as a youth worker in 2004 and rose up the ranks over the years.		
2	Ms Adrienne Sng	Director, Clinical Services	1 January 2018
3	Mr Trevor Chan	Deputy Director, Community Partnerships & Social Enterprise	1 January 2019
4	Mr Ong Teck Chye	Assistant Director, Residential Services & Outreach Services	1 January 2020
5	Ms June Eng	Assistant Director, Corporate Services	1 January 2020



# Organisation Chart



# Governance Policies

## Board Governance

- **Policy for Board Selection and Recruitment**

The Appointments Committee assists the Board of Directors (BOD) in fulfilling its responsibilities for corporate governance (including compliance with relevant corporate governance requirements prescribed by regulators), and the nomination of BOD members for appointments and/or re-appointment.

Please refer to the Terms of Reference for the Appointments Committee on Page 9 for the policy.

- **Policy for Training and Evaluation of Board Effectiveness**

All newly appointed board members go through an orientation provided by the Human Resource department and the Executive Director. This orientation includes understanding of the organisational mission, key programmes and services, the culture and manpower orientation and structure of the organisation.

More specific training programmes with regards to board governance and other board-related strategies, learning and training will be nominated by the Executive Director. All board members are encouraged to attend these trainings with attendance taken in reference to the types of specialisations and training conducted.

A board evaluation is conducted and presented to the Board on an annual basis.

- **Brief Description of Process of Evaluation of Board Performance and Effectiveness**

An annual board effectiveness through self-evaluation is done in January during the board meeting. The process includes an individual evaluation by filling up a board effectiveness checklist.

The consolidated results are presented during the April board meeting and shared with all board members as well as the executive management. Feedback and areas of improvement are identified for follow-up. The entire process is done in a transparent manner and detailed information are consolidated for future board review.

- **Disclosure of Board Members' Tenure**

There are no board members who have served on the Board for more than 10 consecutive years.

- **Key Points of the Terms of References of the Board**

Boys' Town abides to the terms and conditions as listed in our Memorandum and Articles of Association as a registered Charity (an approved Institution of a Public Character) under the Charities Act. The Board has set up several committees to look at various areas or functions of work and there are comprehensive terms of references associated with each board committee. Any amendments made are recorded for future reference.

1. The **Appointments Committee** assists the BOD in fulfilling its responsibilities for corporate governance (including compliance with relevant corporate governance requirements prescribed by regulators), and the nomination of BOD members for appointment and/or re-appointment.

The key duties of the Committee include:

- a. To consider and make presentations to the BOD on its composition and balance. Factors for consideration shall include but not be restricted to:
    - the total number of BOD members;
    - the mix of executive and non-executive members of the BOD;
    - the length of service of BOD;
    - the skill, mix and industry experience of BOD members;
    - the responsibilities of specific BOD members; and
    - the scope and mix of outside experience brought to the BOD.
  - b. To identify, review and recommend candidates for potential appointment as BOD members.
  - c. To review, at regular intervals and at least once a year, proposals brought by management to the Committee for succession, over the longer term, to the top key personnel within Boys' Town and the agencies.
  - d. To review and recommend to the BOD for approval and implementation a process by which the effectiveness of the BOD as whole can be assessed.
  - e. To evaluate the effectiveness of the BOD as a whole in accordance with the assessment process and performance criteria referred to above.
2. The **Audit & Compliance Committee** assists the BOD in fulfilling its responsibilities for financial reporting, external audit matters, internal control and audit. The committee focuses on helping Boys' Town improve its processes and strengthens its internal control and compliance with applicable laws, regulations and standards.

The key duties of the Committee include:

- a. To organise, identify and review significant enterprise risks and Boys' Town's legal and regulatory compliance.
- b. To provide oversight over the control environment to safeguard Boys' Town's assets.

3. The **Estate & Building Committee** assists the BOD in fulfilling its responsibilities to ensure smooth operation, maintenance, servicing and enhancement (if necessary) of the building.

The key duties of the Committee include:

- a. To ensure safety, cleanliness and proper maintenance of the buildings.
- b. To provide strategic oversight of the building which might include recommendations of development and management strategies to better improve the condition of the buildings.
- c. To attend to feedback from internal/external clients regarding additional equipment or facilities for the buildings.
- d. To review the compliance with the relevant authorities of all built structures and alert the Board before any non-complying issue with the authority arises.

4. The **Case Review & Programmes Committee** assists the BOD in fulfilling its responsibilities for governance of programmes developed and implemented; including providing critical oversight of the quality and overall service and supervision provided to the clients of Boys' Town.

The key duties of the Committee include:

- a. To evaluate at regular intervals and at least once a year, the effectiveness of the programmes of Boys' Town as a whole in accordance with regulatory requirements.
- b. To review and comment on organisation/sector-wide programme proposals brought by management to the Committee.
- c. To consider and make presentations to the BOD on suitable programmes and service delivery models which may be beneficial for the mission and service development of Boys' Town.
- d. To work with management to ensure that regular review of cases is being conducted for all the service areas of Boys' Town.

5. The **Finance Committee** assists the BOD in fulfilling its responsibilities of financial oversight and in overseeing management's administration of Boys' Town.

The key duties of the Committee include:

- a. To provide direction to the BOD for fiscal responsibility in terms of future long-term planning and the development of strategies.
- b. To oversee budget preparation and financial planning for submission to the Board for approval.
- c. To ensure accurate, timely, and meaningful financial statements are prepared and presented to the Board.
- d. To ensure maintenance of an appropriate capital structure.
- e. To ensure accurate and complete financial records are maintained in accordance with standard accounting practices.
- f. To safeguard the assets and ensure that Boys' Town has proper financial risk management provisions in place.

6. The **Fund-raising Committee** assists the BOD in fulfilling its responsibilities for fund-raising and including the review of the strategy. The Fund-raising Committee is responsible for overseeing the organisation's overall fund-raising strategy and activities.

The key duties of the Committee include:

- a. To review, at regular intervals and at least once a year, the general strategy and fund-raising plan developed by the management.
- b. To work with staff to establish a fund-raising plan that incorporates a series of appropriate vehicles, such as special events, direct mail, fund raising campaigns, etc.
- c. To take the lead in certain types of outreach efforts, such as chairing a Charity Dinner committee, etc.
- d. To monitor fund-raising efforts, to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fund-raising efforts are cost-effective.

7. The **Human Resource Committee** assists the BOD in fulfilling its responsibilities in reviewing human resource policies for Board approval, reviewing of Directors' job descriptions, salary structure, reviewing staff salaries annually, and reviewing the benefits package.

The key duties of the Committee include:

- a. To assist the Board in fulfilling its responsibilities relating to oversight of the human resource policies for staff.
- b. To review job descriptions of Directors and their remuneration.
- c. To approve human resource policies.
- d. To review salary annually.

8. The **Investment Committee** assists the BOD in fulfilling its responsibilities of strategising, identifying, evaluating, making investment transactions, monitoring and managing a portfolio of investments to achieve returns on Boys' Town's general cash reserves above the prevailing fixed deposit rates.

The key duties of the Committee include:

- a. To advise the Board on the investment policies and strategies.
- b. To identify, evaluate and make investments.
- c. To engage professional investment consultants and approve fees payable.
- d. To engage the appropriate investment platform and financial institution.
- e. To monitor and manage a portfolio of investments.
- f. To manage investment risk.
- g. To report on the performance of investments to the Board on a regular basis.

- **Process of Board Re-Nomination and Re-Appointment**

The Appointments Committee explores the re-nomination and re-appointment of the eligible member(s). The considerations include the tenure of service, expertise and professional needs in accordance with the Board and specific committee. All re-nominations and re-appointments are then presented to the Board for final approval and re-appointment.

## Conflict of Interest

- **Disclosure of Remuneration and Benefits Received by the Board**

Board members do not receive any remuneration.

- **Process of Setting Remuneration of Key Staff**

The key staff are not involved in setting their own remuneration, and their salaries are approved by the Board.

- **Management of Conflict of Interests**

Our conflict of interest policy is based on National Council of Social Service (NCSS) guidelines. All employees, key management personnel and board members of Boys' Town are required to make full disclosure of any interest, relationships and holdings that could potentially result in a conflict of interest on an annual basis or whenever there are updates. When a situation with a conflict of interest arises, the conflicted party shall abstain from participating in the discussion and decision-making of that matter.

- **Whistle-Blowing Policy**

The Board has set in place a whistle-blowing policy and is disclosed on the Boys' Town website.

## Human Resource Management

- **Disclosure of Annual Remuneration of the Three Highest Paid Staff Who Each Receives More Than \$100,000**

Remuneration of Top 3 Executives Salary Band for 2020:

*Headcount*

\$100,000 to \$200,000 - 3

The three highest paid staff do not serve as governing board members of the charity.

- **Disclosure of Paid Staff Who Are Close Members of the Family of the Executive Director or Board Members, and Whose Remuneration Each Exceeds \$50,000 During the Year**

There are no paid staff who are close members of the family of the Executive Director or board members.

- **Volunteer Management Policies/Processes**

Volunteers are an important part of the Boys' Town family, and there are various opportunities for volunteering with our different services.

**Signing Up:** Interested volunteers are welcome to sign up on our website's Online Volunteer Application Form. We have a volunteer management team that reviews the needs of our direct services to match volunteers to.

**Screening:** All volunteers supporting in roles that involve direct interaction with our clients are sent for a mandatory security screening conducted by the Ministry of Social & Family Development (MSF). Volunteers will only be deployed when they have cleared the security screening process.

**Induction and Training:** Volunteer induction is conducted by the respective services' volunteer managers. Where applicable, volunteers may be provided with training to help them perform their roles effectively. Our staff will also provide guidance to volunteers where applicable.

## Financial Management and Internal Controls

- **Procedures for Key Financial Matters**

Policies are in place for financial matters in key areas including procurement procedures and controls, receipting, payment procedures and controls and system for the delegation of authority and limits of approval as follows:

Procurement procedure and control

1. Purchases that are above \$2,000 are to be made by competitive quotations. At least three quotations must be obtained and evaluated together with their conformance to the specifications of the projects and/or intentions of purchase.
2. The quotations have to be submitted to the Department Manager for review, endorsement and approved by the Executive Director before an order can be placed.

Payment Procedure and Control

1. All original invoices and the quotations must be attached with a requisition form duly reviewed by the Department Manager and approved by the Executive Director.
2. Upon verifications with all the supporting documents attached, the Finance Executive will prepare a payment voucher for the Department Manager to endorse, and for the Executive Director to approve payment.
3. The prepared cheques together with the approved payment vouchers and supporting documents are then presented to the authorised signatories for their signatures.
4. All cheques would require 2 signatories with authorisation limit as per our finance policy.

#### Receipt of Cash

1. Cash received from third parties are collected, counted and recorded by the Finance Executive in the presence and witness of another staff approved by the Executive Director.
2. In the event that one of them is on leave, the Finance Manager will cover this function so as to ensure proper documentations and check.
3. Cash is counted in a secured environment and kept in a locked and secured place until it is deposited into the bank the next working day.
4. Finance Executive will issue the receipt to the respective stakeholder or recipients.

#### Receipt of Cheque

1. All cheque payments shall be crossed and made payable to "BOYS' TOWN".
2. The cheques shall first be verified and recorded against supporting documents by Finance Executive and a copy shall be made before banking in.
3. After verification, Finance Executive to prepare the bank in slip for banking in.

- **Level and Purpose of Reserves**

The BOD periodically reviews the amount of reserves that are required to ensure that they are adequate to fulfil Boys' Town's continuing obligations.

1) Level of Reserves

Boys' Town will maintain a reserve of not more than 5 years of our annual operating expenditure. This amount can be revised through a board resolution.

2) Purpose of Reserves

The purpose is for the reserves to sustain the operations and meet our service obligation.

- **Level and Purpose of Designated Funds**

The level of designated funds is maintained based on the requirement of the designated projects. The purpose of designated funds is to sustain the designated projects.

- **Reserves Ratio**

Boys' Town's reserves ratio for the year 2020 is 1.17.

- **Disclosure of the Purpose, Amount and Planned Timing of Use for Restricted Funds**

The restricted funds are managed in compliance with the specified purpose intended by the funders.

This fund is used with approval from the Board based on the proposal by the Executive Director and is to be used only based on the approved amount within the financial year or approved designated period.



# Fundraising Practices

- **Disclosure of the Nature, Purpose and Amount of Funds Received in 2020:**

The nature and purpose of funds are as follows (refer to audited financial statements on Page 69):

(i) Donations in cash (solicited/unsolicited):

This fund is used for daily operations as well as sustaining of the organisation in terms of infrastructure, corporate development, manpower, programmes and services related to the mission.

(ii) Sponsorships:

This fund is used to support identified clients. Sponsorships might include expenditure of residential youth and other clients for purposes such as school fees, educational needs and living expenditures etc

(iii) Grants:

This fund is used for programmes and services. It includes grants from the government, foundations and other individual donors that have specified their support of a specific programme and/or service.

(iv) Others

This fund includes fees charged from counselling or adventure-based services provided to identified clients. These funds are used to offset manpower expenditure and other programme expenditure on an annual basis.

- Disclosure on Information on Fundraising Events

Please refer to Pages 35 and 36 under the Community Partnerships section.

- Fundraising Efficiency Ratio

Please refer to Page 36 under the Community Partnerships section.

## Auditor's Report

Please refer to Pages 47 to 49 for the auditor's opinion on financial statements.

# 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.



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.



1985

Bro. Dominic Yeo Koh formed the Social Work Department.

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 female and lay Executive Director.

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

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.

2009

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.

2010

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.

2011

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.



2015

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 is part of a three-year pilot scheme.



2016

Boys' Town launched a new service, Sanctuary Care, a community-based fostering service to provide short-term care and shelter to infants and young children whose families are facing crisis such as incarceration or dealing with illness.

The Boys' Town Adventure Centre (BTAC) was launched. BTAC provides adventure-based recreational programmes and therapy for both existing beneficiaries and the public. Through outdoor sports and adventure, the programmes seek to fuel the learning and growth of our clients, especially those experiencing unresolved conflict, damaged relationships and post-traumatic stress.



2017

Therapeutic Group Home (TGH) was introduced as a new programme under Residential Services. TGH provides intensive therapeutic treatment for youths who have faced significant trauma resulting from abuse and neglect. The safe and nurturing environment provided at TGH helps the youths recover from their experience and promote their overall well-being.

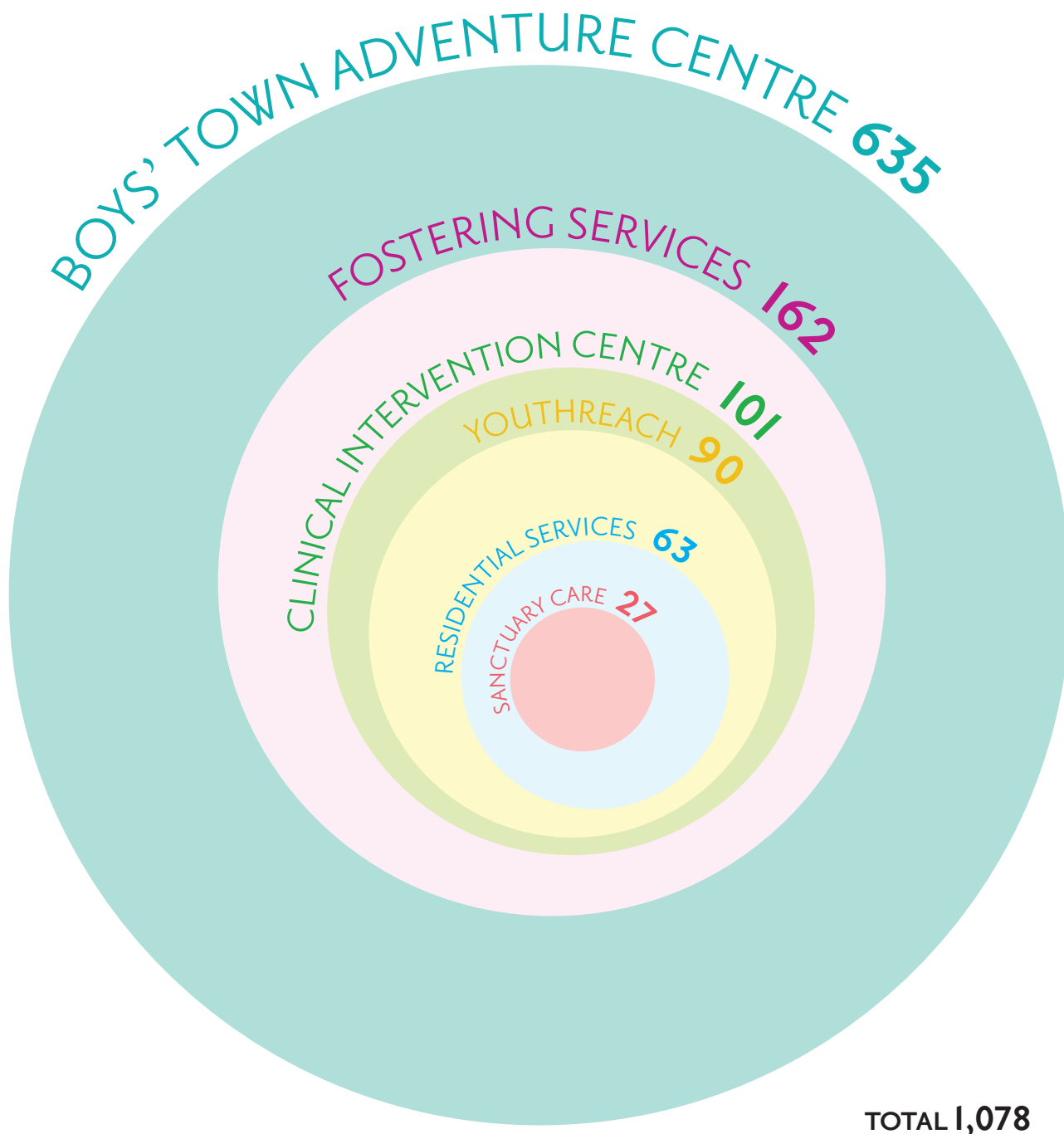
The Safe and Strong Families – Reunification (SSF-R) is a pilot programme that works on reunifying children in out-of-home care settings back to their families. The SSF-R agency works intensively with children who are neglected, abused or at risk and their families to empower them and ensure that the home environment is nurturing and safe. The SSF-R programme officially concluded on 15 October 2019.

2018

Boys' Town celebrated its 70th anniversary with an Open House and invited community partners and stakeholders to this special occasion. It was also the official launch of the Boys' Town Adventure Tower.



# Overall Clients Served in 2020



# Residential Services

The Residential Services comprises 4 units to provide residential care for male clients aged between 10 to 21.

**Shelter** helps boys aged 10 to 16 who have child protection concerns. They usually come from abused or neglected family background, and some may also be facing social and economic difficulties at home. As these boys have higher needs, the unit provides closer intervention, care and attention for these boys.

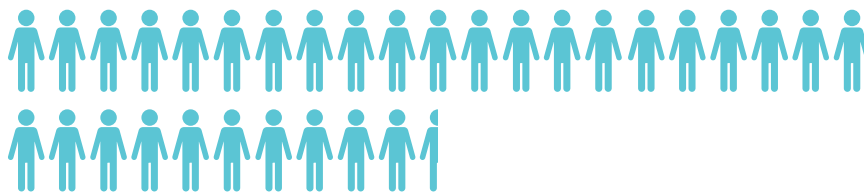
**Group Home** cares for boys aged 13 to 16 who exhibit delinquent traits and are under the Family Guidance Order (previously known as Beyond Parental Control) or under a Probation Order. These boys tend to show higher risk issues such as stealing, running away from home etc.

**Therapeutic Group Home** provides intensive treatment for boys aged 10 to 16 who have experienced significant trauma in their lives. They also exhibit severe emotional and behavioural dysregulation which affect their daily functioning.

**Hostel** provides care and temporary shelter for older youths aged 17 to 21 who have no other forms of family support. There is a programme to prepare them for independent living and employment.

## STATISTICS

 represents 2 persons



Number of clients served **63**



Number of new admissions **24**



Number of clients discharged **22**

## Programmes

### Character Development

The Residential Services organised an orientation camp on 3 and 4 January 2020 to strengthen the bonds among the boys through the shared experiences and to foster family-like ties within the residential home.

The activities included escape room, dragon boating, an island-wide amazing race and it ended off with a barbecue. Through the various fun activities organised, the boys were able to better work with the staff during their stay in Boys' Town based on their holistic care plan.

### Physical Development

The Residential Services offers a variety of interest groups such as soccer, climbing, media club and multisport discipline programme. They are mainly designed for the boys to improve in their physique, tackle their issues and teach them to work towards their goals. In view of the COVID-19 pandemic, we adhered to the safe management measurements and conducted the trainings virtually whenever possible.



The multisport discipline programme was a new programme initiated, and the boys shared that it allowed them to be more disciplined, focused and persevering during tough periods.

### Education Development

#### *Learning Night*

The Residential Services provides new learning opportunities for the residents. The Learning Night offers a platform for them to learn new skills in a safe and controlled environment.



Learning Night provides the boys learning opportunities to pick up new skills in a safe and controlled environment biweekly. They have learnt to cook Korean and Chinese delicacies and showcased them to the staff which received encouraging and positive feedback. Through these activities, we reinforced Boys' Town's CARING values with the boys.

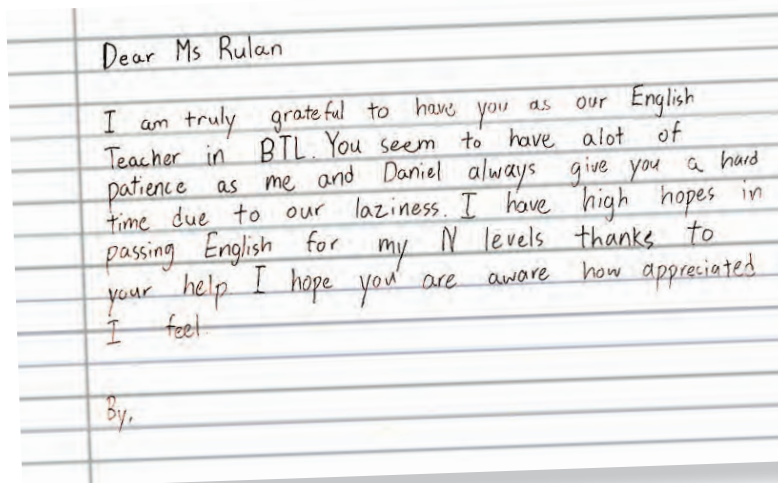
### Home-Based Learning

Home-based learning (HBL) was implemented for all students on 8 April 2020, and the Residential Services quickly acted on it to prepare for the boys who were attending the online classes in the residential home. With donated laptops, upgraded internet bandwidth and different training halls for split zones, the education officers and youth workers were able to well support the boys for their HBL to follow the curriculum set by their schools.

Organised together with Boys' Town Adventure Centre, the boys were kept meaningfully engaged by educating them on topics such as the COVID-19 pandemic, online and social etiquette, DIY water filtration and more.

### Boys' Town Alternative Schooling

Boys' Town Alternative Schooling (BTAS) serves our residential boys who are taken out from their mainstream schools temporarily. The aim is to keep the boys updated in their academics so that there will be a smoother reintegration when they return to their schools. BTAS lessons are taught based on Ministry of Education (MOE) school syllabus and caters to the following subjects: English, A Mathematics, E Mathematics, Physics, Chemistry and General Science. We have MOE-certified tutors teaching the boys, with a ratio of 1 teacher to a maximum of 4 students in a class.



A thank you note written by one of our boys to his tutor.

### STATISTICS (BTAS)

 represents 2 persons



Total number of students served **23**



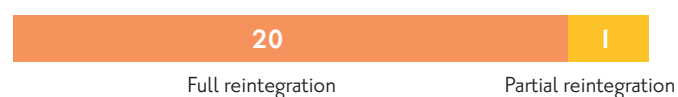
Total number of students reintegrated to MOE mainstream schools **22**



Total number of students who sat for national examinations **2**



Total number of students who sat for their school examinations **21**



# Story of Our Shelter Youths



Stock image used

## Henry and Lucas

Growing up, Henry\* and Lucas\* did not have their parents with them as they were divorced and left Singapore to work. The two boys were then cared for by their grandparents. They were observed to have exhibited self-harm and suicide tendencies in school, and were enrolled into Boys' Town to provide intensive intervention for their behaviours.

When they first entered Boys' Town, they had trouble adjusting to the residential home as the structured environment was new to them. However, after encouragement from the youth workers and their social worker, Henry and Lucas began to enjoy their time in Boys' Town. They had treatment sessions with our Clinical Intervention Centre behavioural specialist. With time, they learnt to express their feelings in an appropriate manner rather than harming themselves or hurting others whenever they were unable to manage their emotions.

Boys' Town worked closely with the school and the Ministry of Social and Family Development Child Protective Services to ensure that Henry and Lucas were able to adjust back to their family when they returned home. Our social worker also engaged their grandparents to educate them on strategies to manage the boys' behaviours. We are pleased Henry and Lucas have returned home after 1.5 years of support and intervention in Boys' Town.

*\*Not their real names*



# Clinical Intervention Centre

Boys' Town Clinical Intervention Centre (CIC) provides the following services:

- Counselling/ Therapy
- Behavioural Intervention
- Psychological Assessments

We have a special interest in working with children and youth in-need. Some of the areas that we work with include:



Our counsellors provide counselling in a safe, confidential and non-judgemental environment. We take on a holistic and integrative approach to counselling and therapy as we believe that each person needs to be considered as a whole and techniques must be tailored to their individual needs and personal circumstances. Some of the evidence-based approaches we use include Cognitive-Behavioural Therapy and Solution-Focused Brief Therapy. In working with our young clients, we integrate play and art into our therapy sessions. We involve the family in the counselling process and provide parenting skills guidance because we recognise the importance of involving the family support system for the best therapeutic outcomes.

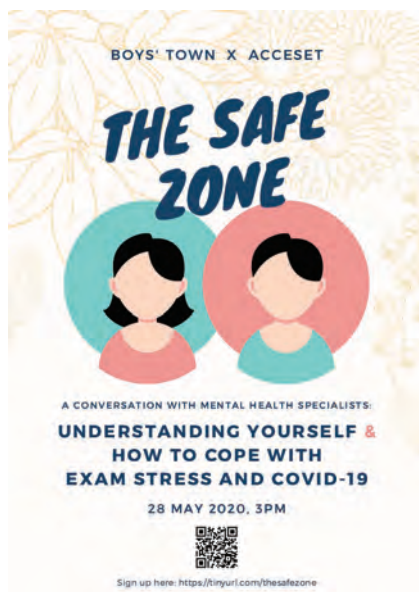
# Community-Based Mental Health Services for Children and Youth

CIC provides mental health services for children and youth from the community through self-referral and referrals from schools and other social service agencies.

CIC is also a member of the Safe Circle, which is a collaboration across 7 agencies in Singapore to focus on community-based mental health services for children and youth. Besides providing clinical services, CIC is also involved in outreach through delivering talks and workshops to the public via virtual platforms and radio interviews on trauma-informed care and other mental health issues.

We have also appeared in online and print media. At Gov.sg, Ms. Adrienne Sng, the Clinical Director was interviewed to share her professional knowledge on cabin fever during the circuit breaker period.

A landmark research on Adverse Childhood Experiences (ACEs), as part of the 2016 Singapore Mental Health Study, was recently published in the Child Abuse and Neglect Journal in May 2020. In our continuous effort to advocate for children and youth mental health issues and trauma-informed care, CIC has written a Straits Times forum article in response to the study in order to bring awareness to trauma-informed care and practices in the community.



## COVID-19

With the COVID-19 circuit breaker and safety measures in place, CIC has turned to online and interactive platforms to connect with clients and the community. We have also volunteered in the National Care Hotline, an initiative by the Ministry of Social and Family Development (MSF), to provide support to anyone who may be experiencing stress during the pandemic.

### STATISTICS

101

Total number of cases

176 hrs

207 calls supervised



Total hours of National Care Hotline volunteered



Total number of group art therapy sessions conducted for Shelter residents **13**



Total number of group counselling sessions conducted for Group Home residents **24**

613

Total number of people reached out through talks and workshops

511

Trauma-Informed Care Awareness Talk

102

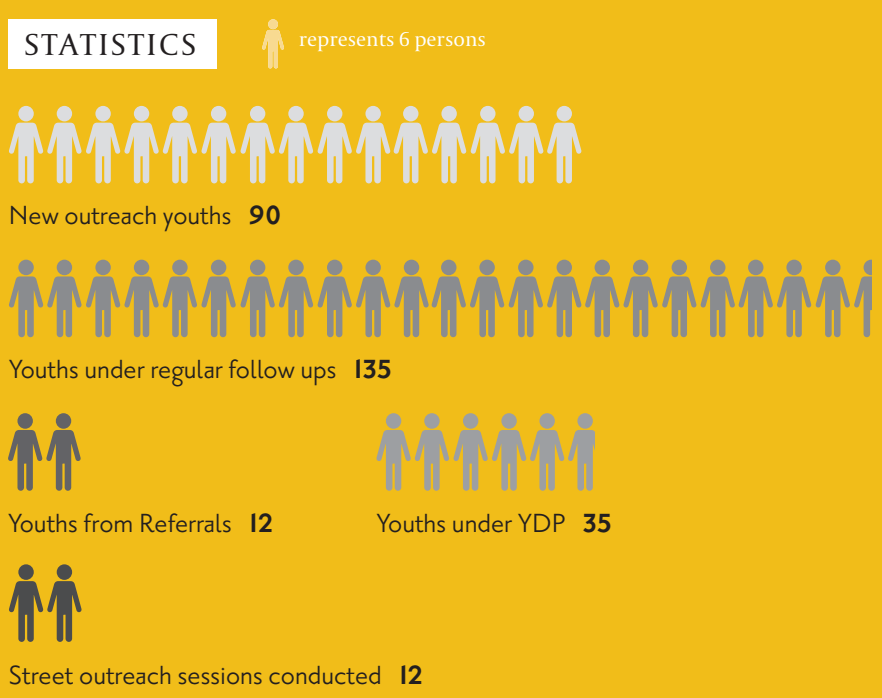
Trauma-Informed Care Workshop

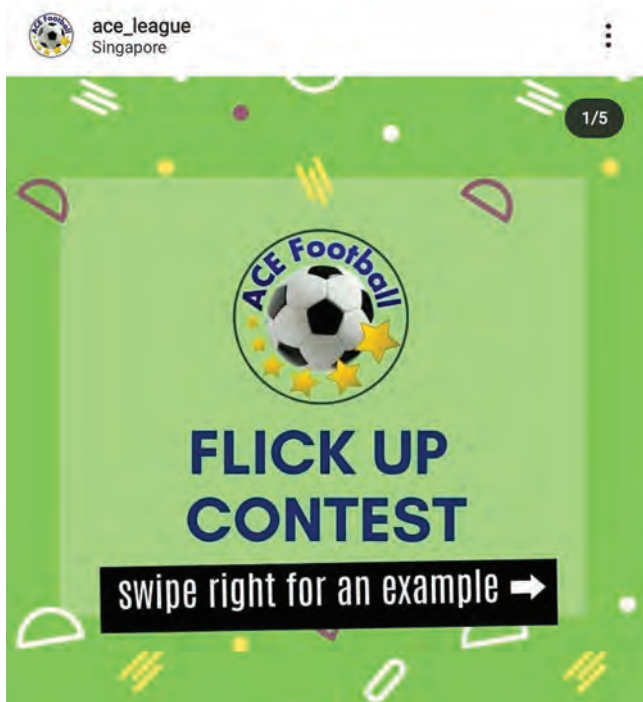
# YouthReach

YouthReach is the outreach arm of Boys' Town located in Tampines that works with youth in-need who have fallen through the cracks through Outreach, Intervention and Advocacy. Underlined by an Accessible Expressive Arts methodology, YouthReach supports youth in achieving healthy personal, social, and educational/vocational growth. It reaches out to male and female from the ages of 10 to 24 years old, in the areas of Tampines and Toa Payoh.

Outreach is conducted via street outreach, network outreach, programme outreach and case referrals. A unique feature of YouthReach's intervention programme is the worker-driven, interest-based Youth Development Programmes (YDP) that are designed to reflect the needs and trends of the street. Currently, the stable of YDPs include skateboarding, soccer, expressive arts, and fitness. They are crafted and facilitated by YouthReach's workers and are run within the community and schools. These programmes connect the youths to essential systems of support. YouthReach's services also include casework and counselling, which are adapted to match the youths' different levels of readiness and needs.

YouthReach is co-sponsored by the Catholic Welfare Services (CWS) and Caritas Singapore.





## Soccer Youth Development Programme (YDP)

Soccer training took place in the first two months of 2020 and after which, we started using social media platforms to engage the youths in physical workout sessions, skills training sessions and to also check in with them on their mental and physical well-being while they were at home. The A.C.E League programme was converted to an online competition where the youths participated in a FIFA online game challenge.

Towards the end of the year, we resumed the football tactical skills and physical training sessions. We also held our annual soccer camp with safe management measures in place which focused on the values of self-esteem, resilience, creativity and giving back.

## YouthReach's 10th Anniversary

On 23 July 2020, YouthReach celebrated its 10th anniversary and reminisced a decade of youth work in the community. Founded as a joint youth outreach project between CWS and Boys' Town, YouthReach was officially launched in 2010 as the street outreach arm of Boys' Town to serve vulnerable boys and girls.

Although the plans for a grand anniversary event had to be adapted into a smaller-scale celebration due to COVID-19 restrictions, it was still a

meaningful and wonderful occasion. The staff shared videos and speeches that highlighted the growth and journey of the YouthReach service.

At the start of 2020, YouthReach also hosted the board members of Caritas and CWS in conjunction with this milestone where the team shared stories of their work with the youths as well as how YouthReach's work has evolved 10 years since its inception.



## Brazilian Jiu-Jitsu

YouthReach collaborated with Field Assembly to allow our youths to experience the art of Brazilian Jiu Jitsu on a pro bono basis. The instructors were extremely gracious, friendly, and inspiring to the youths throughout the four-day workshop held in November. The youths learned Jiu Jitsu warm ups, some self-defence techniques and drills. After attending the workshop, it piqued the interest in two of the youths who took up the sport after the trial workshop ended.



## That Dance Thing Workshop

In November 2020, YouthReach staff ran a dance workshop called 'Intro to Hip Hop Workshop'. The objectives of the workshop were to sense the ground and analyse the effectiveness of dance as an approach towards creating a safe space for interaction and enhancing youths' self-confidence. The workshop comprised an introduction to hip hop, basic hip hop techniques and a main choreography. This dance programme allowed the youths to freely express themselves and form deeper bonds with the YouthReach team. It also created opportunities to foster friendships among the youths that allowed them to realise the support network that they could build together.



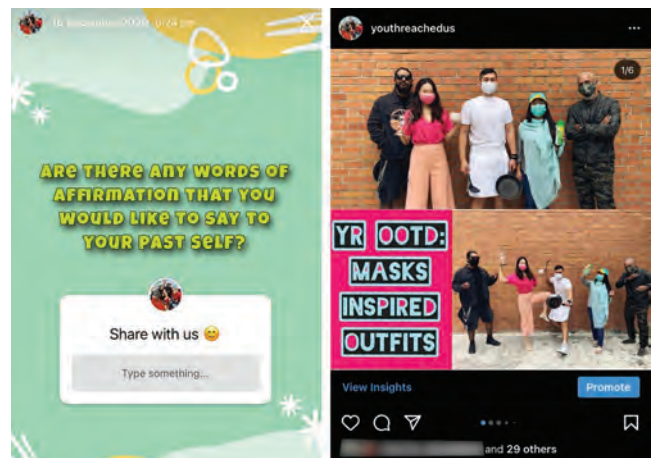
## Project Fireworks

Project Fireworks 2020 harnessed expressive arts to investigate key issues that youths face – family relationships, romantic relationships, friendships, emotions, and negative and positive aspects of social media. The youths were those identified by their school to have minimal parental supervision at home and were therefore engaged for such after-school and holiday programmes. Through the incorporation of YouthReach's toolkit of accessible expressive arts, YouthReach was able to draw out conversations about what is significant and valuable to adolescents today, while also stimulating reflection on how these issues are portrayed and addressed on social media. By designing drama, writing, music, and visual art exercises to be enjoyable, approachable, and easy to understand and apply, we established a warm

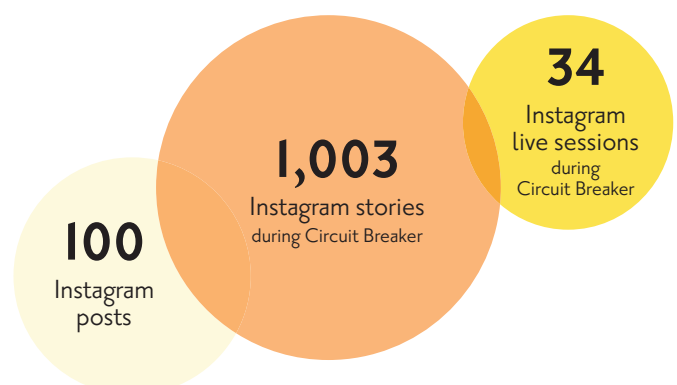
atmosphere of playfulness and imagination, which enabled the youths to relax, therefore encouraging them to reflect, share personal stories and engage in discussions with one another.

## Social Media

YouthReach initially created social media as an alternative form of street outreach to adapt to circuit breaker measures. Instagram posts consisted of Do-It-Yourself tutorials, cooking and baking tutorials, workout videos, team challenges, skits, magic tricks, and memes. Instagram stories included live interviews with people of interest (emcees, magicians, tattoo artists, boxers) and live talk shows such as Trash Talk Tuesday which featured youth workers engaging youths in conversations about topics of interest. In this way, the social media content became trendy, attractive, and fun in reaching out to youths, while also building a safe online space for the youths to approach or question controversial matters, which has been especially helpful with COVID-19 restricting social interactions.



### STATISTICS (SOCIAL MEDIA)



# Youth Story IM

YouthReach met Im during outreach back in 2017, however, he was not open to being engaged at that point. The YouthReach team met him again at the skate park in 2018 and upon developing rapport with him, he became open to sharing about his issues.

Im was going through emotional turbulence. He lost both parents and was living alone in his father's house. Besides struggling to fend for himself and trying to make ends meet, the situation worsened when the house was repossessed. He turned to illegal substances to seek comfort and to escape his issues and was subsequently arrested. When he was released, his youth worker was there to meet him.

Im developed a strong desire to improve himself and coupled with the support of his youth worker, he made positive changes to his life through one-on-one sessions, engagement activities, and participation in the various YouthReach programmes.

YouthReach enhanced his strengths of self-awareness and resilience and continues to provide support to him. Presently, he has moved back to live with his stepbrothers and maintains a full-time job. Through working on budgeting with his Youth Worker, Im has also been saving money to buy a motorcycle.

Im identifies key highlights of his time in YouthReach as his relationship with his youth worker and the youth interest programmes such as the YouthReach YYYEEWWW Skate Competition where he won Best Trick, and Project X, an adventure-based programme that allowed him to travel overseas. An avid skateboarder, Im has been skating more and focused on excelling in the things he loves.

Im has come a long way on his challenging journey. Through a combination of his self-determination and emotional support from YouthReach, he is inspired to work hard to achieve his goals.

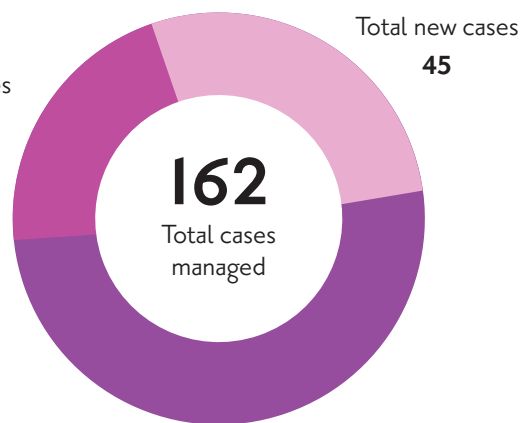


# Fostering Services

Boys' Town Fostering Services (BTFS) was appointed by the Ministry of Social and Family Development (MSF) in February 2015 as a fostering agency and started operations in November 2015. We work to support children to achieve their potential through a stable and safe family environment, either through foster or kinship care. These children are all referred by MSF Child Protective Services and are from newborns to 18 years old.

## STATISTICS

Total closed cases  
**33**



## Going online due to COVID-19

BTFS started our Instagram account in April 2020 and gained more than 200 followers by the end of the year.

We also had our inaugural Instagram Live with local celebrity Ms Sharon Ismail with our foster mother Mdm Kamaliah on 25 July 2020. The session was watched by over 2,000 people and garnered over 170 likes.



# Adam's Story

## How he learned to manage his aggressive behaviours



*Stock image used*

During the circuit breaker in May 2020, Adam\* started showing aggressive behaviours towards his foster parents. He would hit and kick his foster mother and throw things around the house when things did not go his way. Our social worker assessed that Adam's behaviour resembled trauma symptoms and referred him for Trauma Systems Therapy (TST). Our social worker, together with MSF's Clinical Forensic Psychology Service Psychologist, worked with Adam, his foster family and his school to identify triggers to his aggressive behaviours and assisted to equip him with skills to regulate his emotions.

During the assessment phase of TST, it was found that Adam would be triggered when his misbehaviours were discussed or when he felt unwanted. During the intervention phase, Adam mastered emotional regulation skills and built on his cognitive awareness of what to do when he felt rejected and threatened. He learned to identify signs when he felt himself getting upset and practised his emotion regulation skills to help him calm down.

Adam also practised positive self-talk by telling himself that people were only trying to find out what happened when they asked about his past misbehaviours. His foster mother was also aware of his triggers and regulating skills. She would practise with him and reward him when he was able to regulate his emotions himself. Since TST started in May 2020, Adam has been progressing well in therapy and has not had any outbursts since.

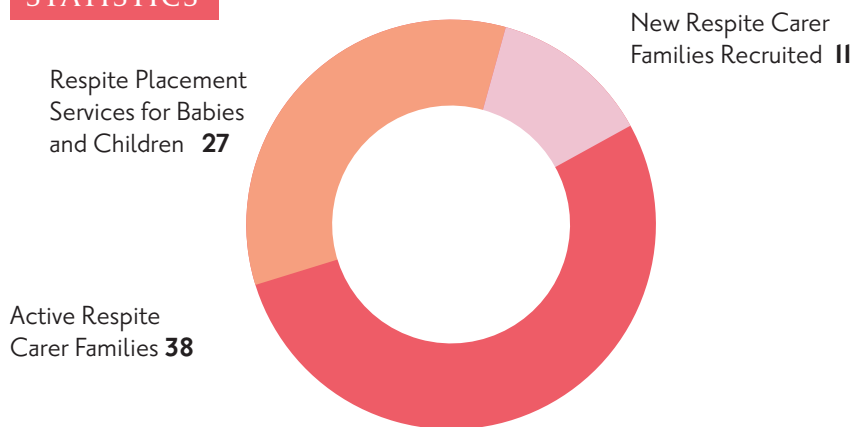
*\*Not his real name*



# Sanctuary Care

Sanctuary Care is a community respite care service by Boys' Town. We provide interim out-of-home care within a family-based environment to infants and young children whose families lack support systems that allow them to manage issues in life while providing the best level of care for their children. In doing so, we hope to keep families together in the long-term by freeing up the parents' capacity to resolve their issues at hand without worrying about the well-being of their children. Parents who need short-term crisis caregiving include those who are ill, facing a family crisis or short-term incarceration, or are young parents struggling to care for their infants and young children.

## STATISTICS



## Programmes

### *Milk and Diaper Run*

Sanctuary Care conducts its community outreach annually to needy families in an effort to share our respite services as well as meet the needs within the community. Under this initiative, each child in-need receives up to two tins of formula milk and four packs of diapers, enough to last the child for one month. We worked with 18 social service agencies to assist financially constrained families caring for infants and young children. We would also like to thank all the kind donors who blessed us with donations in-kind to support this programme.

 represents 8 persons



Milk and Diaper Outreach **160**

## A Very Special Respite

During Christmas, Sanctuary Care organised A Very Special Respite to introduce activity-based respite to the northwest region. On 12 December 2020, we had 27 children who attended our children programme while their parents enjoyed a much-needed pocket of respite. The children were engaged in a series of activities with safe management measures in place such as being placed in small groups of four to five, engaging in individual tasks of decorating their own cupcakes and painting their own wooden baubles. They also enjoyed some exciting bouldering activity specially tailored by Boys' Town Adventure Centre. The children were treated to Happy Meals sponsored by our volunteers and were surprised with goodie bags and even Christmas presents from Santa Claus! Given the success of this event and in line with our mission to provide upstream support to low-income families of young children with no support systems, Sanctuary Care plans to look into growing our activity-based respite service.



Activity-Based Respite Programme  
27

# Story of Janice

## A Mother's Cry For Help

Janice\* first sought the help of Sanctuary Care as she was suffering from major depressive disorder and also experienced terrible eczema flare-ups that caused her much discomfort and pain. She was once found crying bitterly and expressed that she was not able to care for her 10-month old son, Riki\*, well enough because she was simply too overwhelmed. She shared that there were many times where she needed to lock herself in the washroom because Riki was crying so much and she wanted to protect him from herself.

Janice was aware of her mental state and worried greatly for her baby's safety. She begged her social worker for help who then referred her to Sanctuary Care.

Sanctuary Care's respite carer Patricia and her family stepped up to the plate. She took Riki in for a week while Janice received treatment for her eczema and underwent a psychiatric assessment. Despite her troubles, Janice did not forget to prepare a detailed guide of Riki's daily routine, habits, favourite food and even massage techniques for Sanctuary Care to pass to Patricia. Patricia ensured that Riki was well-fed and a thoroughly happy baby during his one-week stay with her. With the assurance that her son was well cared for, Janice was able to have a pocket of time to heal mentally and physically and she found herself calmer and more relaxed. Janice requested for an end to the respite care arrangement as she felt much better able to cope with her conditions and Riki's caregiving.

She welcomed a smiling baby Riki back into her arms within a week, revitalised and hopeful for the future.

*\*Not their real names*



*\*Stock image used*

# Adventure Centre

Boys' Town Adventure Centre (BTAC) delivers adventure-based programmes using experiential learning and outdoor education to bring about active learning and character development to a wide variety of clients since 2016. BTAC's services can be summed up in three main categories - Therapeutic, Developmental and Recreational.

Due to the nature of adventure-based learning, BTAC took a huge hit due to the COVID-19 pandemic. BTAC rose to the challenge by adapting and developing a series of new programmes to continue our mission of bringing about adventure-based experiential learning for youth development, while continuing to adhere to the guidelines for safe distancing and safe management.

## STATISTICS

# 635

Total Clients served

## 441

Youth

## 194

Adults

## 152

Total Programme Sessions

## 504

Total Programme Hours



## School-based Programmes

BTAC ran Project Gratitude, which combines psychoeducation and adventure-based learning to achieve learning objectives through the use of group work, experiential learning, sensory experiences, and adventure activities. BTAC was engaged by St. Patrick's School to run this programme prior to circuit breaker. The participants learnt about the concept of gratitude and practised it through tangible class project work, leading to their improved sense of well-being.

BTAC also developed the GEAR UP programme which aims to equip participants with better social skills, self-management skills and build their self-esteem. Using a strength-based approach, the programme involves a series of controlled challenges and activities with group work and a safe space to support participants' learning from one another.



BTAC conducted the programme for students from Woodlands Ring Secondary School, Pasir Ris Crest Secondary School and Swiss Cottage Secondary School. Using a mix of activities from team-building games to urban abseiling and fire lighting, the participants went through a range of exciting challenges while building their pro-social skills and learning about responsible decision-making.

## Home-based Learning Activities and Climbing Interest Group for Residential Services

As part of Boys' Town's efforts to promote an active lifestyle for our residential boys, BTAC collaborated with our Residential Services to form an interest group dedicated to sports climbing. Under the climbing interest group, the youths had weekly training sessions aimed at learning and improving their fundamentals of sport climbing as well as exploring the different disciplines such as bouldering and top-rope climbing to build their skills and interest in the sport.

With the additional free time derived from home-based learning and suspension of CCAs, BTAC played an important role in creating meaningful engagement to our residential youths during their stay-in period at Boys' Town.

## Redesigning Programmes due to COVID-19 Restrictions

### *Hoilday Engagement Programme*

BTAC conducted a school holiday engagement programme for Springfield Secondary School in September 2020. The students were taught the skill of starting fire using firewood and were later rewarded with simple barbeque food. BTAC also taught them survival skill such as making their own sand filter to filter pond water and obtain drinkable water that is safe to consume.

### *The Lost Island*

BTAC reached a new milestone in December 2020 with the launch of the inaugural school holiday camp 'The Lost Island' for the public. In a series of 4 separate runs, a total of 38 happy children aged six to 13 were brought on a heroic journey of learning and discovery to save the Lost Island of TukuDu.



The camp consisted of various outdoor and adventure-based activities such as nature walks, sport climbing and bouldering. The kids were also put to the test of solving puzzles and breaking out of themed escape room games that challenged their team work and resilience.

The Lost Island Camp was well received by both the participants and their parents/guardians, leaving BTAC thank you notes as well as positive feedback on social media. Many of the parents were first timers at the Boys' Town campus and this also allowed BTAC to promote the brand name of Boys' Town.

# Community Partnerships

Boys' Town partners the community in the areas of volunteering, fundraising and public relations.

In 2020, we were impacted by the COVID-19 pandemic and were not able to organise physical fundraising events. We instead reached out to our benefactors and the public through online platforms such as the Boys' Town donation page, Giving.sg and social media. Unless otherwise specified, general donations are channelled to support Boys' Town's programmes and operations.

## Key Fundraising Campaigns:

### *YouthReach10 Appeal* (10 August 2020 – 31 December 2020)

In conjunction with our YouthReach service's 10th anniversary, we reached out to donors to support our work of serving the youth in-need in our community through physical appeals and online platforms. Donations received from this campaign would help support YouthReach's programmes and operations.



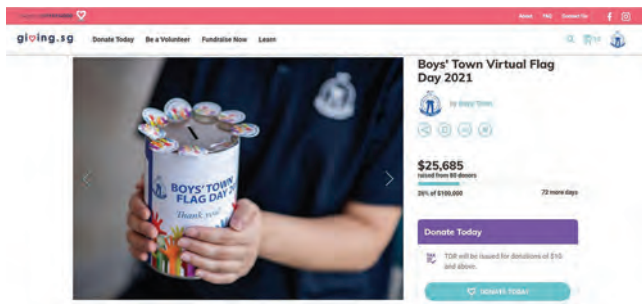
Target Amount	\$300,000
Total Raised	\$165,497

### *BT Changemakers 2020* (17 March 2020 – 31 December 2020)

This is the second year running the campaign where donors were able to pledge their support as a BT Changemaker, with various tiers of acknowledgment. The appeal shared about a residential boy who ultimately fared very well for his PSLE and this was shared through physical mailers to donors as well as online platforms.



Target Amount	\$200,000
Total Raised	\$180,372



### Virtual Flag Day

(7 October 2020 – 30 December 2020)

The Flag Day is one of our key fundraisers annually and for the first time in many years, Boys' Town was not able to do street collections due to COVID-19. Instead, we converted this fundraiser to a virtual Flag Day on Giving.sg where we collected donations online.

Target Amount	\$100,000
Total Raised	\$33,773



### Adopt A Tin

(10 November 2020 – 31 December 2020)

Adopt A Tin is a new fundraising initiative where donors were able to receive a collection of up to 3 tins as a memento of their support towards Boys' Town. There were 3 different tin designs to choose from, specially created by our staff.

Target Amount	\$15,000
Total Raised	\$13,906

No commercial fundraiser was engaged for our fundraising activities. In 2020, the fundraising expenses incurred was \$90,050 and Boys' Town's fundraising efficiency ratio was 3.3.

Boys' Town is also a recipient of the National Council of Social Service (NCSS) Care & Share Matching Grant.

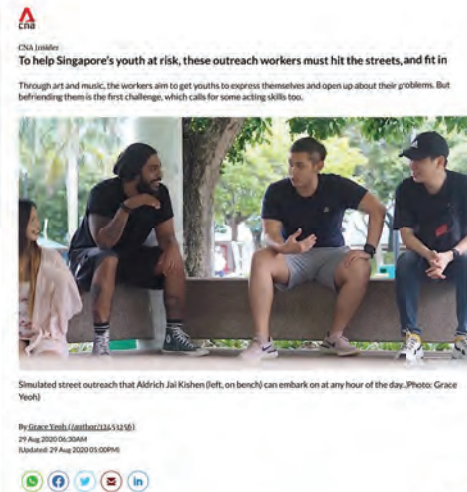
With our fundraising efforts, Boys' Town raised \$2.7 million in 2020.

During the difficult times in 2020, Boys' Town continued to receive tremendous support through government fundings such as the Job Support Scheme, Bicentennial Community Fund, NCSS The Invictus Fund and Building and Construction Authority Accessibility Fund. In addition, we received strong support from the community in terms of donations. This contributed to the surplus which will be kept in the reserves in anticipation of tough times ahead.

# Media

We were featured in several media stories about our staff, beneficiaries and the services we provide for children and youth in-need. The platform allowed us to share the personal experiences and offer perspectives on social issues.

- The Straits Times
  - Social Service Agencies to Get \$3k Each for Virus-Linked Costs (20 February 2020)
  - Singaporeans Donate Their Solidarity Payouts (16 April 2020)
  - New Life as Mouth Painter After Accident (3 June 2020)
  - More Kids in Foster Care for Better Outcomes (16 June 2020)
  - Forum Article: Important to have an awareness and understanding of trauma (3 July 2020)
- Channel News Asia
  - To Help Singapore's Youth at Risk, These Outreach Workers Must Hit the Street, and Fit In (29 August 2020)
- Mediacorp Channel 8
  - 前线追踪 (30 October 2020)
- TODAYonline
  - Singaporeans Raise Money, Donate S\$600 Solidarity Payment to Needy Affected By Covid-19 Crisis (16 April 2020)
- Lianhe Zaobao 联合早报
  - 无偿孩童看护让落难父母喘口气 (15 November 2020)
- zbCOMMA 早报逗号
  - 足球带来友谊和支持 (12 August 2020)
  - 边缘少年运动疗愈 (12 August 2020)
- Catholic News
  - Boys' Town YouthReach Celebrates 10 Years of Outreach (1 November 2020)
- Gov.sg website
  - Cabin Fever 101: Are You Feeling It? (8 May 2020)
- What Are You Doing SG
  - Dr Roland Yeow Innovating at Boys' Town During Lockdown (15 July 2020)







# Governance Evaluation Checklist (Enhanced Tier)

S/N	Code guideline	Code ID	Response (select whichever is applicable)
<b>BOARD GOVERNANCE</b>			
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	<b>Are there governing board members holding staff appointments? (skip items 2 and 3 if “No”)</b>		No
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	N.A
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5	N.A
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years.</b>  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied
6	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.  <b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</b>	1.1.12	Complied
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>	1.1.13	N.A
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied
<b>CONFLICT OF INTEREST</b>			
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied

S/N	Code guideline	Code ID	Response
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied
<b>STRATEGIC PLANNING</b>			
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
<b>HUMAN RESOURCE AND VOLUNTEER<sup>2</sup> MANAGEMENT</b>			
12	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
13	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
<b>Are there volunteers serving in the charity? (skip item 15 if "No")</b>			Yes
15	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>			
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
17	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied
20	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")</b>			Yes
21	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied

S/N	Code guideline	Code ID	Response
<b>FUNDRAISING PRACTICES</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if “No”)</b>		Yes
22	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied
	<b>Did the charity receive donations in kind during the financial year? (skip item 23 if “No”)</b>		Yes
23	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied
<b>DISCLOSURE AND TRANSPARENCY</b>			
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
	<b>Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)</b>		No
25	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	N.A
26	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	N.A
	<b>Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)</b>		Yes
27	No staff is involved in setting his own remuneration.	2.2	Complied
28	The charity discloses in its annual report — (a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity’s subsidiaries) <b>exceeding \$100,000</b> during the financial year; and  (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.	8.4	Complied

S/N	Code guideline	Code ID	Response
	<p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.</p>		
29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is <b>no</b> paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied
	<b>PUBLIC IMAGE</b>		
30	<p>The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.</p>	9.2	Complied

Notes:

- <sup>1</sup> Staff: Paid or unpaid individual who is involved in the day to day operations of the charity e.g. an Executive Director or administrative personnel.
- <sup>2</sup> Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- <sup>3</sup> Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity -
  - (a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
  - (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

  - (a) the child or spouse of the Executive Head or governing board member;
  - (b) the stepchild of the Executive Head or governing board member;
  - (c) the dependant of the Executive Head or governing board member.
  - (d) the dependant of the Executive Head's or governing board member's spouse.
- <sup>4</sup> Executive Head: The most senior staff member in charge of the charity's staff.

## **BOYS' TOWN**

(Unique Entity Number: 201534576H)  
(Registered under the Charities Act, Chapter 37)

### **Annual Financial Statements**

Financial Year Ended 31 December 2020

## **BOYS' TOWN**

### **Annual Financial Statements**

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## BOYS' TOWN

### Statement by Directors

The directors of Boys' Town (the "Company") are pleased to present their statement to the members together with the audited financial statement of Boys' Town (the "Company") for the financial year ended 31 December 2020.

#### 1. Opinion of the directors

In the opinion of the directors,

- (a) the accompanying financial statements are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2020 and financial activities, changes in funds and cash flows of the Company for the financial year ended on that date; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

#### 2. Directors

The directors of the Company in office at the date of this statement are:

Gerard Lee How Cheng  
Yeo Koh Tuan Kiok Dominic  
Angelina Frances Fernandez  
Lee Pang Kee Philip (Li Feng Qi)  
Leon Ng Koh Wee  
Raymond Chan  
Tay Teck Chye  
Khoo Kian Teck (Qiu Jiande)  
Edmund Lim Kim San  
Bruno Lopez (Appointed on 23 April 2020)  
De Vaz Ian Marc Rosairo (Appointed on 24 July 2020)  
Lek Soon Tow Bonaventure (Appointed on 24 July 2020)

#### 3. Arrangements to enable directors to acquire benefits by means of the acquisition of shares and debentures

The Company is a company limited by guarantee and has no share capital.

#### 4. Options

The Company is company limited by guarantee. As such, there are no share options or unissued shares under options.

#### 5. Independent auditor

RSM Chio Lim LLP has expressed willingness to accept re-appointment.

## BOYS' TOWN

The board of directors approved and authorised these financial statements for issue.

On behalf of the board of directors



Gerard Lee How Cheng  
Director



Raymond Chan  
Director

31 March 2021



## **Independent Auditor’s Report to the Members of BOYS’ TOWN**

### **Report on the audit of the financial statements**

#### **Opinion**

We have audited the accompanying financial statements of Boys’ Town (the “Company”), which comprise the statement of financial position as at 31 December 2020, and the statement of financial activities, statement of changes in funds and statement of cash flows for the reporting year then ended, and notes to the financial statements, including the significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Charities Act, Chapter 37 and other relevant regulations (the “Charities Act and Regulations”), the Companies Act, Chapter 50 (the “Act”) and the Singapore Financial Reporting Standards (“FRS”) so as to give a true and fair view of the financial position of the Company as at 31 December 2020 and of the financial performance, changes in funds and cash flows of the Company for the year ended on that date.

#### **Basis for opinion**

We conducted our audit in accordance with Singapore Standards on Auditing (“SSAs”). Our responsibilities under those standards are further described in the auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the Company 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**

Management is responsible for the other information. The other information comprises the statement by directors but does not include the financial statements and our auditor’s report thereon. The annual report is expected to be made available to us after the date of this auditor’s report.

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

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

## **Independent Auditor's Report to the Members of BOYS' TOWN**

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### **Responsibilities of management and directors 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 Charities Act and Regulations, the Act and the financial reporting standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

The directors' responsibilities include overseeing the Company'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 the Company's internal control.
- c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

## Independent Auditor's Report to the Members of BOYS' TOWN

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### Auditor's responsibilities for the audit of the financial statements (continued)

- 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 directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the board 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, the accounting and other records required by the Act to be kept by the Company have been properly kept in accordance with the provisions of the Act.

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

- (a) the Company has not used the donation moneys in accordance with its objectives as required under regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Company 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 Lock Chee Wee.



RSM Chio Lim LLP  
Public Accountants and  
Chartered Accountants  
Singapore

31 March 2021

## BOYS' TOWN

### Statement of Financial Activities Year Ended 31 December 2020

	Note	2020 \$	2019 \$
<b><u>Incoming resources</u></b>			
Grant income	19	6,843,034	5,302,106
Donations	19	2,697,804	2,103,569
Amortisation of deferred capital grants	17	622,565	624,932
Programme income	19	103,296	164,626
Interest income	19	16,561	18,570
Other income and gains	6	216,777	269,440
<b>Total incoming resources</b>		<u>10,500,037</u>	<u>8,483,243</u>
<b><u>Resources expended</u></b>			
Employee benefits expense	7	6,054,070	5,843,670
Fund-raising expense	19	90,050	137,998
Programme expenses	19	523,387	683,424
Depreciation and amortisation expense	11	700,179	693,216
Other expenses	19	909,307	909,132
<b>Total resources expended</b>		<u>8,276,993</u>	<u>8,267,440</u>
<b>Net surplus for financial year</b>		<u>2,223,044</u>	<u>215,803</u>
Total resources expended :			
General fund	19	1,771,229	886,597
MSF restricted funds	19	256,710	(129,797)
Other restricted funds	19	195,105	(540,997)
<b>Net resources expended, representing total comprehensive income</b>		<u>2,223,044</u>	<u>215,803</u>

The accompanying notes form an integral part of these financial statements

## BOYS' TOWN

### Statement of Financial Position As at 31 December 2020

	Note	2020 \$	2019 \$
<b>ASSETS</b>			
<b><u>Non-current assets</u></b>			
Property, plant and equipment	11	16,073,848	16,400,202
<b>Total non-current assets</b>		<u>16,073,848</u>	<u>16,400,202</u>
<b><u>Current assets</u></b>			
Financial assets	12	2,725,852	2,608,659
Other receivables	13	283,628	431,396
Other current assets	14	29,556	36,293
Cash and bank deposits	15	6,970,683	4,552,245
<b>Total current assets</b>		<u>10,009,719</u>	<u>7,628,593</u>
<b>Total assets</b>		<u>26,083,567</u>	<u>24,028,795</u>
<b>FUNDS AND LIABILITIES</b>			
<b><u>Unrestricted funds</u></b>			
General fund		9,717,730	7,946,501
Total unrestricted fund		<u>9,717,730</u>	<u>7,946,501</u>
<b><u>Restricted funds</u></b>			
MSF restricted funds		434,100	177,390
Other restricted funds		(456,462)	(651,567)
Total restricted funds		<u>(22,362)</u>	<u>(474,177)</u>
<b>Total funds</b>		<u>9,695,368</u>	<u>7,472,324</u>
<b><u>Current liabilities</u></b>			
Other payables	16	964,400	960,785
Deferred capital grants	17	622,565	624,932
Contract liabilities	18	12,910	-
<b>Total current liabilities</b>		<u>1,599,875</u>	<u>1,585,717</u>
<b><u>Non-current liabilities</u></b>			
Deferred capital grants	17	14,788,324	14,970,754
<b>Total non-current liabilities</b>		<u>14,788,324</u>	<u>14,970,754</u>
<b>Total liabilities</b>		<u>16,388,199</u>	<u>16,556,471</u>
<b>Total funds and liabilities</b>		<u>26,083,567</u>	<u>24,028,795</u>

The accompanying notes form an integral part of these financial statements

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

General fund (i) \$	MSF restricted funds (ii)				Other restricted funds (iii)					Total \$			
	Residential Service \$	Therapeutic Group Home \$	Fostering Agency \$	Safe and Strong Families – Reunification	Outcome Base Funding \$	Subtotal \$	Residential Service \$	Youth Reach \$	Boys' Town Adventure Centre \$		Clinical Intervention Centre \$	Sanctuary Care \$	Subtotal \$
7,946,501	(302,714)	67,896	287,961	124,247	–	177,390	91,535	(439,246)	(75,501)	(169,410)	(58,945)	(651,567)	7,472,324
1,771,229	30,674	101,342	122,154	–	2,540	256,710	218,025	225,377	(38,461)	(24,995)	(184,841)	195,105	2,223,044
–	124,247	–	–	(124,247)	–	–	–	–	–	–	–	–	–
9,717,730	(147,793)	169,238	410,115	–	2,540	434,100	309,560	(213,869)	(113,962)	(194,405)	(243,786)	(456,462)	9,695,368
7,059,904	(152,184)	159,716	215,364	84,291	–	307,187	–	(22,945)	(2,994)	(64,567)	(20,064)	(110,570)	7,256,521
886,597	(150,530)	(91,820)	72,597	39,956	–	(129,797)	91,535	(416,301)	(72,507)	(104,843)	(38,881)	(540,997)	215,803
7,946,501	(302,714)	67,896	287,961	124,247	–	177,390	91,535	(439,246)	(75,501)	(169,410)	(58,945)	(651,567)	7,472,324

### 2019

At 1 January  
Net incoming resources  
At 31 December

The accompanying notes form an integral part of these financial statements

## BOYS' TOWN

### Statement of Cash Flows Year Ended 31 December 2020

	<u>2020</u>	<u>2019</u>
	\$	\$
<b><u>Cash flows from operating activities</u></b>		
Net incoming resources for the year	2,223,044	215,803
Adjustment for:		
Depreciation charge	700,179	693,216
(Gain)/losses on disposal of plant and equipment	5,934	(450)
Interest income	(16,561)	(18,570)
Amortisation of deferred capital grants	(622,565)	(624,932)
Dividend income from financial assets at FVTPL	(17,440)	(31,554)
Fair value gains	(117,193)	(108,659)
Operating cash flows before changes in working capital	2,155,398	124,854
Other receivables	147,768	25,519
Other current assets	6,737	(132,860)
Other payables	3,615	304
Contract liabilities	12,910	-
Net cash flows from operating activities	<u>2,326,428</u>	<u>17,817</u>
<b><u>Cash flows from investing activities</u></b>		
Purchase of property, plant and equipment	(390,659)	(179,576)
Disposal of plant and equipment	10,900	3,501
Acquisition of financial assets at FVTPL	-	(2,500,000)
Interest received	16,561	18,570
Dividends received	17,440	31,554
Net cash used in investing activities	<u>(345,758)</u>	<u>(2,625,951)</u>
<b><u>Cash flows from financing activities</u></b>		
Deferred capital grants received	437,768	41,947
Net cash flows from financing activities	<u>437,768</u>	<u>41,947</u>
<b>Net increase (decrease) in cash and bank deposits</b>	2,418,438	(2,566,187)
Beginning of financial year	4,552,245	7,118,432
<b>End of financial year (Note 15)</b>	<u><u>6,970,683</u></u>	<u><u>4,552,245</u></u>

## BOYS' TOWN

### Notes to the Financial Statements

31 December 2020

#### 1. Domicile and activities

Boys' Town (the "Company") is a charitable organisation registered in Singapore. Its registered office, which is also the principal place of operation, is located at 624, Upper Bukit Timah Road, Singapore 678212.

The principal activities of the Company are to provide residential, outreach, school and community based programmes to help youths-at-risk between the ages 10 to 21 become socially integrated, responsible and contributing members of society.

The Company is approved as an institution of a public character ("IPC") under the provisions of the Income Tax Act. The Company is registered as a charity under the Singapore Charities Act, Chapter 37.

The Covid-19 pandemic and the aftermath of the pandemic has caused and continues to cause disruptions resulting in uncertainties surrounding the reporting entity's business, including affecting its relationships with its existing and future customers, suppliers and employees, and which had and will continue to have an adverse effect on its financial position, financial performance of operations, cash flows and prospects for the foreseeable future. There is significant uncertainty around the medium to long term impact of the Covid-19 pandemic. Other entities are also evolving and assets held by them may have material uncertainties and / or disclaimers regarding the impact of Covid-19. These uncertainties gave rise to difficulties in making an accurate assessment by management of the future financial impacts on the reporting entity. Management will continue to closely monitor the further economic development and its impact. It is however reasonably probable that the Covid-19 pandemic will have an adverse impact on the reporting entity's revenues and results for the next reporting year, the extent of which will depend on how long the aftermath of the pandemic lasts.

#### 2. Basis of preparation

##### 2.1 Statement of compliance

These financial statements have been prepared in accordance with the Singapore Financial Reporting Standards ("FRS") and the related interpretations to FRS ("INT FRS") as issued by the Singapore Accounting Standards Council. They are also subjected to the provisions of the Charities Act, Chapter 37 and the Companies Act, Chapter 50.

##### 2.2 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.



## BOYS' TOWN

### 2. Basis of preparation (cont'd)

#### 2.3 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 entity'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.

### 3. Significant accounting policies

#### 3.1 Revenue recognition

The financial reporting standard on revenue from contracts with customers establishes a five-step model to account for revenue arising from contracts with customers.

Revenues including donations, gifts and grants that provide core funding or are of general nature are recognised at an amount that reflects the consideration to which the Company expects to be entitled. Such income is only deferred when: the donor specifies that the grant or donation must only be used in future accounting periods; or the donor has imposed conditions which must be met before the fund has unconditional entitlement. Revenue is recognised when the Company satisfies the performance obligation at a point in time generally when the significant acts have been completed and when transfer of control occurs or for services that are not significant transactions revenue is recognised as the services are provided.

(i) Donations

Revenue from donations are accounted for when received, except for committed donations that are recorded when the commitments are signed.

(ii) Programme income

Revenue from programmes organised are recognised when due and received.

#### 3.2 Other income

Rental income is recognised from operating leases as income on a straight-line basis. Interest income is recognised using the effective interest method. Dividend from equity instruments is recognised in profit or loss only when the entity's right to receive payment of the dividend is established; it is probable that the economic benefits associated with the dividend will flow to the entity; and the amount of the dividend can be measured reliably.

## BOYS' TOWN

### 3. Significant accounting policies (cont'd)

#### 3.3 Government grant

Government grants are recognised at fair value when there is reasonable assurance that the conditions attaching to them will be complied with and that the grants will be received. Grants in recognition of specific expenses are recognised in profit or loss on a systematic basis over the periods necessary to match them with the related costs that they are intended to compensate. The grant related to assets is presented in the statement of financial position by recognising the grant as deferred income that is recognised in profit or loss on a systematic basis over the useful life of the asset and in the proportions in which depreciation expense on those assets is recognised.

#### 3.4 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.

#### 3.5 Foreign currency transactions

The functional currency is the Singapore dollar as it reflects the primary economic environment in which the entity operates. Transactions in foreign currencies are recorded in the functional currency at the rates ruling at the dates of the transactions. At each end of the reporting year, recorded monetary balances and balances measured at fair value that are denominated in non-functional currencies are reported at the rates ruling at the end of the reporting year and fair value measurement dates respectively. All realised and unrealised exchange adjustment gains and losses are dealt with in profit or loss except when a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. The presentation is in the functional currency.

#### 3.6 Income tax

As a charity, the Company is exempt from income tax on income and gains within section 13(1)(zm) of the Income Tax Act, Chapter 134 to the extent that these are applied to its charitable objects.

#### 3.7 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 useful lives are as follows:

Buildings	–	50 years or over lease period whichever is lower
Motor vehicles	–	10 years
Furniture and fittings	–	5 – 10 years
Computer & software	–	3 – 5 years

## BOYS' TOWN

### 3. Significant accounting policies (cont'd)

#### 3.7 Property, plant and equipment (cont'd)

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 property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item and 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 also 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 cost 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.

#### 3.8 Carrying amounts of non-financial assets

Irrespective of whether there is any indication of impairment, an annual impairment test is performed at about 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.

### 3. Significant accounting policies (cont'd)

#### 3.9 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.
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.

## BOYS' TOWN

### 3. Significant accounting policies (continued)

#### 3.10 Cash and bank deposits

Cash and bank deposits comprise cash at bank and time deposits with financial institutions.

#### 3.11 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.

#### 3.12 Funds

All income and expenditures are reflected in the statement of financial activities. Income and expenditures specifically relating to any of the funds separately set up by the Company are allocated subsequently to those 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. Common expenses if any are allocated on a reasonable basis to the funds based on a method most suitable to that common expense. Common expenses include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, e.g. allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

## **BOYS' TOWN**

### **3. Significant accounting policies (continued)**

#### **3.13 Provisions**

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.

### **4. Significant accounting estimates, assumptions and judgements**

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.

#### **4.1 Useful lives of property, plant and equipment:**

The estimates for the useful lives and related depreciation charges for property, plant and equipment is 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 or sold. It is impracticable to disclose the extent of the possible effects.

It is reasonable possible, based on existing knowledge, that outcomes within the next financial year that are different from assumptions could require a material adjustment to the carrying amount of the balances affected. The carrying amounts are shown in Note 11.

### **5. Related party relationships and transactions**

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

A related party includes the committee members and key management of the Company. 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 board of directors and executive management.

## BOYS' TOWN

### 5. Related party relationships and transactions (cont'd)

In accordance with the Code of Governance, the committee members, or people connected with them, have not received remuneration, or other benefits, from the Company or from institutions connected with the Company.

All members of the board of directors, sub-committees and staff members of the Company 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.

There are no paid staff who are close members of the family of the committee members and, and whose remuneration each exceeds \$50,000 during the year.

#### 5.1 Related party transactions

There are transactions and arrangements between the Company and related parties and the effects of these on the basis determined between the parties are reflected in these financial statements. The related party balances and transfer of resources, services or obligations if any are unsecured, without fixed repayment terms and interest or charge unless stated otherwise. Other than disclosed elsewhere in the financial statements, the transactions with related parties are as follows:

	<u>2020</u>	<u>2019</u>
	\$	\$
Consultation fee paid to the Titular Superior of the Brothers of St Gabriel	(144,000)	(144,000)
Rental income received from Montfort Care	57,288	57,288
Service income received from St Gabriel's Foundation	4,000	24,000
Purchase of financial assets at FVTPL (Note 12)	-	(1,000,000)
	<u>                    </u>	<u>                    </u>

The related parties comprise mainly charity or companies which have common member or directors.

#### 5.2 Key management compensation

	<u>2020</u>	<u>2019</u>
	\$	\$
Salaries and other short-term employee benefits	439,331	417,557
Contributions to defined contribution plan	47,892	47,209
	<u>                    </u>	<u>                    </u>

Key management personnel include the board of directors, executive management and those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly. The above amounts do not include compensation if any of certain key management personnel and directors of the Company who received compensation from related corporations in their capacity as directors and or executives of those related corporations.

## BOYS' TOWN

### 5. Related party relationships and transactions (continued)

#### 5.2 Key management compensation (cont'd)

The annual remuneration (comprising basic salary, bonuses, allowances and employer's contributions to Central Provident Fund) of the key management personnel classified by remuneration bands are as follows:

	<u>2020</u>	<u>2019</u>
	\$	\$
\$100,000 to below \$200,000	<u>3</u>	<u>3</u>

#### 5.3 Other receivables from related parties

The trade transactions and the related receivables and payables balances arising from sales and purchases of goods and services are disclosed elsewhere in the notes to the financial statements.

The movement in other receivables from related parties is as follows:

	<u>2020</u>	<u>2019</u>
	\$	\$
At beginning of the year	1,298	–
Amounts paid out and settlement of liabilities on behalf of related party	<u>(1,298)</u>	<u>1,298</u>
At end of the year (Note 13)	<u>–</u>	<u>1,298</u>

### 6. Other income and gains

	<u>2020</u>	<u>2019</u>
	\$	\$
Fair value gains (Note 12)	117,193	108,659
Rental income	57,288	64,014
Dividend income from financial assets at FVTPL	17,440	31,554
Gains on disposal of plant and equipment	–	450
Other	<u>24,856</u>	<u>64,763</u>
	<u>216,777</u>	<u>269,440</u>

### 7. Employee benefits expense

	<u>2020</u>	<u>2019</u>
	\$	\$
Short term employee benefits expense	5,214,459	5,014,703
Contributions to defined contribution plan	679,868	663,636
Other staff costs	<u>159,743</u>	<u>165,331</u>
	<u>6,054,070</u>	<u>5,843,670</u>



## BOYS' TOWN

### 8. Other expenses

The following items have been included in arriving at net surplus for the financial year.

	<u>2020</u>	<u>2019</u>
	\$	\$
Repair and maintenance	291,072	267,020
Security services	162,100	163,742
Consultant fees	144,000	144,000
Utilities	<u>100,913</u>	<u>124,912</u>

### 9. Tax-exempt receipts

The Company enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deduction for the donations made to the Company. This status was renewed for 2 years with effect from 15 February 2018 under the Commissioner of Charities. Upon expiry on 15 February 2020, the status was renewed for another 3 years.

During the financial year, the Company issued tax-exempt receipts for donations collected totalling \$2,310,343 (2019: \$1,705,598).

### 10. Reserves policy

The Company has a reserves policy to maintain its reserves at a level which is not more than 5 years of its annual operating expenditure to meet its operational needs. The board of directors periodically reviews the amount of reserves that are required to ensure that they are adequate to fulfil the Company's continuing obligations.

The Company is not subjected to externally imposed capital requirements and there were no changes to the Company's approach to reserves management during the year.

**BOYS' TOWN****11. Property, plant and equipment**

<u>Cost</u>	<u>Buildings</u> \$	<u>Motor Vehicle</u> \$	<u>Furniture &amp; fittings</u> \$	<u>Computer</u> \$	<u>Construction in progress</u> \$	<u>Total</u> \$
At 1 January 2019	17,966,168	336,797	1,371,727	366,249	267,447	20,308,388
Additions	-	87,000	31,658	20,156	40,762	179,576
Disposals	-	(60,988)	-	-	-	(60,988)
Written off	-	-	-	(78,675)	-	(78,675)
Transfer	301,576	-	-	-	(301,576)	-
At 31 December 2019	18,267,744	362,809	1,403,385	307,730	6,633	20,348,301
Additions	68,743	71,202	8,947	39,659	202,108	390,659
Disposals	-	(24,252)	-	-	-	(24,252)
Written off	-	(170,056)	(48,127)	(117,836)	-	(336,019)
Transfer	6,633	-	-	-	(6,633)	-
At 31 December 2020	18,343,120	239,703	1,364,205	229,553	202,108	20,378,689
<u>Accumulated depreciation</u>						
At 1 January 2019	2,002,324	223,207	905,974	259,990	-	3,391,495
Depreciation charge	531,895	21,846	79,204	60,271	-	693,216
Disposals	-	(57,939)	-	-	-	(57,939)
Written off	-	-	-	(78,673)	-	(78,673)
At 31 December 2019	2,534,219	187,114	985,178	241,588	-	3,948,099
Depreciation charge	535,951	27,651	82,205	54,372	-	700,179
Disposals	-	(7,478)	-	-	-	(7,478)
Written off	-	(170,053)	(48,113)	(117,793)	-	(335,959)
At 31 December 2020	3,070,170	37,234	1,019,270	178,167	-	4,304,841
<u>Carrying value</u>						
At 1 January 2019	15,963,844	113,590	465,753	106,259	267,447	16,916,893
At 31 December 2019	15,740,158	175,695	418,207	66,142	-	16,400,202
At 31 December 2020	15,272,950	202,469	344,935	51,386	202,108	16,073,848

## BOYS' TOWN

### 12. Financial assets

	<u>2020</u>	<u>2019</u>
	\$	\$
Financial assets at FVTPL	<u>2,725,852</u>	<u>2,608,659</u>
Investments breakdown:		
Investments in quoted funds	<u>2,725,852</u>	<u>2,608,659</u>

Total investments managed by the fund managers are \$2,725,852 (2019: \$2,608,659) and are classified as financial assets at FVTPL.

	<u>2020</u>	<u>2019</u>
	\$	\$
At beginning of the year	2,608,659	–
Additions	–	2,500,000
Fair value gains - net (Note 6)	117,193	108,659
At end of the year	<u>2,725,852</u>	<u>2,608,659</u>

The information gives a summary of the significant region concentration within the investment portfolio including Level 1, 2 and 3 hierarchy.

	<u>Level</u>	<u>2020</u>	<u>2019</u>
		\$	\$
<u>Quoted funds</u>			
Singapore	1	414,839	895,416
China	1	18,035	38,928
Others	1	76,041	164,133
Singapore	2	1,041,654	728,752
China	2	308,840	124,145
Asia Pacific	2	315,026	263,588
Others	2	551,417	393,697
		<u>2,725,852</u>	<u>2,608,659</u>

The fair values of investments in funds are based on prices in an active market at the end of the reporting year. These investments are exposed to market price risk arising from uncertainties on the future values of the investment securities.

#### Sensitivity analysis for price risk of financial assets at FVTPL

There are investments in debt instruments or similar instruments. Such investments are exposed to both currency risk and market price risk arising from uncertainties about future values of the investment securities. The effect is as follows:

	<u>2020</u>	<u>2019</u>
	\$	\$
A hypothetical 10% increase in the fair value of quoted equity shares would have an effect on fair value of	50,892	109,848
A hypothetical 10% increase in the fair value of unquoted equity shares would have an effect on fair value of	<u>221,694</u>	<u>151,018</u>

The figure does not reflect the currency risk, which has been considered in the foreign currency risks analysis section only. The hypothetical changes in basis points are not based on observable market data (unobservable inputs).

## BOYS' TOWN

### 13. Other receivables

	<u>2020</u>	<u>2019</u>
	\$	\$
Third parties	163,006	424,998
Job support scheme receivable	117,187	–
Related parties	–	1,298
Others	3,435	5,100
	<u>283,628</u>	<u>431,396</u>

The other receivables at amortised cost shown above are subject to the expected credit loss model under the financial reporting standard on financial instruments. The other receivables at amortised cost and which can be graded as low risk individually are considered to have low credit risk. No loss allowance is necessary.

At each subsequent reporting date, an evaluation is made whether there is a significant change in credit risk by comparing the debtor's credit risk at initial recognition (based on the original, unmodified cash flows) with the credit risk at the reporting date (based on the modified cash flows). Adjustment to the loss allowance is made for any increase or decrease in credit risk.

### 14. Other current assets

	<u>2020</u>	<u>2019</u>
	\$	\$
Deposits	14,085	15,114
Prepayments	15,471	21,179
	<u>29,556</u>	<u>36,293</u>

### 15. Cash and bank deposits

	<u>2020</u>	<u>2019</u>
	\$	\$
Cash at bank and on hand	5,451,586	3,040,624
Time deposits with financial institutions	1,519,097	1,511,621
	<u>6,970,683</u>	<u>4,552,245</u>

The per annum of interest rates for the interest earning balances range between 0.60% to 1.70% (2019: 1.60% to 1.78%).

### 16. Other payables

	<u>2020</u>	<u>2019</u>
	\$	\$
Other payables	289,443	262,917
Accrued liabilities	674,957	697,868
	<u>964,400</u>	<u>960,785</u>

## BOYS' TOWN

### 17. Deferred capital grants

	<u>MSF (i)</u>	<u>Donation (ii)</u>	<u>Grant (iii)</u>	<u>Total</u>
	\$	\$	\$	\$
<u>Cost</u>				
At 1 January 2019	7,735,441	11,422,934	–	19,158,375
Additions	41,947	–	–	41,947
At 31 December 2019	7,777,388	11,422,934	–	19,200,322
Additions	–	–	437,768	437,768
At 31 December 2020	<u>7,777,388</u>	<u>11,422,934</u>	<u>437,768</u>	<u>19,638,090</u>
<u>Accumulated amortisation</u>				
At 1 January 2019	1,013,376	1,966,328	–	2,979,704
Amortisation of deferred capital grants	219,989	404,943	–	624,932
At 31 December 2019	1,233,365	2,371,271	–	3,604,636
Amortisation of deferred capital grants	223,597	398,968	–	622,565
At 31 December 2020	<u>1,456,962</u>	<u>2,770,239</u>	<u>–</u>	<u>4,227,201</u>
<u>Carrying value</u>				
At 1 January 2019	<u>6,722,065</u>	<u>9,456,606</u>	<u>–</u>	<u>16,178,671</u>
At 31 December 2019	<u>6,544,023</u>	<u>9,051,663</u>	<u>–</u>	<u>15,595,686</u>
At 31 December 2020	<u>6,320,426</u>	<u>8,652,695</u>	<u>437,768</u>	<u>15,410,889</u>

Presented in the statement of financial position as:

	<u>2020</u>	<u>2019</u>
	\$	\$
Current	622,565	624,932
Non-current	<u>14,788,324</u>	<u>14,970,754</u>
	<u>15,410,889</u>	<u>15,595,686</u>

- (i) Represents grants received from MSF for the construction of the Buildings.
- (ii) Represents donations received from public for the construction of the Buildings.
- (iii) Represents grants received from NCSS for organisational development/client services, which include accounting software, estate management and clients service delivery.

### 18. Contract liabilities

	<u>2020</u>	<u>2019</u>
	\$	\$
The amount of contract liabilities on uncompleted contracts is made up of:		
Contract liabilities on long term contracts <sup>(a)</sup>	<u>12,910</u>	<u>–</u>

- (a) Included in the contract liabilities pertains to grant received from Tote Board Shared Gifting Circle for Children and Youth Mental Health.

## BOYS' TOWN

### 18. Contract liabilities (cont'd)

The movements in contract liabilities are as follows:

	<u>2020</u>	<u>2019</u>
	\$	\$
At beginning of the year	—	—
Consideration received	56,210	—
Performance obligation satisfied	<u>(43,300)</u>	<u>—</u>
At end of the year	<u>12,910</u>	<u>—</u>

# BOYS' TOWN

## 19. Fund account transactions and balances

	General Fund (i)	MSF restricted funds (ii)					Other restricted funds (iii)					Total	
		Residential Service (iv)	Therapeutic Group	Fostering Home Agency	Outcome Base Funding	Subtotal	Residential Service (iv)	Youth Reach	Boys' Town Adventure Centre	Clinical Intervention Centre	Sanctuary Care		Subtotal
<b>2020:</b>													
<b>Incoming Resources</b>													
Grant from MSF	-	1,254,844	1,101,967	1,220,051	139,962	3,716,824	(11,200)	-	-	-	(11,200)	3,705,624	
Grant income	a	878,070	187,119	157,997	23,965	583,942	473,463	194,454	298,906	39,610	1,675,398	3,137,410	
Donations		1,687,503	-	-	-	-	316,666	-	6,272	17,510	1,010,301	2,697,804	
Programme income		6,700	7,915	-	-	7,915	5,125	46,712	14,020	-	88,681	103,296	
Interest income		15,915	132	124	117	388	70	31	31	24	258	16,561	
Amortisation of deferred capital grants		467,767	41,735	39,314	36,857	122,561	-	-	-	-	32,237	622,565	
Fair value gains on financial assets at FVTPL	6	117,193	-	-	-	-	-	-	-	-	-	117,193	
Others	6	38,161	12,570	11,841	1,402	36,914	6,660	2,960	2,960	2,220	24,509	99,584	
<b>Total income</b>		3,211,309	1,532,057	1,340,365	1,426,123	4,468,544	790,784	244,157	322,189	59,364	2,820,184	10,500,037	
<b>Resources Expended</b>													
Employee benefits expenses	7	804,440	1,142,153	957,324	980,483	3,207,352	465,714	209,154	293,606	191,577	2,042,278	6,054,070	
Fund-raising expense		64,090	-	-	-	-	-	-	-	-	25,960	90,050	
Programme expenses	19.1	7,385	130,236	65,992	121,260	332,014	24,938	29,385	9,499	19,568	183,988	523,387	
Depreciation and amortisation expense	11	189,042	114,678	108,024	101,273	336,766	38,606	17,158	17,158	12,869	174,371	700,179	
Other expenses	8	375,123	114,316	107,683	100,953	335,702	36,149	26,921	26,921	20,191	198,482	909,307	
<b>Total expenditure</b>		1,440,080	1,501,383	1,239,023	1,303,969	4,211,334	565,407	282,618	347,184	244,205	2,625,079	8,276,993	
<b>Surplus/(deficit) for financial year</b>		1,771,229	30,674	101,342	122,154	256,710	225,377	(38,461)	(24,995)	(184,841)	195,105	2,223,044	

(a) Included in the above are grants received from:

- Tote Board Shared Gifting Cycle for Clinical Intervention Centre of \$87,050;
- Invictus Fund from National Council of Social Service (NCSS) of \$80,000 allocated to General Fund; and
- Community Chest from National Council of Social Service (NCSS) of \$6,000 allocated to General Fund.

## BOYS' TOWN

## 19. Fund account transactions and balances (continued)

	General Fund (i)	MSF restricted funds (ii)					Other restricted funds (iii)					Total	
		Residential Service (iv)	Therapeutic Group	Fostering Home Agency	Safe and Strong Families – Reunification	Subtotal	Residential Service (iv)	Youth Reach	Boys' Town Adventure Centre	Clinical Intervention Centre	Sanctuary Care		Subtotal
<b>2019:</b>													
<b>Incoming Resources</b>													
Grant from MSF	–	1,123,883	1,076,970	1,065,337	355,105	3,621,295	–	27,840	–	–	27,840	3,649,135	
Grant income	25,619	17,111	19,469	12,300	5,119	53,999	675,713	311,219	154,100	197,850	1,573,353	1,652,971	
Donations	1,483,149	–	–	–	–	–	575,404	–	27,426	–	17,590	2,103,569	
Programme income	2,550	–	–	–	–	–	47,364	–	102,918	11,794	–	164,626	
Interest income	18,570	–	–	–	–	–	–	–	–	–	–	18,570	
Amortisation of deferred capital grants	467,418	41,726	47,477	29,995	–	119,198	38,316	–	–	–	38,316	624,932	
Fair value gains on financial assets at FVTPL	108,659	–	–	–	–	–	–	–	–	–	–	108,659	
Others	60,489	9,568	21,648	13,676	5,692	50,584	26,927	10,251	4,559	4,559	49,708	160,781	
<b>Total income</b>	2,166,454	1,192,288	1,165,564	1,121,308	365,916	3,845,076	1,363,724	349,310	289,003	214,203	2,471,713	8,483,243	
<b>Resources Expended</b>													
Employee benefits expenses	671,699	940,284	981,624	746,104	265,904	2,933,916	863,442	636,838	256,961	272,899	2,079,155	5,843,670	
Fund-raising expense	90,347	–	–	–	–	–	39,109	–	4,885	–	3,657	137,998	
Programme expenses	5,529	179,463	21,941	142,254	7,016	350,674	164,797	50,592	57,185	3,668	50,979	683,424	
Depreciation and amortisation expense	167,153	111,639	127,027	80,251	20,917	339,834	102,515	37,669	16,752	16,752	12,541	693,216	
Other expenses	345,129	111,432	126,792	80,102	32,123	350,449	102,326	40,512	25,727	25,727	19,262	909,132	
<b>Total expenditure</b>	1,279,857	1,342,818	1,257,384	1,048,711	325,960	3,974,873	1,272,189	765,611	361,510	319,046	294,354	8,267,440	
<b>Surplus/(deficit) for financial year</b>	886,597	(150,530)	(91,820)	72,597	39,956	(129,797)	91,535	(416,301)	(72,507)	(104,843)	(38,881)	215,803	

(a) Included in the above are grants received from:

- President Challenge of \$150,000 allocated to Residential Service; and

- Community Chest from National Council of Social Service (NCSS) of \$10,000 allocated to Residential Service.



## BOYS' TOWN

### 19. Fund account transactions and balances (continued)

- (i) General fund – represents cumulative surpluses available for general use for the furtherance of the Company's objectives.
- (ii) MSF restricted funds – represents programmes funded by MSF to provide residential, outreach, school and community based programmes to help youths-at-risk become socially integrated, responsible and contributing members of society.
- (iii) Other restricted funds – represents programmes funded by grants received from other parties and donations received from the public, to provide residential, outreach, school and community based programmes to help youths-at-risk become socially integrated, responsible and contributing members of society.
- (iv) The residential programme is segregated into two categories to provide a clear distinction between grants provided by MSF, and grants and donations provided by other parties.

19.1	Programme expenses	<u>2020</u>	<u>2019</u>
		\$	\$
	<u>Residential Service (including Outcome Base Funding)</u>		
	Boys' expenses	135,845	227,945
	Tuition and others	73,748	40,684
	Programme expenses	34,548	71,600
	Transport	1,219	4,031
		<u>245,360</u>	<u>344,260</u>
	<u>Therapeutic Group Home</u>		
	Transport	376	479
	Boys' expenses	60,924	15,881
	Dormitory affairs	496	1,647
	Programme expenses	1,332	3,094
	Telephone	1,161	840
	Professional fees	1,704	–
		<u>65,992</u>	<u>21,941</u>
	<u>Safe and Strong Families – Reunification</u>		
	Transport	–	4,496
	Telephone	–	572
	Programme expenses	–	1,525
	Therapeutic material	–	423
		<u>–</u>	<u>7,016</u>
	<u>Fostering Agency</u>		
	Publicity show	22,405	43,064
	Foster parent's assessment	1,662	2,830
	Transport (foster children)	45,009	72,805
	Marketing	7,597	–
	Transport	12,126	15,336
	Telephone	1,843	1,650
	Fostering programmes	30,618	6,569
		<u>121,260</u>	<u>142,254</u>
	Others	90,775	167,953
	Total programme expenses	<u>523,387</u>	<u>683,424</u>

## BOYS' TOWN

### 20. Financial instruments: information on financial risks

#### 20.1 Classification of financial assets and liabilities

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

	<u>2020</u>	<u>2019</u>
	\$	\$
<u>Financial assets:</u>		
Financial assets at amortised cost	7,254,311	4,983,641
Financial assets at FVTPL	2,725,852	2,608,659
At end of the year	<u>9,980,163</u>	<u>7,592,300</u>
<u>Financial liabilities:</u>		
Financial liabilities at amortised cost	964,400	960,785
At end of the year	<u>964,400</u>	<u>960,785</u>

Further quantitative disclosures are included throughout these financial statements.

#### 20.2 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, which include regular reviews and assessments by the Investment Committee. The decisions taken by the Investment Committee were also presented during the board meetings with records in minutes. The following guidelines are followed: All financial risk management activities are carried out and monitored by senior management staff and by the Investment Committee. 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.

#### 20.3 Fair values of financial instruments

The analyses 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.

#### 20.4 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. For expected credit losses ("ECL") on financial assets, the three-stage approach in the financial reporting standard on financial instruments is used to measure the impairment allowance.

## BOYS' TOWN

### 20. Financial instruments: information on financial risks (continued)

#### 20.4 Credit risk on financial assets (continued)

Under this approach the financial assets move through the three stages as their credit quality changes.

However, a simplified approach is permitted by the financial reporting standards on financial instruments for financial assets that do not have a significant financing component, such as trade receivables. On initial recognition, a day-1 loss is recorded equal to the 12 month ECL (or lifetime ECL for trade receivables), unless the assets are considered credit impaired. For credit risk on trade receivables an ongoing credit evaluation is performed on the financial condition of the debtors and an impairment loss is recognised in profit or loss. Reviews and assessments of credit exposures in excess of designated limits are made. Renewals and reviews of credits limits are subject to the same review process.

#### 20.5 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. There are no liabilities contracted to fall due after twelve months at the end of the reporting year. The average credit period taken to settle trade payables is about 30 days (2019: 30 days). 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.

### 21. 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 to the reporting entity are listed below. Those applicable new or revised standards did not require any significant modification of the measurement methods or the presentation in the financial statements.

<u>FRS No.</u>	<u>Title</u>
FRS 1 and 8	Definition of Material – Amendments to The Conceptual Framework for Financial Reporting
FRS PS 2	FRS Practice Statement 2 Making Materiality Judgements

### 22. 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 is listed below. The transfer to the applicable new or revised standards from the effective dates is not expected to result in any significant modification of the measurement methods or the presentation in the financial statements for the following year from the known or reasonably estimable information relevant to assessing the possible impact that application of the new or revised standards may have on the entity's financial statements in the period of initial application.

<u>FRS No.</u>	<u>Title</u>	<u>Effective date for periods beginning on or after</u>
FRS 1	Classification of Liabilities as Current or Non-current – Amendments to FRS 1	1 January 2023
FRS 16	Property, Plant and Equipment: Proceeds before Intended Use – Amendments to FRS 16	1 January 2022

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### 22. New or amended standards in issue but not yet effective (cont'd)

<u>FRS No.</u>	<u>Title</u>	<u>Effective date for periods beginning on or after</u>
Various	Annual Improvements to SFRS (I)s 2018-2020	1 January 2022



# Thank you

We are greatly appreciative of our kind benefactors, corporate partners and volunteers who supported Boys' Town during the difficult times in 2020. You play an important role in growing the seed of hope for our clients' future.

We seek your continual support to help bring healing to the children and youth in-need and their families.

If you are already a part of our mission, whether through volunteering your time, contributing your talents or offering financial support, we thank you.

You make our work 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.







[www.boystown.org.sg](http://www.boystown.org.sg)