

CHILDREN'S AID SOCIETY (MELROSE HOME)

www.childrensaidsociety.org.sg Tel: 6466 5758
503 Clementi Road, Singapore 599488



MISSION

To nurture, motivate and develop young persons in need of care

SERVICE MODEL

- Residential Care

CLIENT TYPE

No of Clients Served	YE 2011	YE 2010
Children & Teenage Residents ^a	74	57

PROGRAMMES

- Provides residential care for children whose parents are unable to provide proper care or who require protection because of abuse.
- Since 2010, the Home also admits teenage girls whose misbehaviours are beyond parental control. It provides a structured environment for them to learn discipline and self-care.
- Provides services for children that include academic support and individual counselling. Also works with the children's families to ensure that they receive the help they need.

FINANCE

Year	YE 2011	YE 2010
Income (\$'000) ^b	1,654	2,028
Expense (\$'000) ^b	1,784	1,223
Surplus/Deficit (\$'000)	(130)	805
Surplus/Deficit % of Expense	(7%)	66%
Reserve Ratio ^c	58 months	72 months
Charitable Expense %	Ratio not reported. See charity's financial statements for detailed activity expense.	

GOVERNANCE/LEADERSHIP

ORGANISATION

Chairman	Mr Michael Kan	Registered Charity	Yes
Chairman Tenure	2004 – Present (7 th Term) ^d	Registered IPC	Yes
Board Size	11	Sector	Social Services
CEO/ED Name	Mr Choy Weng Leong	Regulator	Charities Unit
No of Employees	28	No of Years Operation	110
Salary Info Disclosure	Yes	Recognition/Endorsement	-

^a This refers to the total number of residents served in the year.

^b This includes "Other Credits/Charges" arising from financial & investment activities. Refer to 2011 financial statements for details.

^c This reflects the ratio of unrestricted funds to annual operating expenditure, reported in 2011 financial statements.

^d Based on verbal update from Children's Aid Society. Term of office was changed from 1 year to 2 years with effect of 1 Jan 2011.

IMPORTANT NOTICE

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One of the oldest residential homes that provides safety and hope to children

About 900 children and teenagers stay in residential homes in Singapore. These are mainly children in need of care and protection or young people who have run afoul of the law. Homes provide temporary care and supervision for these children and youth.

Analysis Summary

Programmes	<i>Residential, academic and emotional support during and after stay in home</i>
Finance	<i>Donations and investment account for about ¾ of income, reserves at 5 times annual operating expenditure</i>
Leadership	<i>Board Sub-committees help improve governance, operations and revenue management</i>
Organisation	<i>Funding and staffing needed to expand service reach and improve organisation's capability to address more complex needs of children</i>

Programme

Children's Aid Society (CAS) runs a residential home (Melrose Home) primarily for children in need of care and protection. They also provide supervised care for teenage girls whose misbehaviours are beyond their parents' control. Children below the age of 12 formed almost 70% of all residents in 2011. Most of CAS' residents are referred by the Ministry of Community Development, Youth and Sports (MCYS) and by the Juvenile Court.

CAS helps residents do better in school, and improve in their social and emotional well-being through counselling and a range of enrichment and social activities. CAS' more notable programmes are:

- **Enhanced Aftercare:** CAS monitors the progress of ex-residents and offers them continued academic support and therapeutic programmes at its premises for free.
- **Family case management:** CAS works with residents' families to identify their needs and refer them to relevant family services and parenting programmes.

Results:

- CAS estimates that it has served over 500 children since 2000 (repeat cases included).
- Over the past 2 years (2010 – 2011), CAS' reported achievements include the following:
 - At least 20% of residents returned to their families each year.
 - Over half of all residents showed improvement in their social and emotional well-being.
 - 75% of primary school children improved in at least one academic subject each year.
 - 60% of secondary school children improved in at least two academic subjects each year.

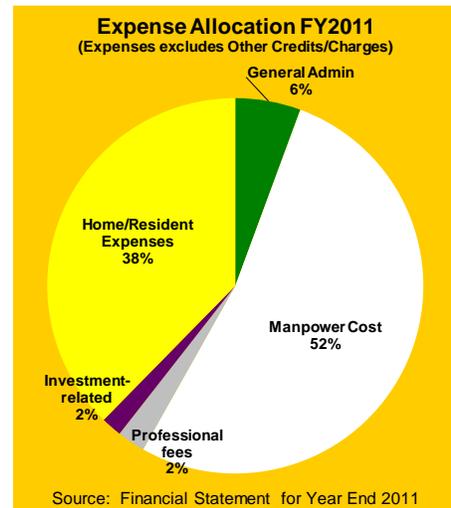
Monitoring, evaluation and feedback: Every resident is assigned a case worker who assesses and monitors his/her progress using a range of indicators that include academic performance, social and emotional well-being, and relationships with family members. Care plans are drawn up for every resident. They are reviewed every three months by CAS' Assessment and Review Subcommittee that comprise staffs and volunteers; and by a MCYS review board every three to six months. CAS has a Children and Programmes Subcommittee that reviews the Home's operations, services and programmes for the children.

Finance

- The annual operating budget is about SGD \$1.2mil.
- Government grants make up ¼ or less of the total income and covers only residents' basic needs (e.g. food, clothing). CAS relies on investment returns and donations to meet the shortfall.
- Reserve is on target at 5 times annual operating expenses to cushion shortfalls. Reserves invested by fund managers & monitored by Finance Subcommittee.

Leadership

- CAS conducts regular strategic reviews. Its most recent 5-year strategic review was in early 2012.
- In the last 5 years, CAS set up new subcommittees to improve oversight on key areas. E.g., in 2009, a committee overseeing overall operations split into two to focus on human resource & operations, and care programmes respectively.
- Finance Subcommittee implemented strategic revenue management, including dedicated donor management staff, setting reserves target and planned future use of reserve funds.



Organisation

- CAS was licensed to operate within 12 months that MCYS introduced licensing for residential homes in 2011. This invites confidence that CAS was well run even prior to the implementation of the licensing regime.
- CAS has responded to the trend of residents coming in with more complex emotional and mental issues by hiring more social workers and providing its workers with more targeted training. Its case worker to client ratio dropped from about 1:23 in 2008 to 1:18 in 2011.
- CAS plans to expand its residential care capacity by 15% and provide interim respite care to accommodate more children/teens in need. It is also exploring providing non-residential, community based services for at-risk children and teens.
- CAS plans to extend the duration of its aftercare service for children and teens that need it. Presently, aftercare is provided to all ex-residents for periods of three to six months.

Support Needs

- It costs about SGD 24,000 annually to support each resident. This includes per annum costs for daily schooling and transport allowance (1,000), tuition and education enrichment programme (2,000), development & therapeutic services (2,000) and daily meals (2,000). The cost of direct service staff (e.g. social/youth workers) make up the balance.
- CAS is planning to set up a unit that provides interim care and placement. It needs SGD 150,000 to finance this new programme annually.
- Volunteers are needed to assist in its programmes and to provide pro bono professional services that include therapy, psychological assessments, consultancy and research.

ICAn Analysis Process

ICAn team spent about three weeks conducting this analysis which entailed a thorough review of the public information about the charity, interview with the executive head, **Mr Choy on 10 March 2011 and 18 January 2012** as well **programme observation on 19 April 2011**. This report is best read along with the basic report for the organisation available on our website: www.nvpc.org.sg/charityanalysis.

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