

# UNITY & RESILIENCE IN A Year of New Normals



Counselling and Care Centre  
**ANNUAL REPORT**  
2020 - 2021



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Cover page design by Ms Anu Cherian

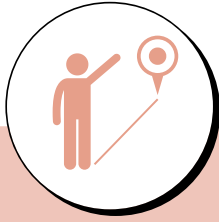
## THE NEW NORMAL

The year 2020-2021 saw us do peculiar things most of us never thought we would. Connecting over Zoom in our pajamas with a cuppa and a headset, with our dear ones in the adjacent rooms doing the same, became a norm. The cover design is an illustration of that facet of the pandemic that has changed the meaning of work as we knew it - staying home to save lives.

The colours for the report theme are green, pink, and yellow; the colors of resilience, good health, and optimism respectively.

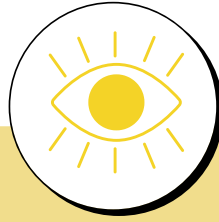
In memory of a year that taught us much about resilience in the face of a nemesis we cannot see, the strength of our bodies and minds, and hope that united us, albeit socially distanced.

*Photo by Bruno Emmanuelle from Unsplash.*



## MISSION

To enhance mental health and promote better marital and family relationships for effective living through counselling, consultancy, training, publications and programmes.



## VISION

The leading agency in Singapore in enhancing personal and relational well-being along with the advancement of systemic thinking and practices in the region.



## VALUES

- Compassion
- Courage
- Humility
- Integrity
- Professionalism

# Our Services



## COUNSELLING

To those who are experiencing emotional, psychological, and relational difficulties.



## EMPLOYEE ASSISTANCE PROGRAMME

To engage employers to provide funding and access for their employees to seek counseling service and take part in mental wellness programmes.



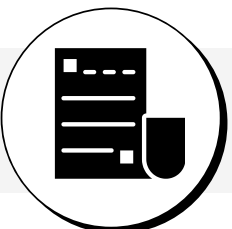
## TRAINING

For mental health, social service professionals and para-counsellors in clinical and supervisory skills.



## CONSULTATION

For social service organisations and individual practitioners desiring to enhance their standard of clinical practice and supervision.



## PUBLICATIONS

Of local research and articles relating to clinical practice and knowledge.

# Chairman's Message



Through these difficult times, CCC saw an increasing number of people seeking help to cope mentally and psychologically with the rapid changes and adverse effects of the pandemic.

## 2020 was a special year.

It was a year of chaos, following the COVID-19 pandemic. There was fear, anxiety, death, job losses, and great disruptions to our usual routines of work and life in general. Through these difficult times, CCC saw an increasing number of people seeking help to cope mentally and psychologically with the rapid changes and adverse effects of the pandemic.

At the same time, we saw an increase in the number of stakeholders such as MSF, NCCS, employers and community agencies who reached out to CCC to extend their support to people who are in need of help during this crisis. The newly set-up National Care hotline referred many people who were impacted by the pandemic to CCC. There was a 100% increase in the number of employers participating in our Employee Assistance Programme (EAP) to sponsor their employees for counselling in order to cope with the stress in adapting to the hybrid virtual and physical work environment. MILK (Mainly I Love Kids) initiated a partnership with CCC to provide sponsorship for counselling with children and youth from low-income families.

NCCS played a vital role in supporting the capacity of CCC to meet the rising demands during the pandemic. The provision of the Invictus Fund has enabled CCC to increase its manpower to cope with the rising number of clients; purchase IT equipment to shift our services virtually and provide funding to support staff and enhance their self-care.

The Management Committee (MC), together with the Sub-Committees, have been working hard to support the governance and functions of CCC. With the convenience of virtual meetings, they clocked a record-high number of meetings compared to the previous year. This is volunteer work on top of their full-time jobs and other family responsibilities. We are thankful for a committed bunch of volunteers who care deeply for CCC.

The Audit Committee has established the induction process for new Members, a Code of Conduct for Members, and a checklist for Board evaluation.

The Programme and Services Committee has examined the fee structure for services and recommended engaging a financial consultant to explore the financial viability of each service. It also organised the two-day MS-Staff Retreat on 16 and 19 March 2021 by inviting an external consultant, Mr Terrence Fernandez, to conduct the strategic planning sessions. It was a fruitful session as CCC reviewed its services through the "KISS" framework (Keep, Improve, Stop, Start) and succession planning for the ED. The strategic planning sessions ended with a meaningful and reflective talk by Bro. Collin Wee on "Life worthy of His Calling".

It was a busy year for the Finance Committee as it led the MC and staff in the budget exercise and explored ways to optimise our reserve by investing in bonds and fixed deposits.

The Human Resource Committee, in response to the staff engagement session, revised the medical benefits for staff to improve their accessibility for claims. They had worked alongside the ED to recruit two new staff into our fold. Mr. Andrew Chong was successfully recruited as a Therapist. He had worked as a Social Worker for more than 7 years with the youth and family services before joining CCC. Mr. Lineker Lee was recruited as the Training Admin. Executive. Mrs. Peggy Wong will be re-designated as the Operations Admin. Executive with effect from 1 July 2021.

We received with regrets the resignation letter from Ms. Ching Pui Fun, who had served as the Chairperson of the Audit Committee and a Management Committee Member. We appreciate Pui Fun for the time spent together serving in the Committees and her valuable contributions to CCC.

We are grateful for the new blood in our Management Committee. They are Ms. Maureen Fung and Ms. Mavis Teo who were elected and co-opted to the Management Committee respectively. We are confident that they will contribute their expertise generously in advancing the mission and vision of CCC.

Moving forward, the MC and the Sub-Committees will continue to work together with the staff to meet the critical needs and demands of our community. Last but not least, I wish to convey my thanks to the staff who have worked laboriously during the pandemic. Together, we can overcome and emerge stronger as a Centre to serve the needs of the community.

*Mr Eng Bak Yeow*  
(Alastair)

# Executive Director's Review



**We are determined to stay connected, keep abreast of the changing needs, and stay relevant to fulfill our mission.**



## Navigating through the prolonged pandemic of COVID-19: Challenges and opportunities for CCC.

It has been more than a year since the pandemic took hold of Singapore in February 2020. Many times, we seem to almost claim victory over it only to brace ourselves for yet another wave. We are probably in for a long battle.

### REVIEW OF SERVICES

#### Counselling

With the limited access to social support and community activities during the pandemic, the increase in social isolation and stress has taken a heavy toll on the mental and psychological wellbeing of both the young and the old. It is highly likely that the level of underlying mental health problems will remain significantly higher than in the past years. This was evident in the increase of more than 1000 counselling hours (22% increase) clocked-in by our Therapists compared to the previous year. We conducted 6,071 counselling sessions in the current financial year as compared to 4,746 sessions in the last financial year.

Unlike other businesses that had slowed down, CCC was working at full throttle in response to the rising demands of clients seeking help. 52% of clients who experienced high needs such as crisis, violence, trauma and serious mental health problems, were provided with face-to-face counselling sessions with safe management measures in place while 48% of clients had shifted to online counselling sessions.

Shifting counselling to an online platform was done swiftly with quick research into cybersecurity issues, purchase of suitable IT equipment, formulation of clients' written consent forms, management of risk and clients' safety, assessment of the suitability of clients' symptoms for online counselling, and developing strategies to manage escalation of emotions and interruption in online delivery of counselling. Looking back, I marvel at how steep the learning curve was for the staff team and their agility in adapting to the changing environment within a short period of time!

Couples and families have reflected higher needs for face-to-face sessions than individuals due to the limitation of online functions to capture interactions among family members. Most individuals have adapted to online counselling, finding it convenient and accessible. Online counselling is likely to continue as the new normal post the COVID-19 pandemic for many individuals.

#### Training

Shifting training courses online was more challenging than counselling. It involved the team of Trainers to develop creative teaching tools that will engage Trainees remotely. In addition, our training courses focused on clinical skills and thus it was challenging to teach and facilitate skills practice virtually.

Although there was no significant drop in enrolment, more than 80% of trainees reflected the preference for face-to-face training as compared to online training.

A significant achievement for training was the development and launch of modular training courses. The Post Graduate Diploma in Family and Systemic Practice (PGDFSP) and the Post Graduate Certificate in Systemic Thinking and Approaches (PGC-STA) underwent curriculum revamps. Each course was redesigned to have 3 independent modules with a specific focus. Modular training provides Trainees with the flexibility to take the course in bite-size modules and complete it over the span of three years to attain the Diploma or Certificate. It caters to the needs of the Social Service Professionals who are too busy to attend long training courses as they have to juggle between full-time work and family life. Modular training provides employers with affordable options to sponsor their staff for training.

In conjunction with the launch of modular training courses, we organised a virtual Open House for CCC, the first in our 54 years' history! It was attended by more than 40 Social Service Professionals. The feedback was good as the participants enjoyed the opportunities in the virtual breakout rooms to interact with respective Trainers from different courses to understand more about the training courses and how they align with their professional development plans.

#### Consultation

Agency group consultation sessions had reduced as compared to the previous year, largely due to the restrictions of visits and reduction of casework/counselling activities as a result of safe management measures against COVID-19. Agencies that maintain consultation sessions have also reduced the number of hours or frequency to prevent screen fatigue as we shifted the consultation sessions to online platforms.

#### MANAGEMENT

A significant milestone for the year is the revamp of the CCC's website. The new features and design have enabled site visitors to navigate speedily and to have easy access to information that they need. It was optimized for mobile to improve the experience of visitors. We have added a new e-shop page for visitors to purchase books, register for events and services online.

Last but not least, the staff team is delighted to have the new Infotech software which has enabled them to apply for leaves and submit claims electronically. It was a timely launch that enhanced convenience for all staff as working from home has become a new norm.

As the pandemic persists, CCC has accelerated its automation and digitalisation transformation to turn the challenges into opportunities and meet the gaps in services. We are determined to stay connected, keep abreast of the changing needs, and stay relevant to fulfill our mission.

*Ms Ruth Chua*

# A Timeline of the New Normal

Before the beginning of the financial year, CCC staff team was already split into Team A & Team B and with no interaction between the teams to continue providing our services in our Counselling and Training Wings. Most of our training courses were slowly being moved online. CCC also started doing health screening and administering health declaration forms. CCC started using Zoom for trainings and meetings and Doxy.me for counselling.



## CIRCUIT BREAKER

The nation went into our 1st Circuit Breaker. Counselling services were moved fully online with limited face-to-face sessions for crisis cases. CCC also conducted its 1st webinar titled, 'Self-Care for Helping Professionals-Making Sense of Life During COVID-19 and Journeying Together' for Social Service Professionals and organized by NCSS.

Circuit Connects meetings every Wednesday to keep virtually in touch started.



## VIRTUAL AGM

CCC had its first ever AGM online. Though not comparable to meeting face-to-face, the team, management committee, sub-committees and other members were unanimously grateful for the ways in which the Centre and each and everyone stayed strong and resilient among all the frequent and unexpected changes that came our way.



## FIRST WORKSHOP

Although several workshops involving international trainers had to be cancelled, we were able to go ahead with the Workshop, 'Working with Violent, Suicidal, & Self-Destructive Adolescents: A Collaborative Strengths-Based Family Therapy Approach' by Mr. Matthew Selekman via online platform and involving 95 participants on 7 & 8 October.



## MC & STAFF RETREAT

After a long break, the staff team and MC came together for our retreat within strict safety measurements on 16, 17, and 18 March.



## FIRST MODULAR BATCH OF CST

The first modular learning cohort started for the course CST (Module 1 of PGC-STA) with 25 Trainees and online on 11th January.



## LAUNCH OF NEW WEBSITE

CCC revamped and launched our new website on 5th February to cater to the changing needs of the organization.



## FIRST VIRTUAL OPEN HOUSE

Devoid of opportunities to meet SSPs face-to-face to speak about our courses and the exciting modular learning we have been working on, CCC went ahead with our first virtual open house on 4th November attended by 40 SSPs. It was so well-received that we might just consider making it an annual affair!



## YEAR 2021-2022 PLANNING

The team had a virtual lunch date and conducted a virtual year planning session on 9th September.



## PHASE 1 AKA SAFE RE-OPENING

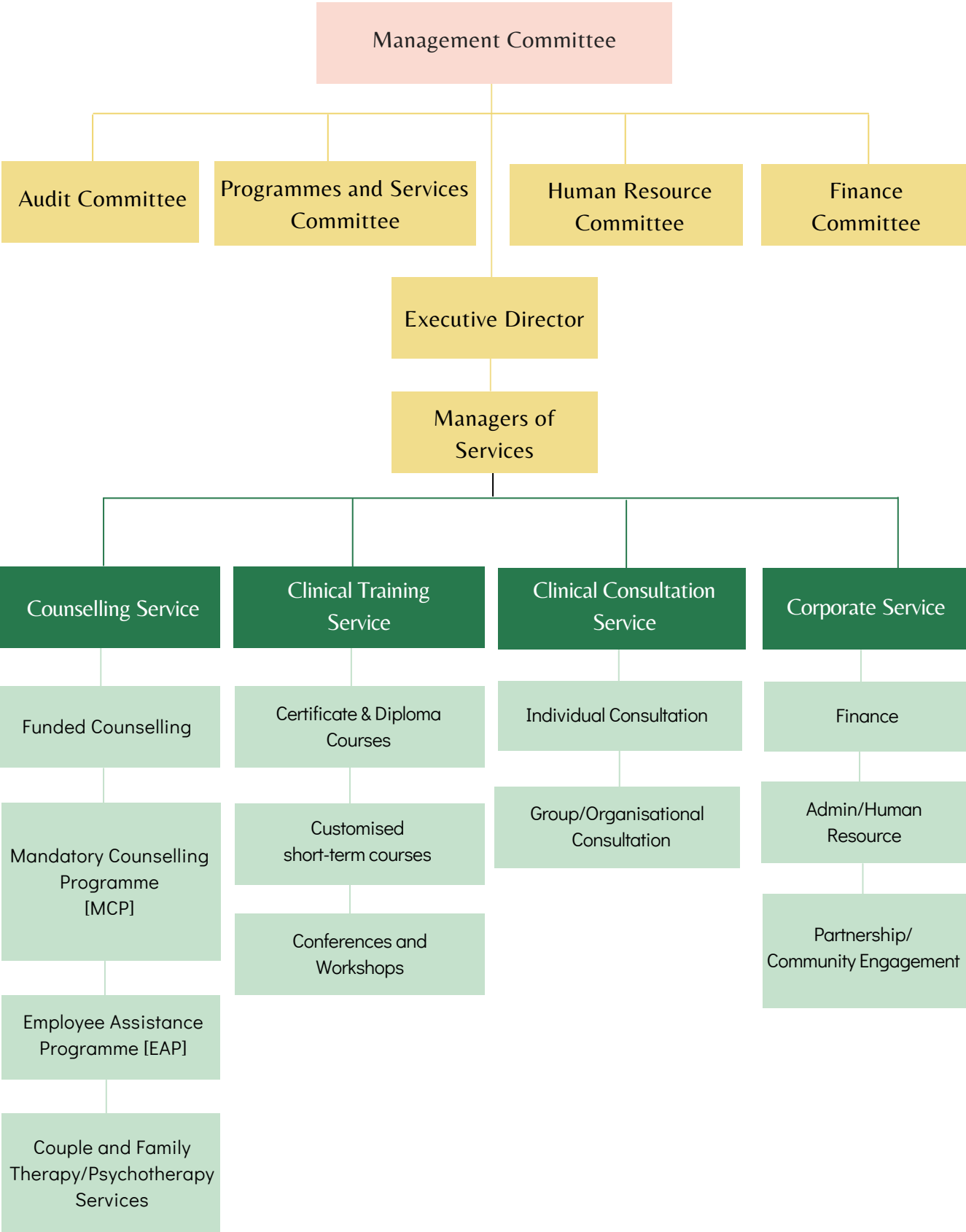
Phase 1 started on 2nd June. The team kept up their good spirits training, counselling, consulting and meeting online and from the office.



## EXTENSION OF DOSCON ORANGE

Dorscon Orange was extended. As such, split team arrangement continued. All clinical vivas and graduation dinners moved to Zoom. CCC also stopped admitting any visitor who had travelled overseas.

# Organisation Chart



# The Management Committee



**Mr. Eng Bak Yeow  
(Alastair)**  
Chairman



**Mr. Ng Pak Shun**  
Vice Chairman



**Ms. Ho Kit Choy**  
Honorary Secretary



**Mr. Chan Fook Kay**  
Honorary Treasurer



**Dr. Josephine Yong**  
Committee Member



**Mdm. Liong Mee San  
(Mrs Rose Boon)**  
Committee Member



**Ms. Ching Pui Fun**  
Committee Member



**Ms. Mavis Teo**  
Committee Member



**Mrs. Sze Toh Hong Eng**  
Committee Member



**Ms. Maureen Fung**  
Committee Member



# The Management Committee - cont'd

The Management Committee (MC) shall have the responsibility for the overall policy and management of CCC and all such administrative powers as may be necessary for effectively carrying out the objectives of CCC in accordance with the Constitution.

Listed below is the composition of the current Management Committee.

| NAME                                  | CURRENT DESIGNATION | YEAR OF 1ST APPOINTMENT TO THE BOARD | MEETING ATTENDANCE                    | OCCUPATION/ EXPERIENCES   |
|---------------------------------------|---------------------|--------------------------------------|---------------------------------------|---|
| Mr. Eng Bak Yeow<br>(Alastair)        | Chairman            | 2004                                 | 5/6                                   | School Counsellor   |
| Mr. Ng Pak Shun                       | Vice Chairman       | 2016                                 | 4/6                                   | Public Servant  |
| Ms. Ho Kit Choy                       | Honorary Secretary  | 2007                                 | 5/6                                   | Support Specialist in Special Needs   |
| Mr. Chan Fook Kay                     | Honorary Treasurer  | 2016                                 | 6/6                                   | Retired; Chartered Accountant   |
| Dr. Josephine Yong                    | Committee Member    | 2016                                 | 6/6                                   | Retired; Corporate HR Executive   |
| Mdm. Liong Mee San<br>(Mrs Rose Boon) | Committee Member    | 2003                                 | 5/6                                   | Director; BSL Corporate Services Pte Ltd  |
| Ms. Ching Pui Fun                     | Committee Member    | 2018                                 | 4/5<br>(Resigned w.e.f 18 Feb 2021)   | Assistant Director; Care and Counselling Special Education Needs Institute of Higher Learning |
| Ms. Mavis Teo                         | Committee Member    | 2020                                 | 1/4<br>(Co-opted to MC on 4 Aug 2020) | Head, Medical Social Work Department, KKH   |
| Mrs. Sze Toh Hong Eng                 | Committee Member    | 2003                                 | 4/4<br>(Co-opted to MC on 4 Aug 2020) | Retired; Senior Counsellor  |
| Ms. Maureen Fung                      | Committee Member    | 2020                                 | 4/5<br>(Elected on 24 July 2020)      | Social Work Trainer and Supervisor  |

All the MC members are elected according to the Society's Constitution and do not receive any remuneration for their involvement in any way at CCC. None of the MC members holds staff appointments. CCC does not have any paid staff that are close members or family of the Executive Director or MC members.

Under the Constitution, no persons shall serve as Chair for a consecutive period of six (6) years and Honorary Treasurer for a consecutive period of more than four (4) years.

Mrs. Rose Boon, Mr. Alastair Eng, Ms. Ho Kit Choy, and Mrs. Sze Toh Hong Eng have served more than 10 years with the Management Committee and CCC continues to benefit from their valuable insights and guidance in strategic directions. Newer Management Committee members have taken up positions to provide continuity for governance.

## MOVEMENTS IN THE MANAGEMENT COMMITTEE

### New Faces

CCC welcomed Ms. Maureen Fung and Ms. Mavis Teo as Committee Members to the MC and are excited to journey with and learn from their experience and wisdom amassed over decades of work in their respective fields.

# The Sub-Committees

The table below is a list of sub-committees and its members appointed by the Management Committee to assist with the governance of CCC.

| COMMITTEE TERMS OF REFERENCE  | COMPOSITION  | DESIGNATION  | MEETING ATTENDANCE                          |
|---|--|--|---|
| <p><b>AUDIT COMMITTEE</b></p> <p>Ensures compliance with the Code of Governance for Charities and IPCs by reviewing the effectiveness of CCC’s material internal controls, including financial and compliance controls, and conducting risk management periodically.</p>  | <p>Ms. Ching Pui Fun</p> <p>Mr. Teo Tee Loon</p> <p>Mr. Clement Ong</p>  | <p>Chair</p> <p>Member</p> <p>Member</p>               | <p>1/1</p> <p>1/1</p> <p>1/1</p>            |
| <p><b>PROGRAMMES AND SERVICES COMMITTEE</b></p> <p>Facilitates strategic planning for CCC and ensures that its vision and mission are clearly expressed, planned, and implemented. It is responsible for the entire programme and service content of CCC and monitors its effectiveness, ensuring the goals and objectives are being met.</p> | <p>Mdm. Liong Mee San<br/>(Mrs Rose Boon)</p> <p>Mr. Ng Pak Shun</p> <p>Mrs. Sze Toh Hong Eng</p> <p>Ms. Mavis Teo</p>     | <p>Chair</p> <p>Member</p> <p>Member</p> <p>Member</p> | <p>3/3</p> <p>3/3</p> <p>3/3</p> <p>3/3</p> |
| <p><b>FINANCE COMMITTEE</b></p> <p>Advises the Board on all financial matters and ensures compliance with the Code of Governance. It also reviews and recommends suitable investment policies to the Management Committee for approval.</p>   | <p>Mr. Chan Fook Kay</p> <p>Ms. Maureen Fung</p> <p>Mr. Tan Yew How<br/>(John)</p> <p>Mr. Lau Yoke Soon<br/>(Laurence)</p> | <p>Chair</p> <p>Member</p> <p>Member</p> <p>Member</p> | <p>5/5</p> <p>5/5</p> <p>4/5</p> <p>4/5</p> |
| <p><b>HUMAN RESOURCE COMMITTEE</b><br/>Previously known as Personnel Committee</p> <p>Assists the Management Committee by recommending and reviewing all policies, terms and conditions of staff employment, including salary scales, increments, staff welfare, and benefits.</p>  | <p>Dr. Josephine Angelina<br/>Yong</p> <p>Ms. Ho Kit Choy</p> <p>Mr. Eng Bak Yeow<br/>(Alastair)</p>                       | <p>Chair</p> <p>Member</p> <p>Member</p>               | <p>3/3</p> <p>3/3</p> <p>3/3</p>            |

# Staff Members

## THE TEAM

The year 2020 had us increase our counselling capabilities as we saw a clear increase in demand from the public for counselling services. CCC's staff strength increased from 19 to 21 staff members from FY2019 to FY2020 as we welcomed 1 Admin Executive (Training) and 1 Therapist to the team. This move was also in alignment with our plans to strengthen our IT infrastructure to equip ourselves to always be ready for the changing landscape during and post COVID-19.

The Management Committee approved all staff appointments upon the recommendation of the Human Resource Committee and the Executive Director (ED).

Staff Performance Appraisals are reviewed twice yearly by the ED and Supervisors. Performance appraisals are discussed at Finance and Human Resource Committees, where remunerations are also recommended for approval from the Management Committee.

## THE EXECUTIVE DIRECTOR

Ms Ruth Chua has more than 30 years of experience in the social service field. She started work as a Social Worker and was the Head of AWWA Family Service Centre. She proceeded to pursue family therapy training and has been working in CCC since 1997. Besides counselling, Ruth was involved as a Trainer for counselling and supervision and a Clinical Consultant for various agencies. Since she took on the role of Executive Director in 2013, she has actively involved the Management and staff members in strategic planning, refined systems and processes to strengthen the governance and capability of CCC.

There are five key staff appointed to assist the ED in overseeing the services and ensuring that services/work delivered follow standard operating procedures (SOPs). They contribute to the review of the respective services and improvement of the operational efficiency and quality of services.

## Key Staff



**Karen QUEK**  
Senior Admin. Manager  
Finance, Human Resource &  
Administration



**Tony ONG**  
Senior Therapist  
Counselling Service



**Sharon KOH**  
[Mrs. Sharon Sng]  
Principal Therapist  
Consultation Services



**Steven SOH**  
Senior Therapist  
Training Services



**FOO Soo Jen**  
Principal Therapist  
Professional Development  
of Therapists

## Senior Therapists

## Administration



**SIM SIAN KIONG**  
**Elijah**  
(Part-Time)



**Rebecca TAN**  
(Mrs. Rebecca Lo,  
Part-Time)



**Jadelyn LIM**  
(Mrs. Jade Low)



**Terence TAN**



**Peggy LIM**  
Mrs. Peggy Wong  
Operations



**LEUNG Mui Tang**  
Counselling & Consultation

## Therapists



**Andrew CHONG**



**Charlotte CHEN**



**Cheryl LIM**



**LIM Li Zhen**



**Anu CHERIAN**  
Manager, Partnerships



**Lincker LEE**  
Training



**Pamela LIAO**



**Valerie OH**



**Julia LYE**  
Receptionist

# Professional Contributions of Staff

The therapy staff continues to appreciate that they have been able to contribute to the lives of fellow Social Service Practitioners locally and beyond, as well as to the people in need. Some contributed by serving as members on various panels, committees, and multidisciplinary teams, which gave them the opportunity to connect and work with various professionals across different contexts and contribute towards the wellbeing of people in need and the professional growth and development of fellow practitioners. Some did so by conducting sharing and presentations. Quite a number of them were also involved in various local and global webinars as presenters and panelists.

The following is a list of the staff's professional contributions in this FY:

| STAFF          | PROFESSIONAL CONTRIBUTIONS   |
|----------------|--|
| Charlotte Chen | <ul style="list-style-type: none"> <li>Co-hosted an hour of the Linking Lives StoryThon by Narrative Therapy Initiative, a 24-hour wave of Narrative storytelling across the globe, to connect lives especially in face of the COVID pandemic, 23 May 2020</li> <li>Panellist Speaker for a mental health Webinar titled "Mask On, Mask Off: How to express our true emotions beneath the masks we wear", organised by ThisConnect, 20 December 2020</li> </ul>  |
| Ruth Chua      | <ul style="list-style-type: none"> <li>Panellist of "NUS StayHome Series Webinar: The Village We Took for Granted: Lessons Learnt and Family Life in the New Normal", 14 July 2020</li> <li>Member of Leadership Development and Selection Panel, National Council of Social Service</li> <li>Member of the Programme Advisory Committee, School of Human Development and Social Services, Singapore University of Social Sciences</li> <li>Member of CARE Board Committee, AWARE</li> </ul>             |
| Foo Soo Jen    | <ul style="list-style-type: none"> <li>Member of Multi-Disciplinary Team (MDT) for Big Love Child Protection Specialist Centre</li> </ul>  |
| Jade Low       | <ul style="list-style-type: none"> <li>Member of the workgroup for Supervision of Supervisory Practice in Singapore social service sector (a joint project between SASW and MOH)</li> </ul>  |
| Tony Ong       | <ul style="list-style-type: none"> <li>Member of Social Service SkillsFuture Tripartite Taskforce Counselling Sub-Team</li> <li>Member of Social Work Accreditation &amp; Advisory Board Supervision workgroup</li> <li>Member of Ministry of Social &amp; Family Development Review Board Review Committee 5</li> <li>Panellist of "Principles of Online/Phone Counselling", Ministry of Social and Family Development, Office of Director of Social Work, 16 July 2020 &amp; 13 August 2020</li> </ul> |
| Elijah Sim     | <ul style="list-style-type: none"> <li>Speaker at KK Women's and Children Hospital Webinar: "Developing Network in Action for Mental Wellness", 12 November 2020</li> <li>Panelist for Salt and Light Family Night on "Accountability in Marriage", 30 March 2021</li> </ul>   |
| Sharon Sng     | <ul style="list-style-type: none"> <li>Member of Clinical Supervision Board, Singapore Association of Counsellors</li> <li>Panelist for a "Linking Lives Storython" webinar organised by Narrative Therapy Initiative, U.S.A., 23 May 2020</li> <li>Stakeholder representative for WePrepare Webinar, 30 May 2020</li> <li>Presented on "Using Narrative Ideas in Supervision" at a Webinar organised by the Singapore Narrative Therapy and Community Work, 29 August 2020</li> </ul>                   |
| Steven Soh     | <ul style="list-style-type: none"> <li>Conducted a sharing on "Erik Erikson's 8 Stages of Psycho Social Development" at FaithCare ministry, Faith Methodist Church, 20 October 2020</li> </ul>   |
| Terence Tan    | <ul style="list-style-type: none"> <li>Member of workgroup set up to review Social Work Supervision Guidelines - organised by the Social Work Supervision Seminar Organising Committee 2021</li> </ul>   |

# Professional Development of Staff

Keeping consistent with one of CCC's values of Professionalism, CCC encourages the staff to keep relevant with their professional development needs by supporting them with an annual set of professional development funds and hours to attend relevant training courses, workshops and conferences.

## CERTIFIED TRAINING COURSES

Congratulations to Charlotte who was awarded the Master of Narrative Therapy and Community Work in January 2021.

In addition, there were a few other staff who were supported in their pursuit of certified/qualifying training courses as shown below:

| STAFF                    | COURSE   | DURATION                        | REMARKS  |
|--------------------------|--|---------------------------------|--|
| Charlotte Chen           | Master of Narrative Therapy and Community Work by University of Melbourne  | 11 Feb 2019 - Nov 2020          | Supported by Professional Development and Management Programme (PDMP Scheme) by National Council of Social Service |
| Lim Li Zhen, Pamela Liao | Post Graduate Diploma in Family and Systemic Practice by Counselling and Care Centre   | 17 Apr 2020 - 14 May 2021       | Supported by Counselling and Care Centre and VCF   |
| Foo Soo Jen              | Somatic Experiencing Professional Training Beginning I/II & II/III Modules by Living Streams Therapy, Training and Consultancy LLP | 4-9 Dec 2019;<br>16-21 Nov 2020 | Supported by Counselling and Care Centre and VCF   |

## CLINICAL MEETINGS

In addition, the Therapists continued to grow and hone their clinical and supervision skills from actively participating in weekly clinical meetings. Held online due to split team working arrangements and safe distancing measures, these sessions provided the space for the Therapists to meet as a team and thus fostered connection, support, and morale as a staff team. Regular supervision or consultation with different supervisors and consultants, both internal and external, were also made available to the Therapists. A few of the Therapists also joined study and consultation groups, focusing on honing their knowledge and skills related to particular therapy approaches.

## SHORT-TERM TRAINING COURSES

While the majority of courses and workshops were held online due to the COVID-19 pandemic, this did not deter the staff from continuing to sign up for and attend relevant workshops and courses during this period.

The following is a list of courses the staff has attended:

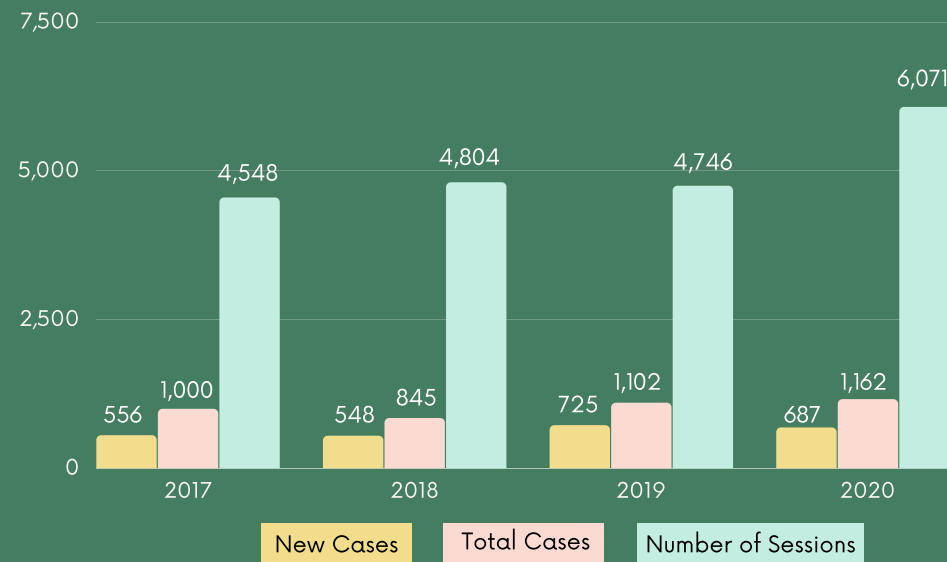
| STAFF   | COURSE  | ORGANISED BY                |
|---|---|-----------------------------|
| Ruth Chua, Charlotte Chen, Jade Low, Lim Li Zhen, Pamela Liao, Steven Soh, Terence Tan, Valerie Oh, Sharon Sng, Foo Soo Jen, Tony Ong, Elijah Sim, Rebecca Lo-Tan, Cheryl Lim | Working With Violent, Suicidal and Self-Destructive Adolescents: A Collaborative Strengths-Based Family Therapy Approach by Matthew Selekman  | Counselling and Care Centre |
| Steven Soh  | The 7 Habits of Highly Effective People® - Signature Program  | FranklinCovey Singapore     |
| Tony Ong  | 2021 EFT theme online course: The Shortest Path for EFT to Catalyse Changes - The Tracking, Reflection, Breaking and Reconstruction Of Interactive Loops and Inner Loops (Anxiety, parent-child relationship, depression) | AsiaEFT                     |
| Cheryl Lim  | Internal Family Systems (IFS) for Trauma, Anxiety, Depression, Addiction & More   | Psychotherapy Networker     |
|   | Dick Shwartz's Internal Family Systems Masterclass: Experience IFS in Action with Complex Trauma and PTSD   |                             |

# Professional Development of Staff - cont'd

| STAFF                                       | COURSE   | ORGANISED BY   |
|---|--|--|
| Valerie Oh                                  | 2020 Symposium Virtual Experience: Nourishing the Soul of Psychotherapy (Online Course)                        | Psychotherapy Networker                                  |
|   | Deb Dana's Polyvagal Informed Therapy Master Class   |  |
| Jade Low                                    | Advanced Master Program on the Treatment of Trauma   | NICABM   |
|   | Expert Strategies for Working with Anxiety   |  |
|   | Working with Core Beliefs of "Never Good Enough"   |  |
| Sharon Sng                                  | The Gottman Method to Treating Affairs and Trauma: An Advanced Online Training Course                          | Psychotherapy Networker                                  |
| Foo Soo Jen, Elijah Sim                     | Trauma and Loss Symposium: When Grief and Trauma Meets   | Viriya Community Services                                |
| Terence Tan                                 | Somatic Experiencing Professional Training Beginning II/III Module   | Living Streams Therapy, Training and Consultancy LLP     |
| Tony Ong, Terence Tan, Jade Lim, Cheryl Lim | An Introductory Training on Understanding Gender Variance  | SAMH   |
| Cheryl Lim, Foo Soo Jen                     | Working with Sexual Issues in Psychotherapy by Desa Markovic   | Association for Family Therapy (UK) North East Committee |
| Ruth Chua                                   | Workforce Transformation through Job Redesign  | Ernst and Young Advisory Pte Ltd                         |
| Karen Quek                                  | Accounting Considerations of Covid-19 Pandemic & Economic Recession  | Cypress Public Accounting Corporation                    |
|   | Workforce Transformation through Job Redesign  | Ernst and Young Advisory Pte Ltd                         |
|   | Cost of employment work & employment Act   |  |
|   | Info-tech HR software  | Info-Tech  |
| Peggy Wong                                  | Webinar_Salesforce: Deliver a Connected Digital Journey by Leveraging Conversational Platforms                 | Salesforce   |
|   | Webinar IAL: Innovation in Skills Development and Delivery Webinar Series (Pear Deck)                          | Institute of Adult Learning Singapore                    |
|   | 7-Step Method to Successful Business Writing   | Aventis Learning Group                                   |
|   | Microsoft Excel Dashboard for Beginners  |  |
| Anu Cherian                                 | Zoom Meetings 101  | Zoom   |
|   | WePrepare for SG Webinar - Journeying through COVID-19: Promoting Community and Family Resilience in Singapore | WeFor.SG   |
|   | Accelerating Fundraisers with Email Marketing  | Epsilon  |
|   | Charities Lean Forward - Webinar 'Recruitment, Retention and Recognition of Volunteers'                        | MCCY   |
|   | NCSS Volunteer Management Network Webinar Series   | NCSS   |
|   | The Comprehensive Guide to Email Deployment Confirmation   | Epsilon  |

# Counselling Overview

## Cases and Sessions from 2017 - 2020



**1162**

TOTAL COUNSELLING CASES

**1419**

TOTAL CLIENTS SERVED

**22%** ▲

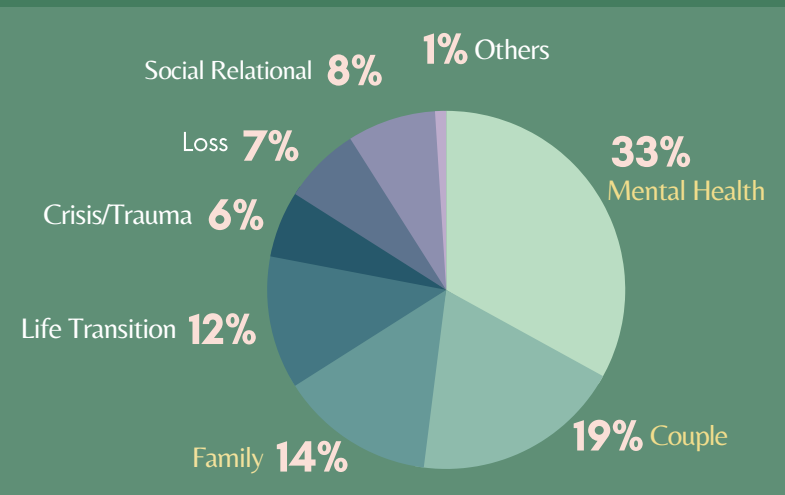
in sessions, with

**6,071**

TOTAL SESSIONS

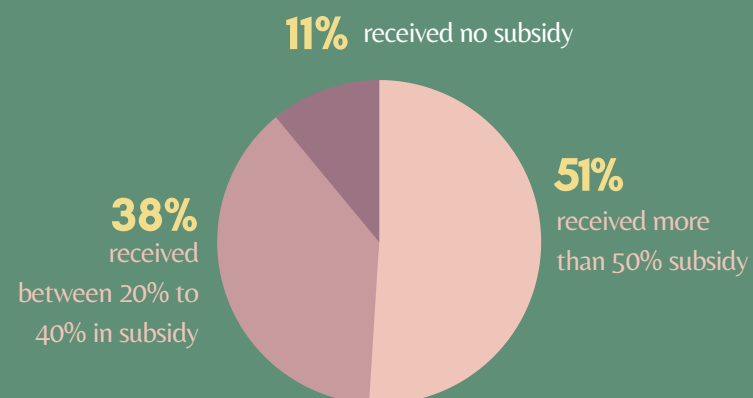
in FY20/21

## Presenting Concerns\*



\* Life transition includes: Illness/Disabilities, Issues related to LGBTQ identity  
 Social/Relational includes: School-related problems e.g. learning difficulties, truancy, violence  
 Others include: Religion / Spirituality Issues, Sex-related / Sexuality

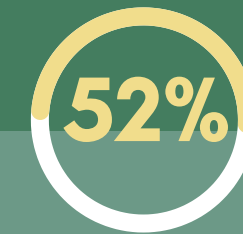
## Counselling Fee Subsidies



**3%**

increase in cases

IN THE AREA OF MENTAL HEALTH



of clients had face-to-face sessions with safe management measures. These were classified as high needs (crisis, violence, trauma and serious mental health problems)



of clients had sessions online

## Employee Assistance Programme



**139**

Clients

**538**

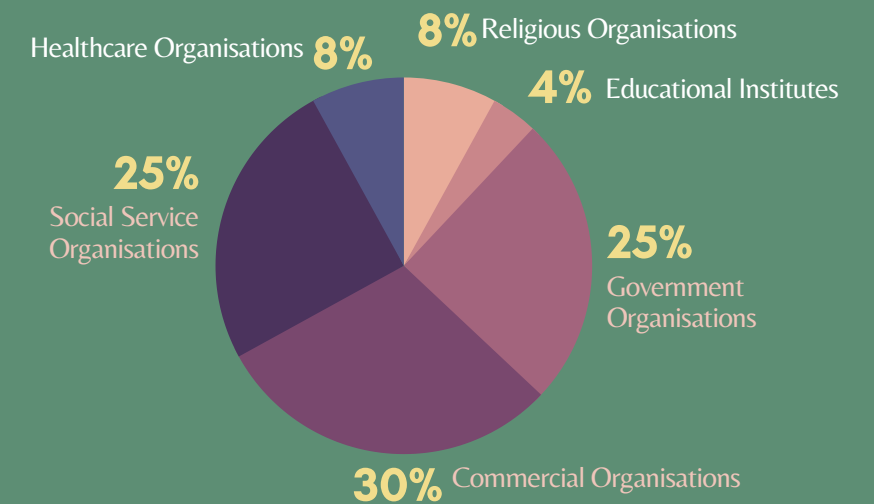
Total Sessions

**10**

New Organisations

**24**

Total Organisations



## Critical Incident Stress Debrief

**3**

Organisations

**32**

Clients

# Counselling

89% of our clients received subsidies for counselling and only 11% were able to afford to pay the standard counselling fee. The subsidies ranged from \$10 to a maximum of \$140 per hour.

## MAJOR PRESENTING CONCERNS

The presenting concerns remain proportionately similar to the previous financial year. The major issues were mental health (33%), couple issues (19%), family issues (14%), and life transition issues (12%). There was an increase of about 3% in the area of mental health.

While the number of new cases dropped by about 6% to 687 new cases in FY20/21, there is a significant increase in sessions by 22% to 6,071 sessions in the current financial year as compared to 4,746 sessions in the last financial year.

# Employee Assistance Programme

The EAP programme helps employers attend to the emotional and psychological well-being of their employees. The pandemic and the ensuing physical and emotional isolation during circuit breaker, new work arrangements and the stressors that came along with it could all be the reasons why 2020 was a year like no other in terms of the EAP uptake CCC had. CCC had 139 clients who came for a total of 538 counselling sessions funded by their employers through the EAP programme in the year.

10 new organizations came on board our EAP programme in the year thereby making the counselling service accessible to all their employees. It was heartwarming to witness the common tone of concern and care for their employees during an unprecedented time among the employers who reached out to CCC to establish the service in their respective workplaces.

The issues presented were usually personal, relational (family or otherwise), mental health, and career/work-related.

# Critical Incident Stress Debrief

Critical Incident Stress Debrief [CISD] is an ad-hoc group therapy service provided for employees who have been through a traumatic experience at their workplace. Before providing individual counselling to the concerned parties, the Therapists meet with the group to provide them a safe space to address the incident and their emotions and feelings towards it. In the financial year, CCC had 3 cases of CISD and provided group therapy to 32 employees.



# Testimonials



**"The counselling sessions helped enhance my self-awareness and self-discovery.**

It helped me clarify the things happening in my life and identify the truth. I am more aware of the reason why I do something, and what is not helping me achieve my goal.

COVID-19 did not change my routine too much. Mostly, I had some issues with my partner working from home and we had differences in schedule. Jade helped me develop strategies to cope and resolve conflicts."

Female Client  
29 years old



**"It has supported me by letting me share the different ways in which the pandemic has impacted my work and personal life.**

With that I am better equipped at dealing with the emotions that arise from it, to allow me to function in this new normal."

Male Client  
34 years old



**"It has helped me to understand myself more through the exchanges between the Counsellor and I.**

By verbalizing my thoughts and feelings it provided me with more clarity and it helped me to acknowledge and accept my circumstances more."

Anonymous Client



**"A space for me to grieve and learn to accept myself.**

Counselling was a space for me to learn positive interpersonal relationships where it is safe to ask for my needs/wants to be discussed. It has been an important safe space in light of increased family friction, and I can feel the cave of CCC and my Therapist providing me stability and safety in spite of all that they must do themselves to adapt as well."

Female Client  
30 years old



**"It was a safe space for me to share my concerns/thoughts.**

I did not have anyone to talk to so the online sessions were a great source of comfort especially since I was going through a hard time."

Female Client  
26 years old



**"My Counsellor has been instrumental in my continuing healing journey from PTSD.**

The identifying and managing of triggers over the years have saved my life, literally. The counselling sessions have helped me through COVID-19 in discussing changing family dynamics and impacts."

Female Client  
37 years old



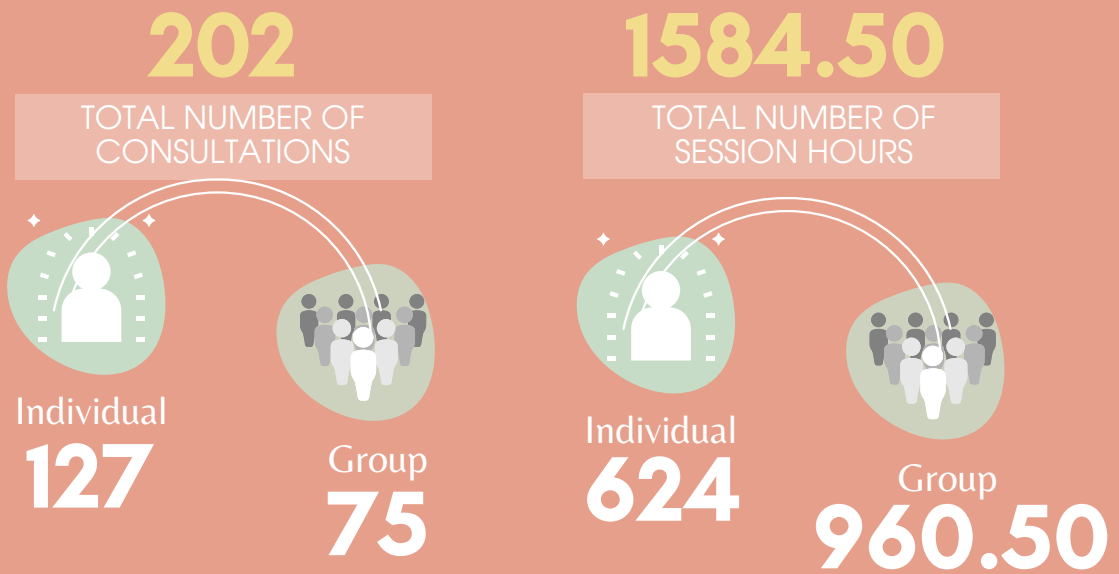
**"Truly appreciate my Therapist's guidance and encouragement.**

It gives me a chance to speak openly and freely; a chance to make things work. See things from my partner's perspective."

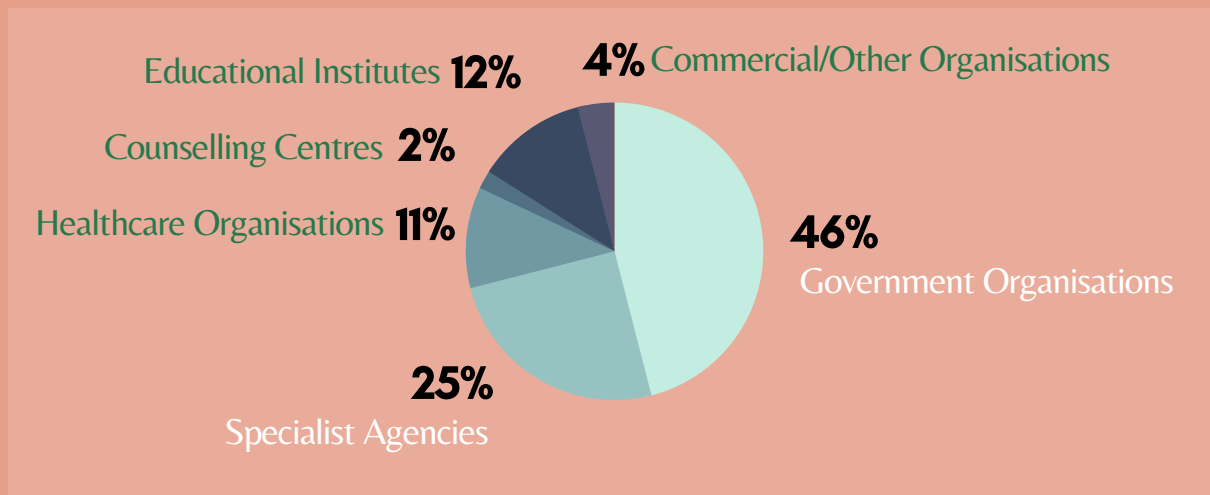
Couple  
In their 30s



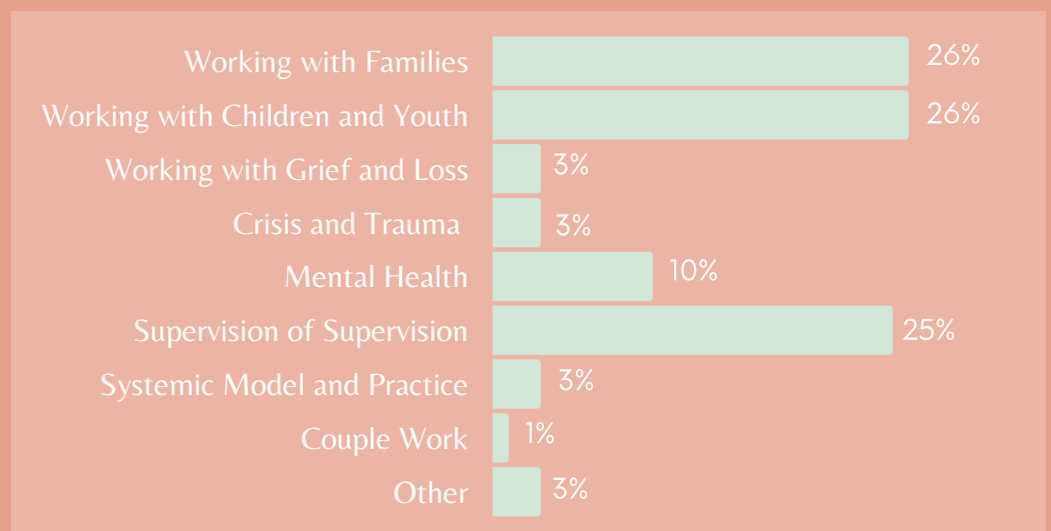
# Consultation Overview



## Types of Organisations Served



## Types of Consultation Requests



# Consultation

## RISING TO THE CHALLENGES

2020 offered an excellent opportunity for CCC to adapt to the challenges of the COVID-19 pandemic. We were able to remain focused on offering systemic consultation for social service practitioners using various online platforms for both individuals and groups. We continued to focus on supporting social service practitioners in their skills and knowledge of clinical and supervision work. We also offered a safe and affirming space as many practitioners were taxed by the changes in their work due to the pandemic.

CCC remains to be a leader in offering clinical consultation as we have a long-established framework of systemic consultation. We offer social service agencies intentional, consistent, and well-structured consultation support to prevent practitioners from feeling burnout. The other unique signature of CCC's consultation is the collaborative approach we adopt to understand the practitioner as a person so that practitioners have a better understanding of themselves and use of themselves in their counselling and supervisory work.

As Singapore moves to re-opening, it has allowed us to resume our usual modalities for consultation which are 'live' consultation, video/ audio-taped consultation besides case discussion.

## CONSULTEES SERVED

The consultees are from different sectors comprising hospitals, schools, family service centres, and other community-based social services.

## KEEPING OUR LEADING-EDGE

As a team of committed practitioners and Staff-Consultants, we will continue to enhance our efforts to equip senior service practitioners from different social service agencies in Singapore with supervisory skills, besides focusing on clinical skills and knowledge. We will also hope to expand into offering consultation for new sectors like working with disabilities and the elderly.

# Testimonials

### Identifying Needs

"What worked well for me is that  
1) the consultant provides a balance of learning and self-discovery/reflexivity.  
2) the consultant was able to identify the needs of the presenter and provide the relevant feedback or tips."

### A space for me to grieve and learn to accept myself.

"I always learned a lot during consultation. I really appreciated how the Consultant spends time conceptualizing the case before going into the clinical part.  
It makes the consultation comprehensive as it allows me to gain a deeper understanding of not only the concerns within the case but also how to carry out interventions during session to address the concerns."

### Perspectives.

"Consultant respectfully offered alternative perspectives to presenter and positively encouraged group members to offer their thoughts and viewpoints."

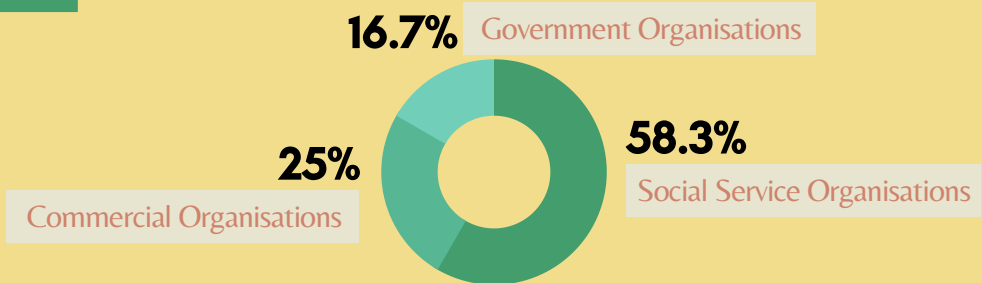
**The other unique signature of CCC's consultation is the collaborative approach we adopt to understand the practitioner as a person so that practitioners have a better understanding of themselves and use of themselves in their counselling and supervisory work.**

# Training Overview



## Customised Training

ORGANISATIONS ENGAGED FOR CUSTOMISED TRAINING



## Enrolments for Certificate & Diploma Courses

470

TOTAL TRAINEES



Customised Training

267

Workshop

95

Certificate & Diploma

108

65

POST GRADUATE  
CERTIFICATE TRAINEES

25

POST GRADUATE  
DIPLOMA TRAINEES

18

GRADUATE DIPLOMA  
TRAINEES

MORE THAN

80%

of trainees reflected the preference for face-to-face training as compared to online training.

# Training

## CERTIFICATE AND DIPLOMA COURSES

(Registered with Skillsfuture Singapore, Committee for Private Education)

CCC continued to provide our certificate and diploma courses throughout the year. The teaching modes strictly followed CPE advisories from time to time. The lectures, clinical vivas, exams, and supervisions were all conducted via Zoom.

## Post Graduate Diploma in Clinical Supervision [PGDCS]

The Post Graduate Diploma in Clinical Supervision (PGDCS) continues to be a well-received and sought-after programme since its establishment in the year 2000. Known for its rigor and emphasis on experiential hands-on learning, this 160-hr programme seeks to develop trainees' supervisory competency through the honing of both their skills as well as their self-reflexivity.

In 2020-21, 13 senior counsellors and social workers from various medical, educational, and community-based settings committed themselves to this unique 10-month learning journey. While whole-group lectures still had to be held online due to the then-prevailing COVID-19 social distancing regulations, the small group supervision sessions, which made up about 60% of the course, were able to be held on-site at CCC's premises. This resumption of an in-person training experience served to heighten the trainees' learning satisfaction as their interpersonal interactions and group dynamics were enhanced. These enhancements greatly facilitated the active exchange of mutual curiosities, insights, reflections, and feedback-giving – all of which enabled the generation of rich, experience-relevant, and contextualised learning which could be readily transferred to daily life practice within the trainees' respective work settings.

As CCC continues to commit itself to the advancement of systemic ideas and practices, we take great satisfaction from witnessing the growth of these supervisors-in-training as reflexive and resilient systemic-thinking practitioners, with the ability to anchor themselves with steadiness while holding generative and life-giving supervisory conversations that fit the varied needs of supervisees at different stages of professional development.



### In the words of the Trainees:

"The discussion was enriching and valuable, giving us the space and platform to think, reflect and learn from the other through their sharing."

"This session helps me to gain greater understanding of group supervision and the 'chess pieces' in group processes. The experiential session of in and out group is helpful for us to identify the processes and learn."



**We take pride at seeing our trainees' growing confidence and ability to introduce meaningful difference in the lives of their supervisees, and ultimately, the clients served in their organisations.**



**10** MONTHS  
(160 Hours)



**13** SENIOR  
COUNSELLORS &  
SOCIAL WORKERS



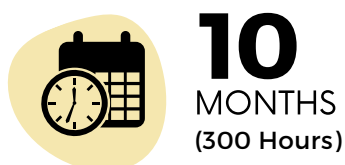
Trainees from the PGDCS 2020-2021 batch with one of their Trainers with Mr Terence Tan

# Graduate Diploma in Counselling Practice [GDIP]

Being the flagship programme of the Centre that comprises 300-course hours, we are thankful that the Pandemic did not disrupt the running and quality of this Programme. With social distancing measures kept in place alongside hybrid teaching methods, we are proud to have trained, observed, and witnessed the growth of 18 trainees that is filled with self-reflexivity, curiosity, courage, and confidence.

The course curriculum included essential theoretical ideas in working with clients with specialised issues such as grief and loss, mental health concerns, and crisis. The rigor in our clinical supervision has been highlighted as the distinctive feature that drew many to GDIP. Through clinical supervision, trainees were guided to facilitate therapeutic conversations with their clients and reflect on the aspects of self on them. It is with great gratitude that another batch of trainees will be making a healing difference in the various practice contexts such as community agencies, the healthcare, and school settings, through the integration of these essential counselling knowledge and skills learned.

We are grateful that the social service sector has continuously regarded GDIP as a highly reputable counselling course. We are also delighted to report that the Singapore Association for Counselling (SAC) reviewed and listed GDIP as one of their recognised programmes that prepares one to become a professional counsellor.



**GDIP continues to be listed as one of the recognized programmes by the Singapore Association for Counselling!**



## In the words of the Trainees:

"A very encouraging teaching environment, with very competent and knowledgeable trainers who come with good teaching methods that enhances learning and application."

"I will recommend GDIP to my colleagues as I found the framework and systemic concepts taught relevant and value-add to the work I do at the family service centre."

"I had learnt to slow down and trust the counselling process."

"I have grown to be more curious and present in my conversations with clients."



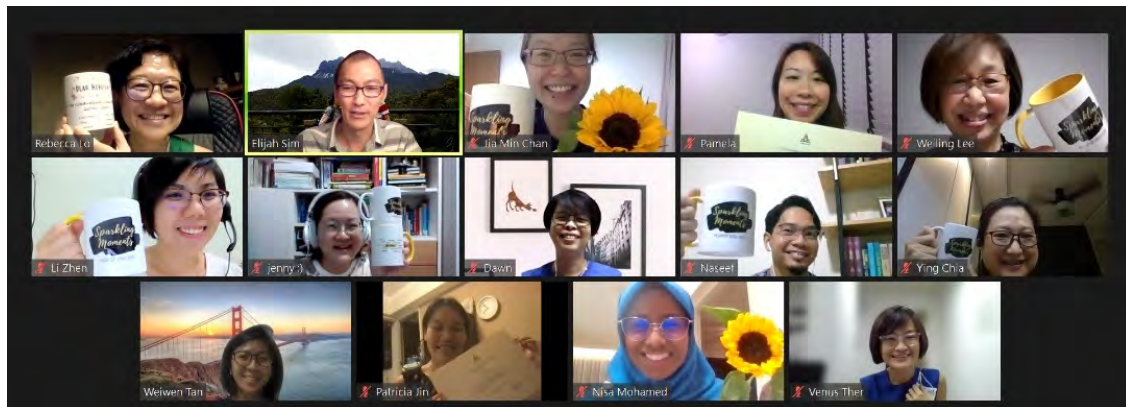
# Post Graduate Diploma in Family and Systemic Practice [PGD-FSP]


The Post Graduate Diploma in Family and Systemic Practice is a 270-hour, practice-oriented course for experienced practitioners who are required to work with couples and families with relational and parenting challenges in their professional settings. The programme is offered at the intermediate level of training in systemic and family psychotherapy, which is a progression from the basic level, "Post Graduate Certificate in Systemic Thinking and Approaches – Applications in Social Work Context and Clinical Practice". In its inaugural run, the course had 12 trainees and was conducted between April 2020- May 2021.

The objective of the course was to provide trainees with a greater understanding of the dynamics of working with couples and families from a systemic framework and equip them with a repertoire of skills and techniques with which to conduct clinical sessions with couples and families.

One of the greatest challenges for this cohort had been navigating the constant changes brought on by the COVID-19 pandemic. Lectures had to be conducted online, modes of clinical practice in their respective workplaces had to be revised to fit the prevailing safe management practices, and as practitioners, all had to adjust to working with clients, either with masks on or remotely, via the online platforms. Having trainers from overseas in the midst of the pandemic meant accommodating the differences in the time zones too.

One of the earliest conversations that were held in the group, was about how we, as practitioners, could still stay present with our clients, even when we have to work with all the constraints not usually present before the pandemic. It was heartening over the year, to witness, time and again, each practitioner's ability to hold clients with compassion and journey with them in difficult times, whilst honing and learning new skills. This cohort impressed, not only with their ability to adapt to change, but also with their determination to be helpful to their clients, whilst completing all the rigorous assessments of the course. As supervisors, we were privileged to witness their growth and warmly and heartily congratulate them on their success with the programme!



 **10**  
MONTHS  
(270 Hours)

 **12**  
TRAINEES

**It was heartening over the year, to witness, time and again, each practitioner's ability to hold clients with compassion and journey with them in difficult times, whilst honing and learning new skills.**



## In the words of the Trainees:

"Appreciate the helpful frameworks given to understand and analyze the multitude of issues."

"Throughout the course, I really appreciated the Trainer's concrete sharing of her knowledge of the various concepts and how she too creates the safe and also constructive environment. Thank you so much for all the lessons and experience."

"Insightful ideas about self of therapist and relationship with emotions."



# Post-Graduate Certificate in Systemic Thinking and Approaches – Applications in Social Work Context and Clinical Practice [PGC-STA]

Since 2011, the PGC-STA programme has been providing systemic and family therapy training to practitioners in the sector. What was special this year (Jan 2021) was that the programme has been redesigned to enhance the depth of systemic training for practitioners through two modules on systemic thinking and applications respectively. In addition, a third module comprising of both modernist and postmodernist approaches was specially chosen to enhance practitioners' exposure to a selection of family therapy approaches.

Due to the pandemic situation, the redesigned programme was fully launched on the virtual platform. This very different mode of learning certainly posed its challenges and constraints. While this being not the preferred mode of learning, trainers did their best to adapt to this unique virtual mode by having succinct and shorter teaching sessions, together with developing practice exercises that were suitable online.

The feedback from participants' learnings on systemic concepts was a testament to the useful learning nonetheless. They have also shared how this programme has enhanced both their self and relational reflexivity.



2021 January PGC-STA Cohort at one of their Zoom training sessions facilitated by Trainers Terence & Elijah.



## In the words of the Trainees:

"I enjoyed the expanded perspectives from those we obtained in class, and the constant challenge to the initial thoughts we have."

"Well paced, intentional in teaching narrative concepts through the here and now, clear in explaining. Role play handout questions were also helpful in creating experiential learning"

"Trainer is very effective in communicating concepts, very engaging, showed real passion and interest in this topic...concepts taught are very useful and applicable to practice."



**10**  
WEEKS  
(77 Hours)



**32**  
TRAINEES

**Participants rated 4.6 out of 5, strongly agreeing that the concepts presented about systemic framework were useful and relevant to their work.**



# Certificate in Foundational Systemic Thinking [CST] & Certificate in Foundational Systemic Applications [CSA]

CST and CSA were officially launched in Jan 2021. These two new modules lasted a total of 42 hours and stretched over a period of about a month. There were 25 trainees from the inaugural cohort, hailing from different sectors such as family service centres, specialist centres, educational institutions, prison services, hospice, etc.

CCC has been offering systemic training courses for many years. The new modules are guided by the simple philosophy that the self of the worker (way of being) and the therapeutic alliance are the foundation of practice, more than just skills and techniques (Fife et al., 2014).

The training adopted a more experiential learning approach that supports trainees to develop reflective and integrative practice, especially in the context of working with risks, complexities, and uncertainties. In addition, CST and CSA aim to provide a strong systemic foundation for trainees when they consider advancing their training in systemic practice.

As much as we are confident that the course objectives were achieved to a good extent, we are also cognisant of the ongoing need to review our course delivery in order to create a maximal impact. One of the bigger challenges to experiential learning has been the threat of 'zoom fatigue' that comes with delivering training online. As much as CCC trainers and most trainees would prefer 'face-to-face' training anytime, we are constrained by the prevailing safe distancing measures brought on by the pandemic. This has certainly stretched our training innovation and tested our creative adaptability.

Nevertheless, CCC remains resolute in our long-term commitment to contribute to the advancement of the sector, undaunted by any unforeseen challenges and obstacles.



## In the words of the Trainees:

"Be comfortable with uncertainties to open more space for clients to explore. Continue to be curious about the logic or rational behind the interaction patterns of a client / couple / family."

"To constantly reflect on the interactions with my clients, and how that may have an impact on myself as a worker and vice versa."

"Seeing the individual in the context of the family and of society. Viewing problems relationally rather than stemming from the individual."



**1**  
MONTH  
(42 Hours)



**25**  
TRAINEES

**The introduction of CST and CSA is part of CCC's ongoing endeavor to provide quality training for the sector that is relevant and responsive to the feedback and needs on the ground. The new modules were designed with the intent to strengthen the foundation in systemic thinking and practice.**

# Post Graduate Certificate in Clinical & Casework Supervision [PGC-CCWS]

In 2020/21, PGC-CCWS was conducted for 2 batches totaling 33 participants over 56 hours per batch. Apart from practitioners from family service centres, the course has been having a steadily increasing number of participants from rehabilitative institutions, educational institutions, and youth agencies.

These two batches experienced a new format of training in view of COVID-19 pandemic measures. For the second batch in 2020, the training was conducted online while the coaching was a hybrid of online and onsite at CCC. In the first batch in 2021, the entire course was conducted online based on feedback from prospective agencies.



2021 January PGC-STA Cohort at one of their Zoom training sessions.



**2.5**  
MONTHS  
(56 Hours)



**33**  
TRAINEES  
(From 2 batches)

**The course has been having a steadily increasing number of participants from rehabilitative institutions, educational institutions, and youth agencies.**



## In the words of the Trainees:

"Excellent coach. Thank you for sharing your insights and being intentional in your responses with us!"

"I really appreciated how both trainers scaffolded the learning for us and how the concepts were repeated and built upon each other."

"The course helps trainees to think critically, which is helpful for growth and learning."



# Customised Training

CCC was engaged in multiple customised training spanning an hour to a year in the reporting period and on the topics of Systemic Training, Emotional First Aid, and self-care, etc. April was a rather quiet month as the organisations and CCC had to adapt to the Circuit Breaker measures and their impacts on groups. As a result, instead of conducting the training/workshops either in CCC's or the organisation's premises as usual, all training sessions were conducted online.

The table below chronicles all training/workshops CCC conducted in ascending order:

| ORGANISATION  | COURSE  | DATE                          | TRAINER(S)   | TRAINEES |
|---|---|-------------------------------|--|----------|
| <b>National Council of Social Service</b>   | Self-Care for Helping Professionals: Making Sense of Life During COVID-2019 & Journeying Together                         | 14 May, 20 May                | Foo Soo Jen, Jade Low, Terence Tan, Elijah Sim                         | 36       |
| <b>The National Kidney Foundation</b>   | Introduction to Systemic Thinking in Case Management  | 19 May                        | Tony Ong   | 30       |
| <b>The National Kidney Foundation</b>   | Working with Clients who Present Challenging Emotions [Incl. Collaborating and Supporting Multi-Disciplinary Teams (MDT)] | 30 Jun                        | Tony Ong   | 30       |
| <b>TRYBE Limited</b>  | Working Working with Youth and their Families   | 6 Jul                         | Tony Ong   | 20       |
| <b>Frasers Property Corporate Services Pte Ltd</b>  | Emotional First-Aid Skills for Frontline HR Practitioners   | 19,20,27 Aug                  | Terence Tan  | 12       |
| <b>The SBL Vision Family Service Centre</b>   | Theory & Application of Systemic Concepts & Interventive Interviewing   | 28,29 Sept                    | Jade Low   | 16       |
| <b>Frasers Property Corporate Services Pte Ltd</b>  | Mental Wellness For All: Let's Talk About It  | 28 Oct                        | Sharon Sng   | 38       |
| <b>Ministry of Social &amp; Family Development Youth Residential Service (YRS)</b>                        | Casework Supervision Training And Supervision (Individual And Group) To Casework Supervisors                              | 20 Nov, 8 Dec                 | Jade Low   | 6        |
| <b>Fei Yue Family Services</b>  | Basic Casework and Clinical Supervision Training  | 3, 8, 15 Dec                  | Tony Ong   | 10       |
| <b>Ministry of Social &amp; Family Development Divorce Support Specialist Agencies (MSF-DSSA; 2 Runs)</b> | Training for Divorce Support Specialist Agencies on Ethics, Mediation and Grief & Loss                                    | 18 Feb - 4 Mar<br>11 & 12 Mar | Ruth Chua  | 40       |
| <b>FRASERS PROPERTY Corporate Services Pte Ltd</b>  | Emotional First-Aid Skills Refresher for Frontline HR Practitioners   | 12 Mar                        | Terence Tan  | 9        |
| <b>SHINE Children &amp; Youth Services</b>  | Certificate in Systemic Approach to Family Work (with coaching)   | 16 Feb - 31 Mar               | Ruth Chua, Steven Soh, Foo Soo Jen, Rebecca Lo, Elijah Sim, Sharon Sng | 20       |

# Governance Policies

## WHISTLE-BLOWING POLICY

CCC, in compliance with the Code of Governance for Charities and Institutions of Public Character, has its Whistle-Blowing Policy which provides a channel for employees and external parties to raise in good faith, any possible misconduct and wrongdoing in the business of the Society. Employees or any concerned external party may make reports to the Audit Committee, appointed by the CCC Management Committee to give oversight to the overall governance of the Society and ensure objective evidence-based investigation. Identities of the reporting person will be kept confidential to the extent permissible by law so as to protect the reporting person from any reprisal or victimization.

## RESERVES POLICY

CCC aims to maintain a reserve fund of at least 2 years of its annual operating expenses. The reserves will be set aside to provide financial stability and the means for the development of its principal activities. The Finance Committee (FC) will review the reserves that are required annually to ensure that they are adequate to fulfill its obligations. The FC will review the policy bi-annually and submit a report to the Management Committee for approval.

## CONFLICT OF INTEREST POLICY

The Management Committee (MC) and employees serving CCC shall act in the best interest of CCC. Clear policies and procedures are set and measures are taken to prevent actual, potential, or perceived conflict of interest that could affect the integrity, fairness, and accountability of CCC. The policy covers all areas of vendor management, vested interests with other organisations that have dealings or relationships with CCC, partnerships with external parties, recruitment of employees with close relationships with current MC or employee, and with related third parties. Where MC or employees have a conflict of interest, they are to declare such an interest, abstain from discussion and decision making on the matter, and shall not vote on the transaction or contract. All such discussion and evaluation by the MC or relevant approving authority in arriving at the final decision on the transaction/contract shall always be properly documented.

## LOANS

CCC does not offer or receive any loans for any purpose and to any parties.

## DONATIONS

CCC receives donations from any external party to support services to service users. CCC receives donations in the form of cash, cheque, interbank transfer, or through NVPC's Giving.sg platform. Tax-deductible receipts are issued for all donation amounts of \$10 and above where donors' particulars are available.

## OTHER POLICIES

In addition to the above, the Board has approved various policies to delineate roles and responsibilities and provide guidance to the management including:

- Programmes and Services Policy
- Finance and Investment Policy
- Human Resource Policy
- Staff Development Policy
- Retirement and Re-employment Policy
- Data Protection Policy

Policies and procedures are reviewed and updated regularly. There were no major changes and updates to the existing policies.

# The Year At A Glance

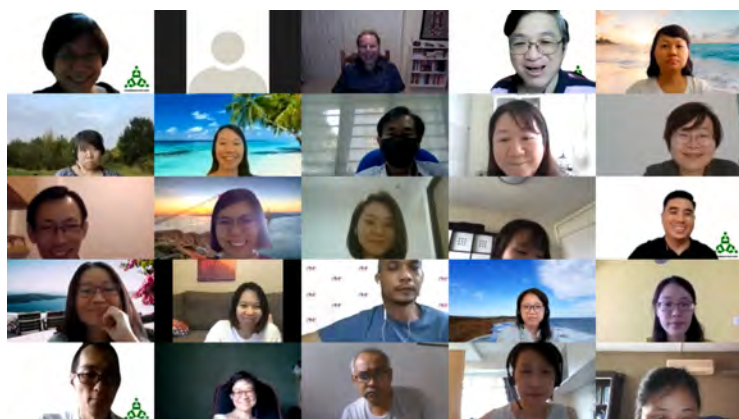
Throughout the year, multiple events including workshops and staff bonding events had to be either postponed or canceled due to the constraints of COVID-19.

Several International speakers couldn't make a trip to Singapore due to travel restrictions and most other events were shrouded in uncertainties right from the start of the year. However, we were able to adapt swiftly and move some of these events online or find alternatives.

Here are some of the notable activities and events from the year.

## Matthew Selekman's online workshop on Working with Violent, Suicidal & Self-Destructive Adolescents

The workshop was conducted on 8th and 9th October 2020 and attended by 95 participants. Most of the participants were youth workers from residential care, youth outreach and mandatory programmes and family service centres. Although the workshop was conducted via zoom online platform, Mr Matthew Selekman was able to engage the participants with lively lectures, demonstrations of his clinical skills with video-recorded family sessions, great interactions and exchanges with participants that brought forth their cases for consultation. It was a great treat for the participants as we drew a lot of practical tips and lessons from the sharing of Mr Matthew's knowledge and his rich clinical experiences with children, youth and their families.



Some of the participants of the workshop; also in the screen is Matthew Selekman.



### In the words of the Trainees:

"Despite the limitations of having the course online, it was helpful that there was still different ways of trying to engage the participants through the breakout rooms and video sharing to illustrate and show the concepts. Its interesting to know so many different creative ways we can try to engage our clients."

A lot of practical handles to apply! Thank you Matthew for going the extra mile and sharing so generously with us the tools from your practice wisdom. I am Inspired to experiment some of these gems in my upcoming sessions with youths and family. I look forward to experience u face-to-face after COVID-19."



## CCC's First Virtual Open House

The first-ever virtual Open House was attended by 40 Social Service Professionals. Ms Ruth Chua (ED of CCC) presented an overview of our training courses and the new modular series and progression pathways of our family therapy training. Three special guests, Dr. Timothy Sim, academic professor of Social Work and alumni of CCC, Mr. Chua Wei Bin, President of the Association of Marital and Family Therapy (Singapore) and alumni of CCC and Dr. Frederick Low from Singapore Association for Counselling were invited as commenters on the presentation based on their vast experiences and knowledge of systemic training and competencies in the local context. CCC launched its modular course of Certificate in Foundational Systemic Thinking (CST) and Application (CSA) in Social Work and Clinical Practice at the Open House.

Following the launch, the participants were invited to different break-out rooms to interact with different course trainers and supervisors for more information on respective training courses that they may be interested in.

**More than 90% of the participants found the virtual open house helpful and we are encouraged to conduct virtual open house annually so that prospective trainees have access to more information on training and professional development.**

# The Year At A Glance - cont'd

STAFF BONDING DAY - A WONDERFUL DAY OF RECONNECTION & REJUVENATION!

## *A Team That Plays Together*

17th March 2021 was a day long-awaited by the CCC staff as our previous year's overseas retreat had to be cancelled due to COVID-19. The 2021 planning committee had to ensure that all safety regulations were abided by; for example, groups of less than eight staff going to different lunch and outing venues and keeping a distance from each other at all times. The staff team was joined by three of our Management Committee (MC) members. The day began with fun online quizzes and games for the staff and MC members to bond and get to know one another better. Everyone had great fun guessing each other's baby photos and also learning interesting facts about CCC's history and trivia about fellow colleagues! Even through Zoom, there were connecting moments filled with abundant laughter.

Everyone was looking forward to the next part of the programme, which was mouth-watering lunches at different venues. Staff was treated to delectable Japanese cuisine, Italian fare, and yummy seafood at four different locations. The fun and excitement continued as the teams ventured off for their respective outings. One group toured Gardens by the Bay Flower and Waterfall domes. They were enchanted by the beautiful sakura flower displays as well as the tall, mighty and misty waterfall. It was a breath of fresh air to be able to enjoy such an outing in the company of our colleagues!

The second team enjoyed an educational and nostalgic heritage walk around Tiong Bahru led by The Accolades tour guides. Besides touring some of the oldest HDB blocks in Singapore, the team had great fun posing and taking photos of iconic wall murals by a local artist. Team members reminisced and shared their own stories and experiences connected to the old and new Tiong Bahru.

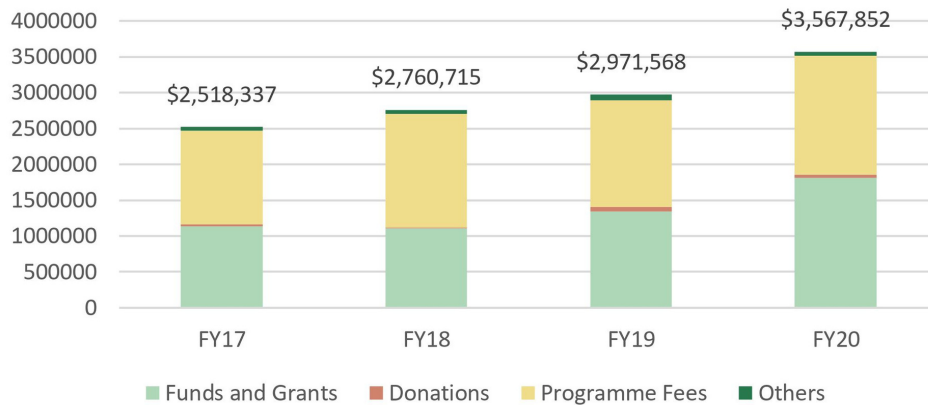
Both teams were treated to a grand finale of durians to end the day in fellowship. Just looking at the photos is evidence of how happy and satisfied everyone was! Indeed, we will hold on to these sweet memories till our next fun retreat!



# Financial Highlights & Statement

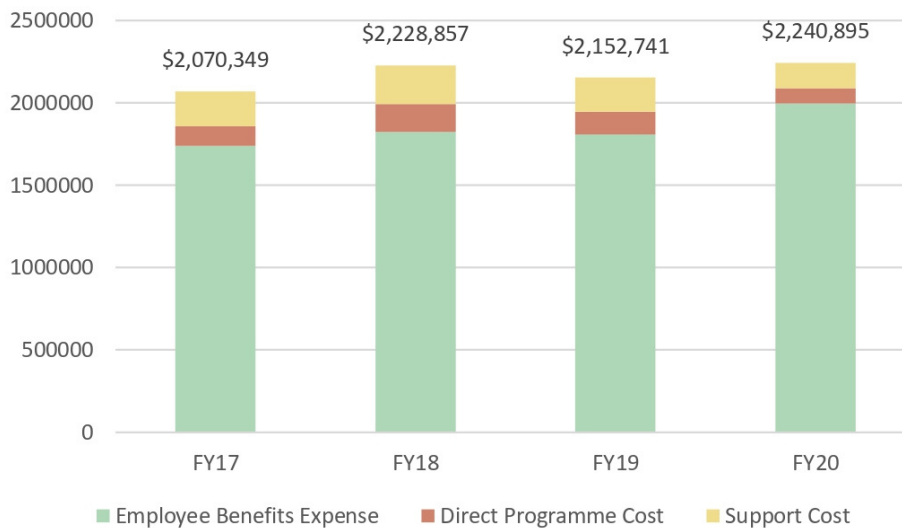
# Financial Highlights

## INCOME



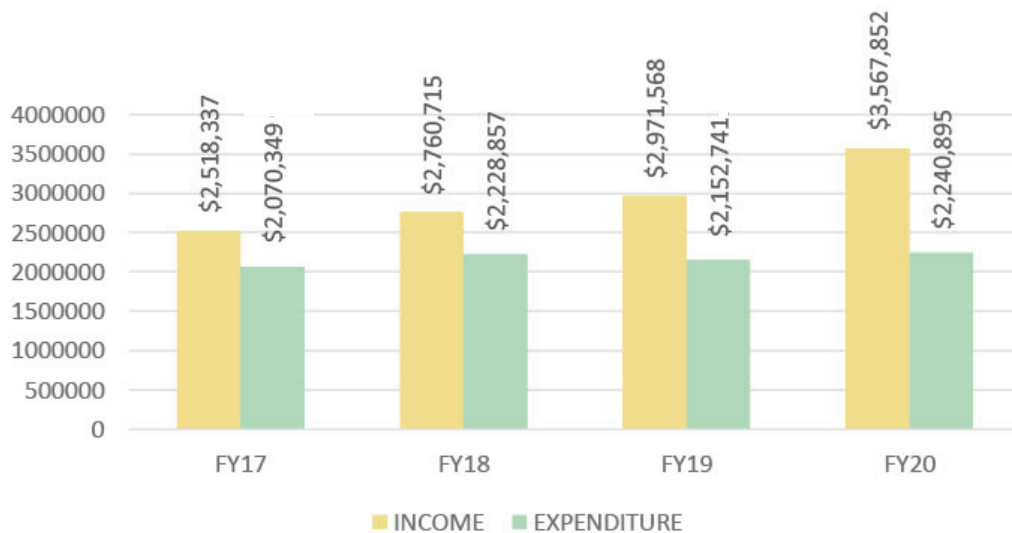
Funds and grants refer to grants received from the National Council of Social Service, government subvention and subsidy from Singtel. Programme fees refer to fees collected from counselling, training, and consultation services. Others refer to receipts from membership fees, bank interests, and sale of books.

## EXPENDITURE



Employee Benefits expense include base salary, bonuses, employer CPF, and other staff-related benefits. Direct Programme Costs are costs attributable to generating income from all the services. These costs include rent, conservancy, utilities, transport, etc. Support Cost comprises all costs attributable to the general running of the Centre. These costs include maintenance of centre, depreciation of equipment, insurances, etc.

## INCOME AND EXPENDITURE ACROSS PAST 4 YEARS





# Summary of Financial Statements

AS AT 31 MARCH 2021

## COUNSELLING AND CARE CENTRE (REGISTERED UNDER THE SOCIETIES ACT, CAP. 311)

### STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2021

|   | 2021<br>SGD | 2020<br>SGD |
|---|-------------|-------------|
| <b>ACCUMULATED FUNDS</b>                        |             |             |
| <u>Restricted Funds</u>                         |             |             |
| Counselling                                     | 2,624,580   | 2,258,363   |
| Anthony Yeo staff development fund              | 128,877     | 127,528     |
|   | 2,753,457   | 2,385,891   |
| <u>Unrestricted Funds</u>                       |             |             |
| Consultancy and training                        | 3,667,734   | 2,790,144   |
| Gratuity fund                                   | 517,706     | 435,905     |
|   | 4,185,440   | 3,226,049   |
|   | 6,938,897   | 5,611,940   |
| Represented by :                                |             |             |
| <b>NON-CURRENT ASSETS</b>                       |             |             |
| Plant and equipment                             | 62,864      | 47,175      |
| Intangible asset                                | 57,900      | 77,100      |
| Investments                                     | 690,126     | -           |
| Right-of-use asset                              | 11,463      | 3,839       |
| <b>CURRENT ASSETS</b>                           |             |             |
| Inventories                                     | 10,622      | 13,252      |
| Fees receivable and accrued revenue             | 187,837     | 214,317     |
| Other receivables, deposits and prepayments     | 37,103      | 43,553      |
| Fixed deposits                                  | 3,057,547   | 3,860,924   |
| Cash at banks and on hand                       | 3,478,797   | 1,976,492   |
|   | 6,771,906   | 6,108,538   |
| Less :  |             |             |
| <b>CURRENT LIABILITIES</b>                      |             |             |
| Lease liability                                 | 11,576      | 3,896       |
| Advance receipts, deposit received and accruals | 643,786     | 620,816     |
|   | 655,362     | 624,712     |
| <b>NET CURRENT ASSETS</b>                       | 6,116,544   | 5,483,826   |
|   | 6,938,897   | 5,611,940   |

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

**COUNSELLING AND CARE CENTRE  
(REGISTERED UNDER THE SOCIETIES ACT, CAP. 311)  
STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2021**

|                                       | Restricted Funds   |  | Unrestricted Funds                    |                         | 2021             | 2020             |
|---------------------------------------|--------------------|--|---------------------------------------|-------------------------|------------------|------------------|
|                                       | Counselling<br>SGD | Anthony Yeo<br>Staff<br>Development<br>Fund<br>SGD | Consultancy<br>and<br>Training<br>SGD | Gratuity<br>Fund<br>SGD | Total<br>SGD     | Total<br>SGD     |
| <b>Grants and Donations</b>           |                    |  |                                       |                         |                  |                  |
| Grant from NCSS-Comm Chest            | 1,343,332          | -  | -                                     | -                       | 1,343,332        | 1,331,999        |
| Grant from NCSS-Charity Support Fund  | 50,000             | -  | -                                     | -                       | 50,000           | -                |
| Grant from NCSS-Invictus Fund         | 78,400             | -  | -                                     | -                       | 78,400           | -                |
| Grant from NCSS-Others                | 4,578              | -  | -                                     | -                       | 4,578            | 8,085            |
| Grant from Government                 | -                  | -  | 13,128                                | -                       | 13,128           | 2,987            |
| Subsidy from Singtel                  | 540                | -  | -                                     | -                       | 540              | 660              |
| Tax Deductible Donations              | -                  | -  | 13,335                                | -                       | 13,335           | 54,355           |
| Non-Tax Deductible Donations          | -                  | -  | 30,686                                | -                       | 30,686           | 3,294            |
|                                       | 1,476,850          | -  | 57,149                                | -                       | 1,533,999        | 1,401,380        |
| <b>Income from Programmes</b>         |                    |  |                                       |                         |                  |                  |
| Counselling fee                       | 338,312            | -  | -                                     | -                       | 338,312          | 302,261          |
| Consultancy fee                       | -                  | -  | 287,655                               | -                       | 287,655          | 323,479          |
| Training fee                          | -                  | -  | 809,937                               | -                       | 809,937          | 733,202          |
| Employee Assistance Programme fee     | -                  | -  | 92,125                                | -                       | 92,125           | 41,731           |
| Mandatory Counselling fee             | -                  | -  | 13,630                                | -                       | 13,630           | 14,493           |
| Non-subsidised Counselling fee        | -                  | -  | 116,948                               | -                       | 116,948          | 74,815           |
|                                       | 338,312            | -  | 1,320,295                             | -                       | 1,658,607        | 1,489,981        |
| <b>Other income</b>                   |                    |  |                                       |                         |                  |                  |
| Grant income from Jobs Support Scheme | -                  | -  | 319,364                               | -                       | 319,364          | -                |
| Membership fee                        | 477                | -  | -                                     | -                       | 477              | 421              |
| Sale of Books                         | -                  | 3,991  | -                                     | -                       | 3,991            | 14,349           |
| Interest and dividends                | 24,884             | -  | 24,870                                | -                       | 49,754           | 64,222           |
| Miscellaneous income                  | 61                 | 34   | 1,565                                 | -                       | 1,660            | 1,215            |
|                                       | 25,422             | 4,025  | 345,799                               | -                       | 375,246          | 80,207           |
| <b>TOTAL INCOME</b>                   | <b>1,840,584</b>   | <b>4,025</b>                                       | <b>1,723,243</b>                      | <b>-</b>                | <b>3,567,852</b> | <b>2,971,568</b> |
| <b>DIRECT COSTS</b>                   |                    |  |                                       |                         |                  |                  |
| Salaries                              | 815,506            | -  | 423,318                               | -                       | 1,238,824        | 1,110,544        |
| Bonus                                 | 209,790            | -  | 91,991                                | -                       | 301,781          | 294,744          |
| CPF                                   | 160,425            | -  | 73,999                                | 3,488                   | 237,912          | 216,684          |
| Employees' Unutilised Leave           | 9,108              | -  | 4,646                                 | -                       | 13,754           | (4,851)          |
| Staff Benefits                        | 8,048              | -  | 3,186                                 | -                       | 11,234           | 8,170            |
| Staff Training & Development          | 33,427             | -  | 15,374                                | -                       | 48,801           | 32,394           |
| Communication                         | 13,618             | -  | 3,064                                 | -                       | 16,682           | 9,949            |
| Depreciation of right-of-use asset    | 4,743              | -  | 2,899                                 | -                       | 7,642            | 37,923           |
| Gratuity                              | -                  | -  | -                                     | 20,520                  | 20,520           | -                |
| Interest expense on lease liability   | 184                | -  | 113                                   | -                       | 297              | 274              |
| Publicity                             | 4,367              | -  | 1,871                                 | -                       | 6,238            | 889              |
| Rental & Conservancy                  | 349                | -  | 213                                   | -                       | 562              | 1,474            |
| Sabbatical Expenses                   | -                  | -  | -                                     | -                       | -                | 9,132            |
| Utilities                             | 4,504              | -  | 1,889                                 | -                       | 6,393            | 9,864            |
| Training Expenses                     | -                  | -  | 29,198                                | -                       | 29,198           | 45,917           |
| Transport                             | 6,462              | -  | 1,001                                 | -                       | 7,463            | 22,719           |
| Withholding Tax                       | -                  | -  | -                                     | -                       | -                | 1,611            |
|                                       | 1,270,531          | -  | 652,762                               | 24,008                  | 1,947,301        | 1,797,437        |

**COUNSELLING AND CARE CENTRE  
(REGISTERED UNDER THE SOCIETIES ACT, CAP. 311)**

**STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

|   | Restricted Funds   |  | Unrestricted Funds                    |                         | 2021             | 2020             |
|---|--------------------|--|---------------------------------------|-------------------------|------------------|------------------|
|   | Counselling<br>SGD | Anthony Yeo<br>Staff<br>Development<br>Fund<br>SGD | Consultancy<br>and<br>Training<br>SGD | Gratuity<br>Fund<br>SGD | Total<br>SGD     | Total<br>SGD     |
| <b>SUPPORT COSTS</b>  |                    |  |                                       |                         |                  |                  |
| Salaries  | 74,476             | -  | 31,343                                | -                       | 105,819          | 106,178          |
| Bonus   | 15,492             | -  | 6,639                                 | -                       | 22,131           | 27,599           |
| CPF   | 7,899              | -  | 3,380                                 | -                       | 11,279           | 14,859           |
| Employees' Unutilised Leave                                   | 5                  | -  | 752                                   | -                       | 757              | 6                |
| Staff Benefits  | 1,211              | -  | 522                                   | -                       | 1,733            | 1,626            |
| Staff Training & Development                                  | 420                | -  | 700                                   | -                       | 1,120            | -                |
| Amortisation of intangible asset                              | 13,440             | -  | 5,760                                 | -                       | 19,200           | 19,200           |
| Depreciation of plant and equipment                           | 13,875             | -  | 7,430                                 | -                       | 21,305           | 73,545           |
| Affiliation Fees  | 1,568              | -  | 672                                   | -                       | 2,240            | 2,825            |
| Bank Fees   | 379                | 3  | 175                                   | -                       | 557              | 256              |
| Communication   | 17                 | 3  | -                                     | -                       | 20               | -                |
| Cost of Books   | -                  | 1,877  | -                                     | -                       | 1,877            | 6,694            |
| Gifts   | -                  | 753  | -                                     | -                       | 753              | 6,604            |
| Insurance   | 6,215              | -  | 2,574                                 | -                       | 8,789            | 5,971            |
| Loss on realisation of investment                             | -                  | -  | -                                     | -                       | -                | 8,319            |
| Maintenance of Centre   | 20,414             | -  | 9,001                                 | -                       | 29,415           | 18,798           |
| Maintenance of Equipment                                      | 2,225              | -  | 957                                   | -                       | 3,182            | 7,647            |
| MC Expense  | -                  | -  | -                                     | -                       | -                | 990              |
| Professional fee  | 25,986             | -  | 9,428                                 | -                       | 35,414           | 30,334           |
| Supplies & Materials  | 19,280             | -  | 7,374                                 | -                       | 26,654           | 23,251           |
| Transport   | 411                | 40   | 150                                   | -                       | 601              | 292              |
| Miscellaneous expenses  | 523                | -  | 225                                   | -                       | 748              | 311              |
|   | 203,836            | 2,676  | 87,082                                | -                       | 293,594          | 355,305          |
| <b>TOTAL EXPENDITURE</b>                                      | <b>1,474,367</b>   | <b>2,676</b>                                       | <b>739,844</b>                        | <b>24,008</b>           | <b>2,240,895</b> | <b>2,152,742</b> |
| <b>NET SURPLUS FOR THE YEAR</b>                               | <b>366,217</b>     | <b>1,349</b>                                       | <b>983,399</b>                        | <b>(24,008)</b>         | <b>1,326,957</b> | <b>818,826</b>   |
| <b>OTHER COMPREHENSIVE INCOME</b>                             |                    |  |                                       |                         |                  |                  |
| Items that will not be reclassified to profit or loss         | -                  | -  | -                                     | -                       | -                | -                |
| Items that may be reclassified subsequently to profit or loss |                    |  |                                       |                         |                  |                  |
| Fair value adjustments during the year                        | -                  | -  | -                                     | -                       | -                | -                |
| Reclassification to profit and loss                           | -                  | -  | -                                     | -                       | -                | 12,618           |
| Other comprehensive income for the year, net of tax           | -                  | -  | -                                     | -                       | -                | 12,618           |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>                | <b>366,217</b>     | <b>1,349</b>                                       | <b>983,399</b>                        | <b>(24,008)</b>         | <b>1,326,957</b> | <b>831,444</b>   |

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

**COUNSELLING AND CARE CENTRE  
(REGISTERED UNDER THE SOCIETIES ACT, CAP. 311)**

**STATEMENT OF CHANGES IN ACCUMULATED FUND FOR THE YEAR ENDED 31 MARCH 2021**

|   | Restricted Funds        |  | Unrestricted Funds                    |                         |  | Total<br>SGD            |
|---|-------------------------|--|---------------------------------------|-------------------------|--|-------------------------|
|   | Counselling<br>SGD      | Anthony Yeo<br>Staff<br>Development<br>Fund<br>SGD | Consultancy<br>and<br>Training<br>SGD | Gratuity<br>Fund<br>SGD | Fair value<br>Adjustment<br>Reserve<br>SGD |                         |
| BALANCE AS AT 1 APRIL 2019              | 1,979,929               | 128,012  | 2,311,549                             | 373,624                 | (12,618)                                   | 4,780,496               |
| Total comprehensive income for the year | 278,434                 | (484)  | 540,876                               | -                       | 12,618                                     | 831,444                 |
| Transfer between funds                  | -                       | -  | (62,281)                              | 62,281                  | -  | -                       |
| BALANCE AS AT 31 MARCH 2020             | <u>2,258,363</u>        | <u>127,528</u>                                     | <u>2,790,144</u>                      | <u>435,905</u>          | <u>-</u>                                   | <u>5,611,940</u>        |
| Total comprehensive income for the year | 366,217                 | 1,349  | 983,399                               | (24,008)                | -  | 1,326,957               |
| Transfer between funds                  | -                       | -  | (105,809)                             | 105,809                 | -  | -                       |
| BALANCE AS AT 31 MARCH 2021             | <u><u>2,624,580</u></u> | <u><u>128,877</u></u>                              | <u><u>3,667,734</u></u>               | <u><u>517,706</u></u>   | <u><u>-</u></u>                            | <u><u>6,938,897</u></u> |

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

**COUNSELLING AND CARE CENTRE  
(REGISTERED UNDER THE SOCIETIES ACT, CAP. 311)**

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021**

|   | 2021<br>SGD             | 2020<br>SGD             |
|---|-------------------------|-------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>         |                         |                         |
| Net surplus for the year                            | 1,326,957               | 818,826                 |
| Adjustments for non-cash items:                     |                         |                         |
| Amortisation of intangible asset                    | 19,200                  | 19,200                  |
| Depreciation of plant and equipment                 | 21,305                  | 73,545                  |
| Depreciation of right-of-use asset                  | 7,642                   | 37,923                  |
| Miscellaneous income                                | (59)                    | -                       |
| Loss on disposal of investment                      | -                       | 8,319                   |
| Interest on lease liability                         | 297                     | 274                     |
| Interest and dividend income                        | (36,668)                | (64,222)                |
| Operating cash flows before working capital changes | <u>1,338,674</u>        | <u>893,865</u>          |
| Working capital changes                             |                         |                         |
| Inventories   | <u>2,630</u>            | <u>(5,951)</u>          |
| Fees receivables                                    | 26,480                  | 157,916                 |
| Other receivables, deposits and prepayments         | (5,989)                 | (17,087)                |
| Advance receipts, deposit received and accruals     | <u>22,970</u>           | <u>(7,439)</u>          |
|   | <u>46,091</u>           | <u>127,439</u>          |
| <b>NET CASH EFFECT OF OPERATING ACTIVITIES</b>      | <u><u>1,384,765</u></u> | <u><u>1,021,304</u></u> |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>         |                         |                         |
| Purchase of unquoted bonds                          | (690,126)               | -                       |
| Purchase of intangible asset                        | -                       | (46,900)                |
| Purchase of plant and equipment                     | (36,994)                | (29,161)                |
| Withdrawal/ (Placement) of fixed deposit (net)      | 803,377                 | (500,000)               |
| Realisation of investment                           | -                       | 164,479                 |
| Repayment of lease liability                        | (7,824)                 | (11,736)                |
| Interest and dividend income received               | <u>49,107</u>           | <u>34,978</u>           |
| <b>NET CASH EFFECT OF INVESTING ACTIVITIES</b>      | <u><u>117,540</u></u>   | <u><u>(388,340)</u></u> |
| <b>NET CHANGE IN CASH AND CASH EQUIVALENTS</b>      | 1,502,305               | 632,964                 |
| <b>CASH AND CASH EQUIVALENTS AS AT 1 APRIL</b>      | 1,976,492               | 1,343,528               |
| <b>CASH AND CASH EQUIVALENTS AS AT 31 MARCH</b>     | <u><u>3,478,797</u></u> | <u><u>1,976,492</u></u> |

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

**DISCLOSURE OF ANNUAL REMUNERATION**

| Annual Remuneration Band   | Top 3 Highest Paid Staff |
|----------------------------|--------------------------|
| SGD 100,000 to SGD 150,000 | 2                        |
| SGD 150,000 to SGD 200,000 | 1                        |

# Governance Evaluation Checklist

| S/N  | CODE GUIDELINE  | CODE ID | RESPONSE<br><small>(select whichever is applicable)</small> | EXPLANATION<br><small>(if Code guideline is not complied with)</small> |
|--|---|---------|---|--|
| <b>BOARD GOVERNANCE</b>                                    |   |         |   |  |
| 1  | Induction and orientation are provided to incoming governing board members upon joining the Board.  | 1.1.2   | Complied  |  |
|  | Are there governing board members holding staff <sup>1</sup> appointments?  |         | No  |  |
| 2  | Staff does not chair the Board and does not comprise more than one third of the Board.  | 1.1.3   | NA  |  |
| 3  | There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.  | 1.1.5   | NA  |  |
| 4  | The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of <b>4 consecutive years</b> .<br><br>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 re-nomination and re-appointment, at least once every 3 years.   | 1.1.8   | Complied  |  |
| 6  | The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.   | 1.1.12  | Complied  |  |
|  | Is there any governing board member who has served for more than 10 consecutive years?  |         | Yes   |  |
| 7  | The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.  | 1.1.13  | Complied  |  |
| 8  | There are documented terms of reference 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 conflicts of interest to the Board at the earliest opportunity.  | 2.1     | Complied  |  |
| 10   | Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.  | 2.4     | Complied  |  |
| <b>STRATEGIC PLANNING</b>                                  |   |         |   |  |
| 11   | The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.   | 3.2.2   | Complied  |  |
| <b>HUMAN RESOURCE AND VOLUNTEER<sup>2</sup> MANAGEMENT</b> |   |         |   |  |
| 12   | The Board approves documented human resource policies for staff.  | 5.1     | Complied  |  |
| 13   | There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.  | 5.3     | Complied  |  |
| 14   | There are processes for regular supervision, appraisal and professional development of staff.   | 5.5     | Complied  |  |
|  | Are there volunteers serving in the charity?  |         | No  |  |
| 15   | There are volunteer management policies in place for volunteers.  | 5.7     | NA  |  |
| <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 internal controls for financial matters in key areas are in place with documented procedures.  | 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  |  |

# Governance Evaluation Checklist - cont'd

| S/N                                | CODE GUIDELINE  | CODE ID | RESPONSE<br>(select whichever is applicable) | EXPLANATION<br>(if Code guideline is not complied with) |
|------------------------------------|---|---------|--|---|
| 19                                 | The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.  | 6.1.4   | Complied                                     |   |
| 20                                 | The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.   | 6.2.1   | Complied                                     |   |
|                                    | Does the charity invest its reserves (e.g. in fixed deposits)?  |         | Yes  |   |
| 21                                 | The charity has a documented investment policy approved by the Board.   | 6.4.3   | Complied                                     |   |
| <b>FUNDRAISING PRACTICES</b>       |   |         |  |   |
|                                    | Did the charity receive cash donations (solicited or unsolicited) during the financial year?  |         | Yes  |   |
| 22                                 | All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.   | 7.2.2   | Complied                                     |   |
|                                    | Did the charity receive donations in kind during the financial year?  |         | Yes  |   |
| 23                                 | All donations in kind received are properly recorded and accounted for 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                                     |   |
|                                    | Are governing board members remunerated for their services to the Board?  |         | No   |   |
| 25                                 | No governing board member is involved in setting his own remuneration.  | 2.2     | NA   |   |
| 26                                 | The charity discloses the exact remuneration and benefits received by each governing board member in its annual report.<br>OR<br>The charity discloses that no governing board member is remunerated.   | 8.3     | NA   |   |
|                                    | Does the charity employ paid staff?   |         | Yes  |   |
| 27                                 | No staff is involved in setting his own remuneration  | 2.2     | Complied                                     |   |
| 28                                 | The charity discloses in its annual report —<br>(a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and<br>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.<br><br>The information relating to the remuneration of the staff must be presented in bands of \$100,000.<br>OR<br>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.  | 8.4     | Complied                                     |   |
| 29                                 | The charity discloses the number of paid staff who satisfies all of the following criteria:<br>(a) the staff is a close member of the family* belonging to the Executive Head* or a governing board member of the charity;<br>(b) the staff has received remuneration exceeding \$50,000 during the financial year.<br><br>The information relating to the remuneration of the staff must be presented in bands of \$100,000<br>OR<br>The charity discloses that there is no 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. | 8.5     | Complied                                     |   |
| <b>PUBLIC IMAGE</b>                |   |         |  |   |
| 30                                 | The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.  | 9.2     | Complied                                     |   |

**Notes:**

1 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.

2 Volunteer: A person who willingly serves the charity without the expectation of any remuneration.

# Corporate Information of Counselling and Care Centre

## Singapore Unique Entity Number of the Charity (UEN):

S75SS0014F

## Registered Address:

Blk 536 Upper Cross Street, #05-241 Hong Lim  
Complex, Singapore 050536

## Approved as an Institution of a Public Character (IPC):

### Date of Approval:

10 November 1995

### IPC registration no.:

IPC000463

### IPC period:

1 September 2020 - 31 August 2023

## Banker:

DBS

## Auditor:

Cypress Singapore PAC

## Registered as A Charity Under the Charities Act:

### Registration Date:

30 November 1983

### Charity registration no.:

000013

## Registered Under the Societies Act Cap. 311

### ROS registration no.:

0163/1974

### Incorporation Date:

4 July 1975

## CPE-Registered

### Registration no.:

S75SS0014F

### Registration Period:

19 November 2020 - 18 November 2024



A big THANK YOU to all our donors, individuals, and organisations for their love, generosity, and camaraderie during a year like none before. Every single thought and dollar you have spared for our cause ensures that we continue to provide our services to those who need them.

*May Your Kindness Ripple!*



**CONTACT DETAILS:**

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