



COUNSELLING AND CARE CENTRE

ANNUAL REPORT

Together, Better Tomorrow.

APR22 - MAR23

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Thank
you

To all our Donors, Partners, Staff, Members,
and Volunteers - old, and new.
We could not have done it without you!

Supported by:  **Community
Chest**
The NCSS Fund-Raising and Engagement Arm

Member of:

 **NCSS**
National Council
of Social Service

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About CCC



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



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



Compassion | Courage | Humility | Integrity |
Professionalism

Services

CLINICAL SERVICES



Counselling

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



Psychological Assessment Service [PAS]

To help individuals understand more about themselves and their relationships with others.



Research

To learn the effectiveness of our work and to share knowledge about clinical practice.

CAPABILITY AND COMPETENCY DEVELOPMENT FOR SOCIAL SERVICE PRACTITIONERS



Training

For mental health, Social Service Professionals & para-counsellors in clinical & supervisory skills.



Consultation & Supervision

For Social Service Organisations & individual practitioners desiring to enhance their standard of clinical practice & supervision.



Projects & Other Engagements [New]

To foster stronger partnerships in the sector to support capability building and cohesive care.

CORPORATE PROGRAMMES



Employee Assistance Programme

Counselling support and mental wellness programmes for employees funded by employers.



Wellbeing & Wellness Solutions [New]

To support capability building and promote general mental wellness.

Chairman's Message

Forging our Relevance

The past year was a milestone year for Counselling and Care Centre (CCC) - a year of leadership renewal.

I took over Mr. Alastair Eng as Chairman of the Management Committee in July 2022, while Dr Chua Wei Bin took over from Ms. Ruth Chua as Executive Director in August 2022. In my time as a Committee Member and Vice Chairman, I have personally witnessed Alastair's and Ruth's dedication and faithfulness to CCC. On behalf of CCC, I would like to place on record here our thanks and gratitude for their sterling leadership.

Policies and processes will form the bedrock on which we continue to strengthen the organisation.

In the past year, CCC continued delivering our professional services with utmost devotion, while developing stronger partnerships within the social service sector and beyond.

In the year ahead, we will build on CCC's strong foundations and forge our Relevance to the larger society. We will consult our stakeholders, listen to their needs, and clarify where our strengths lie in an evolving social sector landscape. This understanding will enable us to offer better and more timely support to the community.

We will also continue to pay attention to our governance system. We will review the way we work, as captured in policies and processes, in line with the best practices and guidelines laid out by NCSS. These policies and processes will form the bedrock on which we continue to strengthen the organisation.

We will strive hard to be of service to the social service sector and beyond. However, we cannot do this by ourselves. We look forward to working with friends and partners, new and old, to be more responsive to the needs of the community in line with the theme for CCC this year, Together, Better Tomorrow!

Mr. Ng Pak Shun

Executive Director's Review

2022-2023 Year has been eventful, to say the least.

I am deeply honored to assume the role of Executive Director within this esteemed organization, working alongside our incoming Chairman, Mr. Ng Pak Shun. As we take the reins from our predecessors, we acknowledge the tremendous responsibility and the challenge of upholding their legacy.

For 56 years, CCC has been a pillar of support for our community. Through our counselling, consultation, and comprehensive training programs, we have made a profound impact on the social service sector and it is important to continue being at the forefront, constantly evolving and keeping up with the changing needs of the community and the sector.

To achieve this, CCC's Management has identified two key strategic directions moving forward. Firstly, in response to the increasing complexity of cases and the growing prominence of salient mental health issues, we believe it is necessary for CCC to establish ourselves as a vital "community outpost" for families and individuals facing such challenges.

By doing so, we can alleviate the burden on hospitals while providing much-needed closer to home support to families and individuals with mental health concerns.

Additionally, CCC also aspires to transcend our current role as a training provider and become a sector enabler for various Social Services.

We hope to be working closer with our partners and to be "in the trenches" with them to address the various challenges.

Partnerships with organizations such as =DREAMS, YGOS, and Singapore Children Society are some such collaborations to address the multifaceted challenges together.

By actively engaging with our partners, we can adapt and remain relevant, ultimately building better services for our clients.

Looking ahead, CCC is committed to fostering closer connections with our stakeholders and partners. By cultivating these relationships, we can collectively contribute to a stronger social service sector, one that strives for excellence, competence, and improved service to the clients that we have vowed to serve.

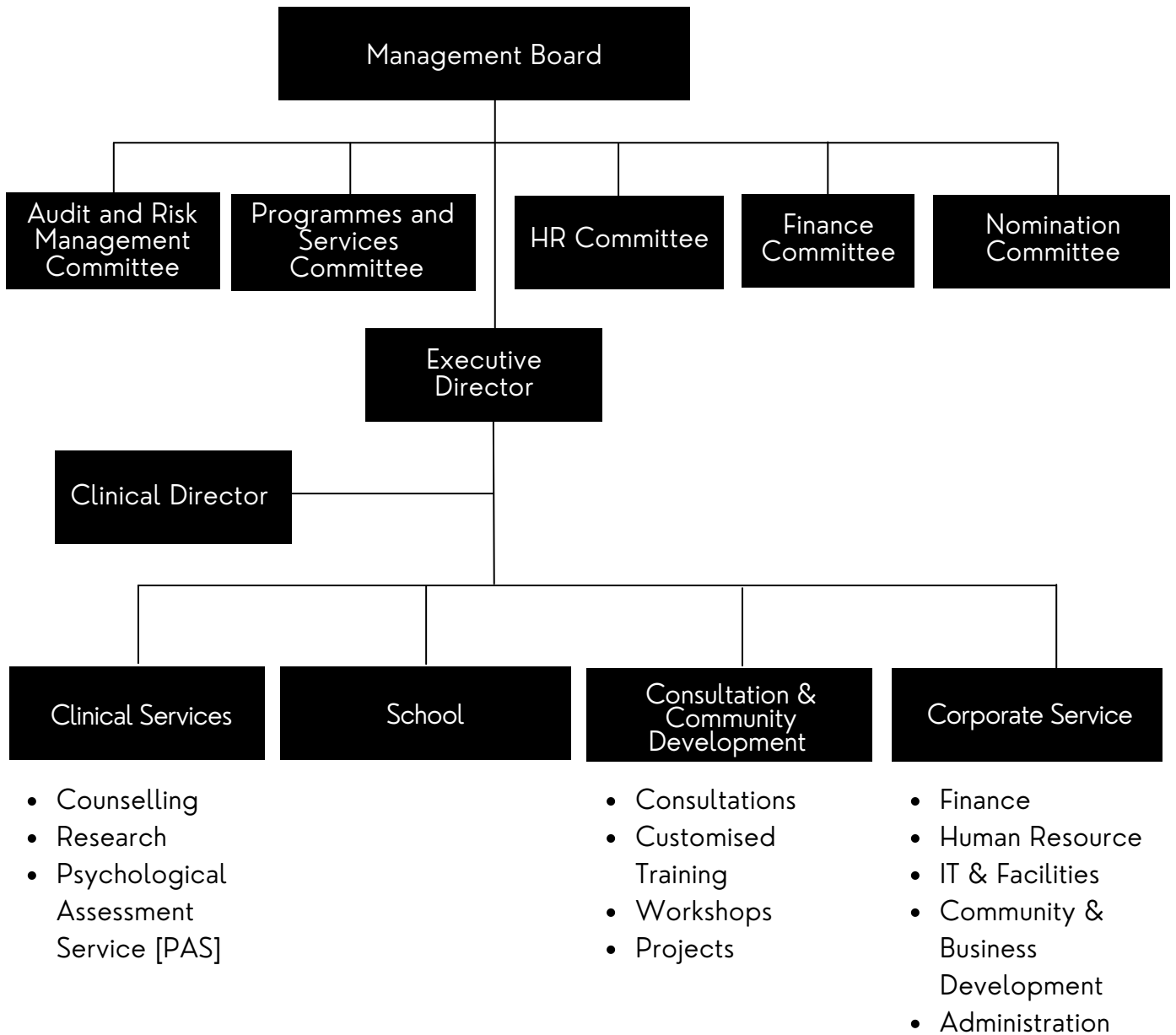
Dr. Chua Wei Bin

*Together, we can create
a Better Tomorrow.*



O U R P E O P L E

Organization Chart



Management Committee



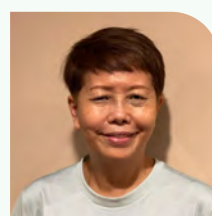
Ng Pak Shun
Chairman



Maureen Fung
Vice Chairman



Chan Fook Kay
Treasurer



Ho Kit Choy
Secretary



Mavis Teo
Member



Albert Lim
Member



Rose Boon
Member



John Tan
Member



Pamela Lee
Member

Each MC member, with their diverse expertise and experience, work in harmony to steer the organization towards its mission and vision, ensuring the well-being and support for the community.

We thank Mr. Alastair Eng [Chairman], and Mr. Clement Ong [Member, Audit & Risk Management Committee] who have stepped down from their roles, for their passion towards our cause and their contributions.

We also would like to welcome the new members and eagerly anticipate the opportunity to accompany and glean knowledge from them and their extensive expertise and wisdom acquired through years of dedication in their respective domains.

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.

Management Composition

The current composition of the Management Committee is as follows:

| NAME | CURRENT DESIGNATION | YEAR OF 1ST APPOINTMENT TO THE BOARD | MEETING ATTENDANCE | OCCUPATION/ EXPERIENCES |
|---------------|---------------------------------|--------------------------------------|--------------------|---|
| Ng Pak Shun | Chairman Assigned Jul22 | 2016 | 4/6 | Public Servant |
| Maureen Fung | Vice Chairman | 2020 | 6/6 | Social Work Trainer & Supervisor |
| Ho Kit Choy | Secretary | 2007 | 6/6 | Support Specialist in Special Needs |
| Chan Fook Kay | Treasure | 2016 | 6/6 | Retired; Chartered Accountant |
| John Tan | Member | 2021 | 4/6 | Retired; Finance & Insurance Professional |
| Rose Boon | Member | 2003 | 3/6 | Director; BSL Corporate Services Pte Ltd |
| Mavis Teo | Member | 2020 | 4/6 | Head, Medical Social Work Department, KKH |
| Albert Lim | Co-opted Member Joined Mar23 | 2023 | NA | Business Owner |
| Pamela Lee | Co-opted Member Joined Mar23 | 2023 | NA | Civil Servant |

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 |
|--|---|--|
| <p>AUDIT & RISK MANAGEMENT</p> <p><i>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.</i></p> | <p>John Tan</p> <p>Albert Lim</p> <p>Robert Lim Joined Nov22</p> <p>Jonathan Lim Joined Nov22</p> | <p>Chair</p> <p>Member</p> <p>Member</p> <p>Member</p> |
| <p>PROGRAMMES & SERVICES</p> <p><i>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.</i></p> | <p>Mavis Teo</p> <p>Caroline Balhetchet</p> <p>Chan Fook Kay</p> <p>Rose Boon</p> <p>Peace Wong Joined Aug22</p> | <p>Chair</p> <p>Member</p> <p>Member</p> <p>Member</p> <p>Member</p> |
| <p>FINANCE</p> <p><i>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.</i></p> | <p>Chan Fook Kay</p> <p>Maureen Fung</p> <p>Gerard Tan Joined May22</p> <p>Laurence Lau Joined Aug22</p> <p>Lawrence Loh Joined Nov22</p> | <p>Chair</p> <p>Member</p> <p>Member</p> <p>Member</p> <p>Member</p> |
| <p>HUMAN RESOURCE</p> <p><i>Assists the Management Committee by recommending and reviewing all policies, terms and conditions of staff employment, including salary scales, increments, staff welfare, and benefits.</i></p> | <p>Ho Kit Choy</p> <p>Maureen Fung</p> <p>Pamela Lee</p> <p>Cindy Ong Joined Aug22</p> | <p>Chair</p> <p>Member</p> <p>Member</p> <p>Member</p> |

Staff Team



Highlights

- **Mr. Tony Ong was appointed Clinical Director in May.**
- **New Staff**
 - Dr. Chua Wei Bin [May]
 - Elysia Tan [June]
 - Veronica Yeo [June]
 - Cheong Li Chye [August]
 - Esther Lim [Joined Aug; Left Jan]
 - Paul Fong [March]
- **Staff who Resigned**
 - Pamela Liao [May]
 - Elijah Sim [May]
 - Ruth Chua [July]
 - Valerie Oh [March]

We wish them the best as they embark on their respective new journeys.



CCC Staff team holding banners of CCC Values during a Staff Bonding activity.

Our Team

EXECUTIVE DIRECTOR

Ruth Chua [Till 31 July]
Dr. Chua Wei Bin

CLINICAL DIRECTOR

Tony Ong

PRINCIPAL THERAPISTS

Foo Soo Jen

Professional Development
of Therapists

Sharon Koh

Consultation & Community
Development

Steven Soh

Head of School

SENIOR THERAPISTS

Jade Low, Terence Tan
Charlotte Chen,
Cheryl Lim

THERAPISTS

Andrew Chong, Elysia Tan
Tremandy Ng, Lim Li Zhen

SENIOR PSYCHOLOGIST

Dr. Ang Xinying

NON-CLINICAL STAFF

Paul Fong

Head, Corporate & Support
Services

Karen Quek

Senior Admin. Manager
Finance, HR & Admin

Peggy Lim

Facilities & IT

Leung Mui Fang

Admin Executive
Counselling & Consultation

Veronica Yeo

Admin Executive
Training

Leong Li Chye

Admin Executive
Training

Michelle Tan

Admin Assistant

Anu Cherian

Manager
Business Devop & Comms

Professional Development & Contributions

Clinical Development

Therapy staff regularly participate in regular trainings, Clinical Meetings, supervision or consultation with different internal and external supervisors and consultants to develop and hone their clinical and supervision skills.

Contributions

CCC takes great pride in its staff members' active involvement in diverse and meaningful endeavors collaborating with community partners.

The Therapists contributed their expertise in taskforces looking into counselling skills frameworks, multidisciplinary review teams in relation to child protection, counseling skills frameworks, Focus Group Discussions, and by delivering talks to share valuable clinical insights and knowledge with the community. Some such contributions were:

| | |
|------------------|--|
| Steven Soh | Presenter, Talk on "The Helpful Helping" at Faith Methodist Church, FaithCare Ministry |
| Cheryl Lim | Participant, Focus Group Discussion on Gallery Wellness Festival, National Gallery |
| Tony Ong | <ul style="list-style-type: none">• Member of Social Service SkillsFuture Tripartite Taskforce Counselling• Sub-Team Member of Skills Framework for Social Services - Counselling Track• Member of Ministry of Social & Family Development Review Board Review Committee 5 |
| Dr. Chua Wei Bin | <ul style="list-style-type: none">• Sub-Team Member of Skills Framework for Social Services - Counselling Track• CST – South Central Community FSC• Reviewer of NUH DSRB Ethics Research• Member of Program Advisory Committee, SUSS Masters in Counselling |



CCC Therapists with Dr. Alba Nino during an external consultation.

This holistic approach aligns with CCC's mission to serve and support the community across different domains, fostering a comprehensive and inclusive approach to care.

Staff Events

Staff Retreat

14-15 MARCH

The 2 days 1-night staff retreat was held in CCC and Dusit Thani. It was the first overnight staycation for us staff post pandemic! The staff had a meaningful time of re-envisioning how CCC values could be lived out in the present and further cultivated in the future. There was great fun and bonding over leisure activities in the overnight stay at Dusit Thani and entertainment centre at Orchard Central. Indeed, there were great memories made in great camaraderie!



Farewell for Ruth Chua, Executive Director

27 JULY

It was an unforgettable farewell party, in celebration of our friendship with Ruth – our leader, trailblazer, comrade, mentor, friend, companion, and sister – who dedicated 25 years of her life to serve CCC and has made a profound impact in our lives.

We are blessed to have shared parts of Ruth's journey in CCC and are deeply inspired to build on the legacy that she has left behind.



S E R V I C E S O U R
S E R V I C E S



Counselling

For Individuals, couples & families



CCC served **1,543**
Counselling Clients in 22/23
through

6,061

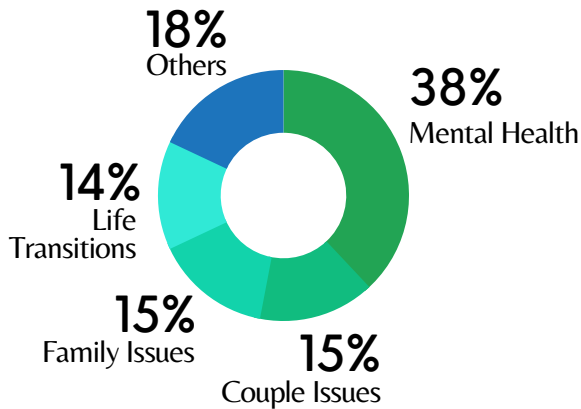
Total sessions.

86%

of the Clients received
subsidised counselling.

Presenting Concerns

The main presenting concerns for counselling clients for the year closely resemble those of last year:

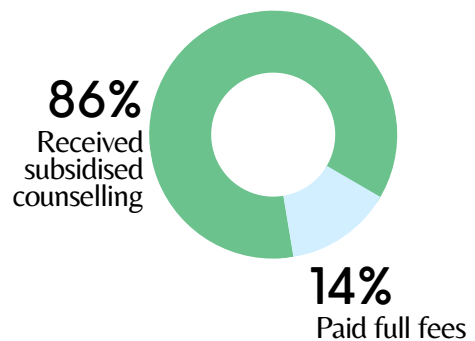


Life transition includes: Illness/Disabilities, LGBTQ identify /same sex related issues

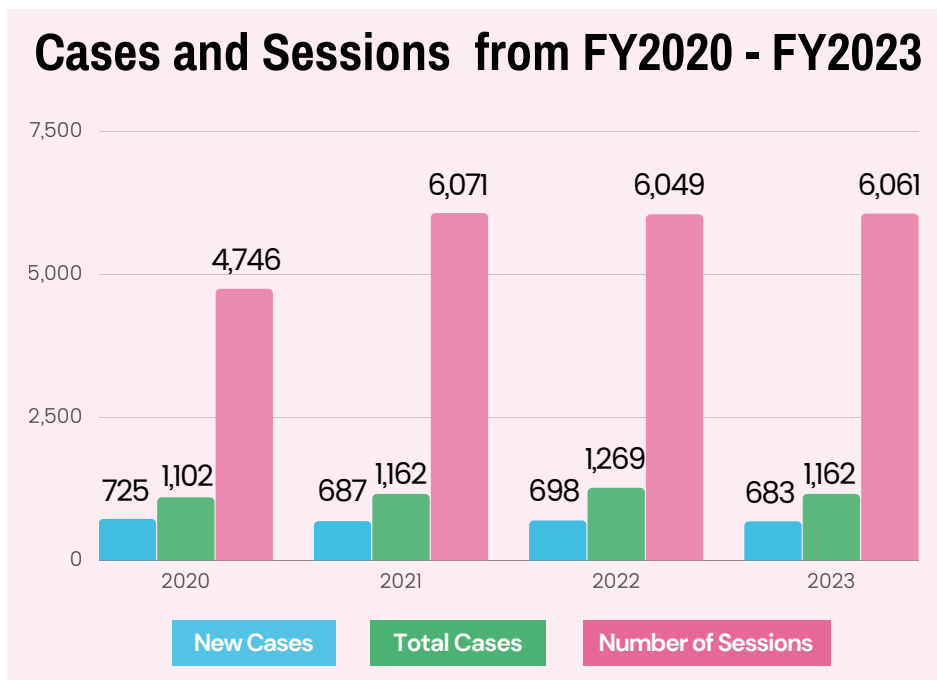
Others include: Trauma, Loss, Social Relational, Religion/Spirituality, Sex-related/Sexuality, Crisis

Fee Subsidies

Figures include: Funded by NCSS, MILK, MCP Cases, MSF – Family Relationships, Non-funded/subsidised, MCP Cases, EAP Cases.



Utilisation Trends



What Our Clients Say

66

FEELING UNDERSTOOD

"The therapist really puts in more effort to make us feel understood and help us. My partner and I have made a lot of improvement now that we can better recognise one another's efforts. We share more openly with each other now."

Couple Clients

MINDSET SHIFTS

"Going through the counselling sessions have always been illuminating for me, not to get answers from the counselling, but identify those answers on my end or having questions to reflect on. I have learnt about myself so much more through the sessions and also witnessed mindset shifts to undo negative thought patterns."

Individual Client

A SAFE SPACE

"I appreciate the safe space provided to process my concerns. I have seen improvements in my feelings of anxiety and counter transference. I have been able to articulate some ways I prefer to cope with issues through the therapist's questions and have been able to practice them in real life. The session where some past trauma were processed had helped me with my work with male perpetrators of abusive behaviours."

Social Service Practitioner Client

LIBERATING

"The therapist softly takes in what I share and I don't feel judged by her or wary of her. I feel safe to share what my honest feelings and thoughts and that makes each session relieving and comfortable."

The therapist offers suggestions and allows me the space to try what works or doesn't. With each attempt, I gain more clarity about how to cope with the issues...These sessions have been liberating and has helped to start the healing process."

Individual Client

”

[New Service]

Psychological Assessment Service [PAS]

LAUNCHED IN JULY

PAS aims to attend to questions clients have about their mental health conditions, in turn bringing about changes that include enhancement of their emotional well-being.

7

cases have been seen, with 16 (2-hour) sessions conducted.

- Clients' ages ranged from 10 - 62 years; they were assessed on mental health conditions including ADHD, mood disorders, memory problems related to dementia and narcissistic personality traits.

The qualitative feedback gathered from the clients post-service described the assessment process as objective, honest and empathic.

Employee Assistance Programme [EAP]

EAP plays a crucial role in supporting employers to enhance the mental well-being of their employees.

Through the EAP, employees receive education on mental health and psychological well-being, along with access to counseling services funded by their employers.

188 attended **582.50**
EAP Counselling Clients Counselling Hours

This highlights the significance of the program in meeting the mental health needs of employees and providing them with essential support.

CCC hopes to evolve our EAP and become a mental well-being partner for the sector and beyond, through education [Emotional First Aid, Finding Purpose & Meaning at Work talks etc.], and collaborative efforts.

Critical Incident Stress Debrief [CISD]

The Critical Incident Stress Debrief (CISD) is an ad-hoc counseling service specifically for employees who have experienced a traumatic incident in their workplace, resulting in distress. To ensure immediate support, CCC therapists are readily available on a daily basis to attend to such cases by creating a safe and supportive environment where affected employees can process their emotions and openly express their feelings following the incident.

59 over **3**
CISD Clients Cases

Training

For Social Service Practitioners

Strengthening
Competency &
Capabilities
in the Sector



9 Graduate Certificate & Diploma Courses

CCC recognizes the importance of continuous professional development and remains committed to its mission of offering top-notch training to Social Service Practitioners.

186 trainees upskilled themselves with us this year

a. Environment

We are intentional with creating a safe and affirming space for our Trainees to cater to their varying needs depending on their professional developmental stage.

b. Concepts

Our courses are skills-focused so the trainees don't just gain conceptual and perceptual skills but also hone their clinical skills and self-reflexivity.

c. Composition

The trainees are from diverse backgrounds - hospitals, schools, family service centres, and other community-based social services. This creates a valuable opportunity for mutual learning, fostering a rich cross-sector learning and holistic understanding.

- Registered with the **Committee of Private Education (CPE), Skillsfuture SG as a Private Educational Institute (PEI).**
- CCC has been awarded a **4-year EduTrust Certification by CPE in Singapore [24 May]** in recognition of its efforts to strive towards high standards and quality in the management and provision of training.

Family & Systemic Psychotherapy Training

Post Graduate Certificate in Systemic Thinking & Approaches

Applications in Social Work & Clinical Practice [PGC–STA]

77 Hours

Teaches salient systemic concepts in working with individuals, couples and families to appreciate the complex patterns of human relations.

It has helped trainees to adopt a holistic perspective so they perceive problems as located in the interactions between people, and not residing within individuals. This, we hope, will have a liberating effect on the clients the practitioners work with!

“

"What I learned from PGC–STA are very helpful and relevant to my work as a Social Worker. The course broadened and deepened my understanding of the systemic concepts and approaches and introduced me to four distinct systemic models which I could further develop and apply to my work with clients. The training uses a good combination of lectures, group discussions, role plays and reflections to enhance our learning experience. The trainers are experienced and passionate, and I benefitted greatly from their sharing and discussions in class. I would recommend this course to practitioners who works with families."

Certificates in Foundational Systemic Thinking [CST], Applications [CSA] in Social Work & Clinical Practice

21 Hours each

These courses are Module 1 and 2 of PGC–STA and made available for trainees to start their systemic thinking learning journey at their own pace.

After completion, participants can progress into Module 3 of PGC–STA and our other post graduate certificate and diploma courses.

Trainees can start their systemic thinking learning with STA, or, at their own pace, with CST.

Family & Systemic Psychotherapy Training

Agencies who have sent their staff to these modules have affirmed the **relevancy of the course curriculum** and observed positive effects of the training in their **staff's use of curiosity and ability to integrate theories into practice.**

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

270 Hours

FSP is an intermediate level of theoretical and clinical training to foster greater understanding of working with couples, children, youth and families from a systemic framework.

It comprises PGC-SPC, PGC-CYF & Module 3 Supervision and Practice in Working with Couples, Children, Youth and Their Families.

“This course has been turning point in my career and learning. Given a choice, I would do it again. There are a lot of intangibles. Felt like the supervisors' intention was to help us grow...I do hope that my colleagues will come for the training and benefit from this training.” (on PGD-FSP)

”

”

“Really enjoyed the way the Supervisor created safety in the group and used different methods to engage us as learners.” (on PGC-SPC)

Post Graduate Certificate in Systemic Practice with Couples [PGC-SPC]

94.5 Hours

SPC provides systemic frameworks in tackling a range of challenging issues like high conflicts, domestic violence, mental health, grief and loss, sex, divorce/post-divorce, etc.

The trainees reported that the training had enabled them to relate more therapeutically with their couple clients as well as improved their use of self in managing dilemmas with couples.

“The sessions I conduct now are very different. Before I started the course, I did not have any direction and it was becoming not meaningful. But, coming to this course has renewed my passion. It helped me to see my job differently and given me more purpose.” (on PGD-FSP)

”

Post Graduate Certificate in Systemic Practice with Children, Youth, & their Families [PGC-CYF]

84 Hours

CYF aims to instill in Trainees a renewed sense of confidence and competency in holding difficult conversations, engaging, and influencing change in the lives of their young clients and families.

The trainees take a relational risk and offer their clinical work for feedback through video/audio presentations for the group and individual supervisions.

Clinical Supervision Training

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

56 Hours

CCWS aims to provide trainees with a strong foundation in reflexive, systemic supervision and enhance their competence in utilising the Seven-Eyed Supervision Model (Hawkins & Shohet), the Integrative Developmental Model (Stoltenberg & McNeill), together with skills from Interventive Interviewing (Tomm).

In addition to lively role-play practices and discussions, co-creation of learning and peer feedback is generated through trainees' presentation of their taped supervision sessions, in coaching groups.

“PGC-CCWS has equipped me with theoretical knowledge and skills to be more intentional, structured and reflexive in my supervisory practice.

At a personal level, this course has fueled my commitment to strive towards being more reflexive in my social work practice, and in my own personal relationships.”

Post Graduate Diploma in Clinical Supervision [PGDCS]

165 Hours

A unique kind of supervision training which combines theoretical rigor with extensive hands-on skills practice, this course seeks to develop trainees' supervisory competency and confidence through honing their self-, relational-, cognitive-, emotional-, and practice-reflexivity. A diverse mix of trainees enable the co-generation of supervisory practice wisdom.

The courses continue to attract practitioners from varied settings like Family Service Centres, FAMS@FSC, specialist centres, residential institutions, and hospitals.

“It was a great journey of learning here. It enhanced my systemic concepts and views, which I not only can use in supervision practice, but also my day to day life.” (on PGDCS)

Counselling Training

Graduate Diploma in Counselling Practice [GDIP]

300 Hours

Our longest-standing flagship course with 100s of Social Service Practitioners in counselling practice over the past decades, this course is devoted to the development of clinical skills through live supervision and skills practice.

Apart from the main counselling model of the Problem Solving Approach, this course also grounds practitioners in having a systemic lens when working with individuals.



"The most useful concepts and skills acquired from the course that can be applied to work settings include systemic framework, PADI as a practice model, life-cycle orientation, therapeutic conversations (Interventive Interviewing), Working with grief and loss, crisis and mental health concerns."

GDIP is recognised by the Singapore Association for Counselling for its quality and standards. Graduates thus qualify to apply to become Registered Counsellors after successful completion.

Congratulations To Our Graduates

CCC conducted its annual graduation ceremony after a 2-year hiatus because of COVID-19, on 13 July. We celebrated the graduation of 19 GDIP and 14 PGDCS graduates. These were the trainees that endured the impact that COVID-19 had on our training but pulled through with a fervent learning spirit!

Witnessing their tenacity in learning, their growth and the new confidence that they have found in their own practice has been wonderful.



Fly High,
**GDIP AND PGDCS
BATCH 21/22!**



PGD-FSP

With Trainers Sharon Sng & Tony Ong



GDIP

With Trainer Charlotte Chen



PGDCS 22-23

With Trainers Foo Soo Jen & Terence Tan



PGC-SPC

With Trainers Foo Soo Jen & Sharon Sng



PGC-CYF

With Supervisors, Tony Ong & Cheryl Lim.



PGC-CCWS

With Trainers Tony Ong & Jade Low



CSA

With Trainer Ruth Chua

Customised Trainings

CCC customises bespoke trainings for organisations depending on their staff's learning needs. The table below chronicles all such trainings conducted in the year:

| ORGANISATION | COURSE | TRAINER(S) |
|---|--|--|
| MHA | Certificate in Foundational Systemic Models in Social Work & Clinical Practice (CSM) | Charlotte Chen, Steven Soh, Foo Soo Jen, Sharon Sng, Ruth Chua |
| Singapore Boys' Home | Certificate in Foundational Systemic Thinking in Social Work & Clinical Practice (CST) | Ruth Chua |
| Singapore Girls' Home | CST | Ruth Chua |
| Frasers Property Corporate Services Pte Ltd | Mental Wellness & Seeking Help | Chua Wei Bin |
| FAM@AMK | Working Systemically With Court Mandated Clients Undergoing Acrimonious Divorce | Valerie Oh, Tony Ong, Steven Soh |
| Frasers Property Corporate Services Pte Ltd | Emotional First Aid | Dr. Ang Xinying |
| Frasers Property Corporate Services Pte Ltd | Emotional First Aid | Lim Li Zhen |
| Methodist Welfare Services | The Seven-Eyed Model of Supervision | Tony Ong |
| SBL Vision | Working with Clients Experiencing Trauma | Foo Soo Jen |
| KidStart | Basic Supervision Training | Jade Low |
| Frasers Property Corporate Services Pte Ltd | Supporting Colleagues with MH Issues | Chua Wei Bin |
| Touch Community Services | CST | Ruth Chua |
| Singapore Prisons Service | Clinical Supervision | Sharon Sng, Foo Soo Jen, Terence Tan |
| Agency for Integrated Care Pte. Ltd. | Engaging And Supporting Clients Throughout Adulthood | Valerie Oh |
| Singapore Boys' Home/Girls' Home | Certificate in Foundational Systemic Applications in Social Work & Clinical Practice (CSA) | Jade Low, Tony Ong |
| Methodist Welfare Services | Structural Family Therapy | Chua Wei Bin |
| Fei Yue Family Service Centre | CST | Terence Tan |
| Fei Yue Family Service Centre | CSA | Terence Tan |
| Singapore Girls' Home | Basic Supervision Training | Tony Ong |
| Institute of Technical Education | Self Care for Helping Professionals | Foo Soo Jen |
| Hwa Chong Institution | Holding Conversations With Students and Setting Boundaries | Lim Li Zhen |

Over
360
Social Service Practitioners & Corporate Employees benefited from our tailor-made trainings in the year on systemic and general topics.

Wisdom from beyond our shores

International Speaker Workshops

CCC had the privilege of hosting world-renowned experts in the field of systemic and family therapy once again this year, with **over 330 participants attending their 6 workshops over the year.**

1

**The Person of the
Therapist Training
Model [POTT]:
Mastering the Use of
Self**

20, 21 JUL

Dr. Alba Nino

Associate Professor, Couple
and Family Therapy Program,
California School of
Professional Psychology

2

**Imagination, Play, and
Possibilities; A
Collaborative
Strengths-Based
Brief Family Therapy
Approach For
Working with
Children and Youth**

6, 7 OCT

3

**Advances in
Collaborative
Strengths-Based
Family Therapy:
Applications to
Larger Systems
Collaboration,
Groupwork and
Supervision**

10, 11 OCT

Matthew Selekmán

Director of Partners for
Collaborative
Solutions, Skokie, IL.

4

**Together Alone:
Systemic Therapy for
Individual Clients**

12, 13 JAN

Dr. Paolo Bertrando

Scientific Director, School of
Systemic Psychotherapy,
Bergamo

5

**Systemic Assessment
and Practice with
Couples and Families
using the IPScope (IPS)**

27, 28 MAR

6

**Enabling Forgiveness
and Reconciliation in
Systemic Therapy**

30, 31 MAR

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Consultation

For Social Service Practitioners



1,546
TOTAL CONSULTATION
HOURS

755.50 Group & 790.50
Individual Hours

235
TOTAL GROUPS/
CONSULTEES

56 Group and 179
Individual Consultees



Consultation: A safe & collaborative space

CCC remains a leader in offering quality **systemic consultation** to enable Social Service Practitioners to develop their skills and knowledge of clinical and supervision work. All of our staff-consultants are trained and passionate in using systemic ideas and practices.

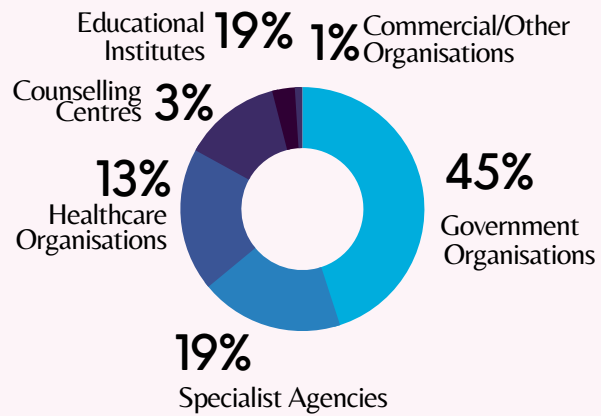
Key Focuses

- 01 Self-Reflexive**
Inviting the consultees to be more self-reflexive of the multiple contexts that influence their clinical and supervision development.
- 02 Safe and Collaborative Space**
So that the consultees can be more open to review their clinical dilemmas and their personal/professional values that might influence their work.
- 03 Reviews**
Well-structured sessions to review the Consultees' clinical and supervisory conversations using video/ audio-taped recordings, 'live' consultation and case discussion.

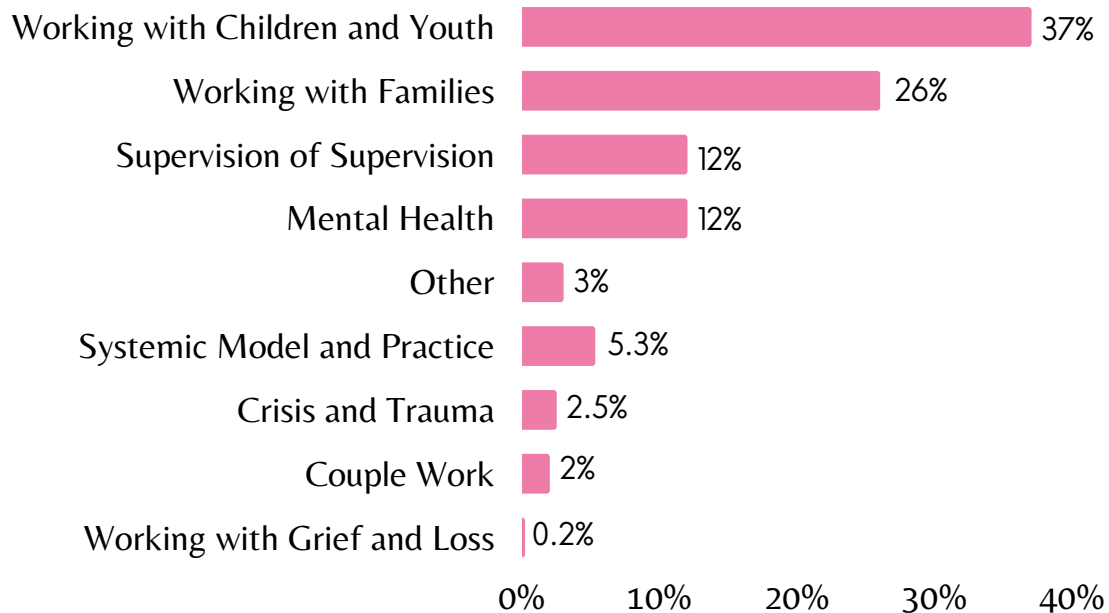
Our Consultees

The consultees are from different sectors comprising mostly government organisations like Ministry of Social and Family Development, family service centres, hospitals, schools, and other specialist agencies that deals with divorce, trauma, child protection, etc.

Types of Organisations Served



Types of Consultation Requests



What Our Consultees Say

“

“My experience has been positive. I have felt safe to be open and trust her (the Consultant).”

“The sessions have provided great insights not just on how I can journey with clients but also on how I can structure supervision with my own supervisees.”

“Appreciate Consultant’s facilitation and asking questions that helped me to reflect and think about my role and work as a counsellor, and thinking about the case/client.”

”

The Future of Capacity-Building

CCC envisions the following to be the essence of our work forward:



1

Being A Sector Enabler

Going beyond being a training provider to co-curating programmes to meet the diverse needs of organisations.

2

Mental Health Specialisation

Focusing on Mental Health concerns, psychological assessments, and building our efficacy and competency in working on Mental Health issues.

3

Stronger Partnerships with Corporates & Community

Redefining collaborations through corporate mental well-being & wellness solutions, and expanding the scope of Employee Assistance Programme [EAP].



How it has started

CCC is committed to embracing innovative approaches and partnering with community organizations to provide impactful services.

By incorporating systemic practice and engaging with community partners, CCC endeavors to create transformative experiences for individuals and families, paving the way for a brighter future.

CCC has embarked on collaborative efforts with community partners, adopting systemic practice in therapy.

One notable collaboration that began in February was with =DREAMS, focused on conducting Family Facilitation Sessions for 21 youths and their families.

The aim of these sessions is to empower the participating youths and their families by encouraging them to articulate their hopes and dreams for themselves and their families. By creating a safe and supportive environment, therapists work diligently to facilitate connections and foster communication within the families to open dialogue and shared aspirations; that in turn strengthens family bonds and enhance understanding among family members.

Through collaborations like these, CCC aims to bring about positive changes in the lives of individuals and their families, ultimately supporting their overall well-being and resilience.

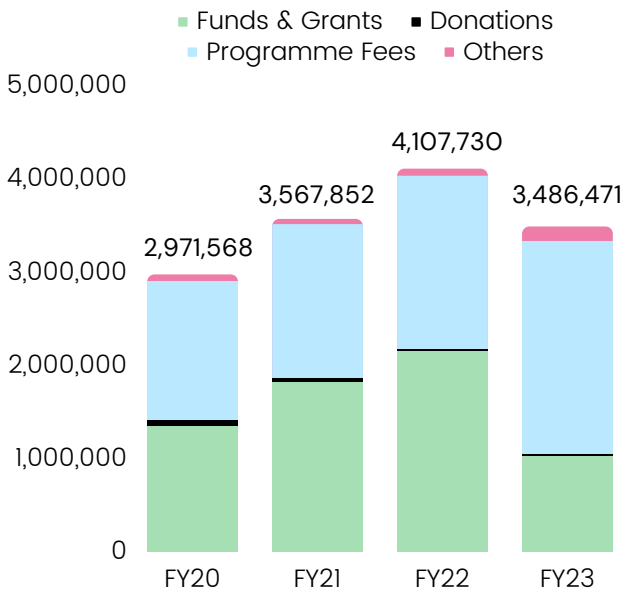




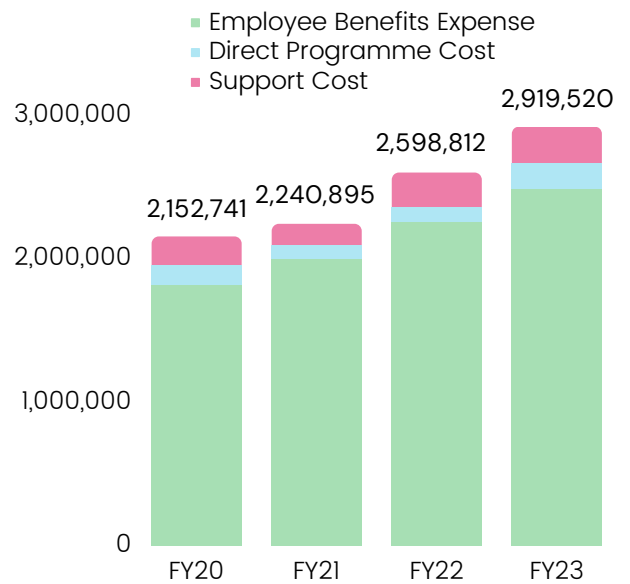
F I N A N C I A L H I G H L I G H T S & S T A T E M E N T

Financial Highlights

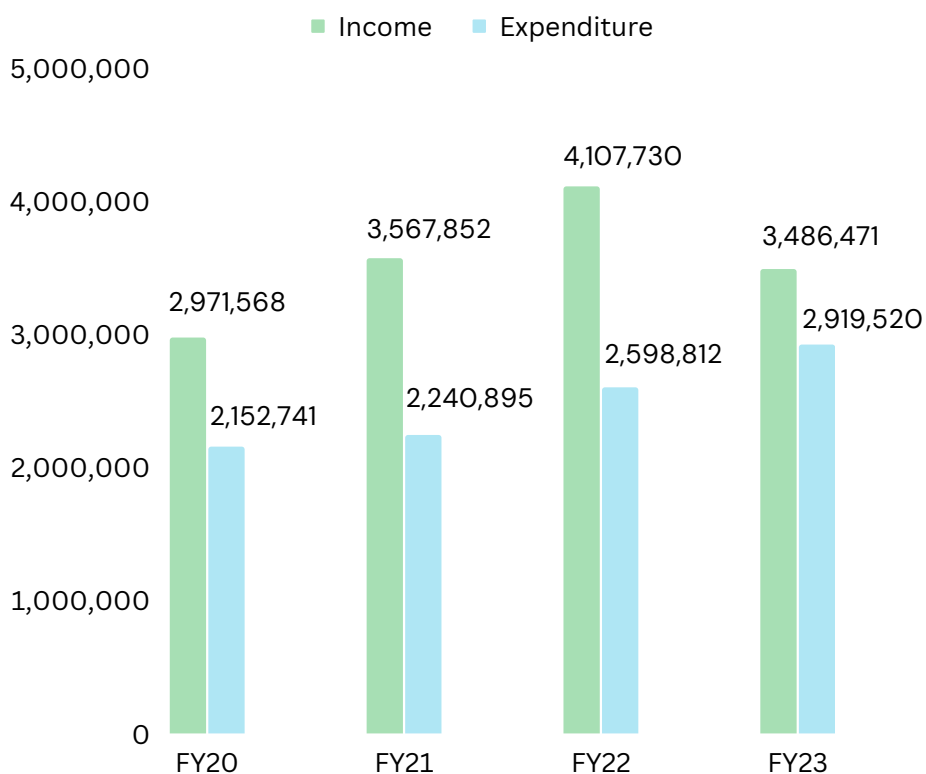
Income



Expenditure



Income & Expenditure across last 4 years



**COUNSELLING AND CARE CENTRE
(REGISTERED UNDER THE SOCIETIES ACT 1966)**

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2023

| | | 2023 SGD | (Restated) 2022 SGD |
|--|-------|------------------|---------------------------|
| ACCUMULATED FUNDS | | | |
| <u>Restricted Funds</u> | | | |
| Counselling fund | 3 | 2,716,085 | 3,246,743 |
| Anthony Yeo staff development fund | 4 | 132,666 | 130,568 |
| | | <u>2,848,751</u> | <u>3,377,311</u> |
| <u>Unrestricted Funds</u> | | | |
| Consultancy and training fund | 5 | 5,483,258 | 4,493,063 |
| Gratuity fund | 6 | 682,756 | 577,440 |
| Fair value adjustment reserve | | (64,896) | (28,922) |
| | | <u>6,101,118</u> | <u>5,041,581</u> |
| | | <u>8,949,869</u> | <u>8,418,892</u> |
| Represented by : | | | |
| NON-CURRENT ASSETS | | | |
| Plant and equipment | 7 | 56,461 | 63,880 |
| Intangible asset | 8 | 37,560 | 61,820 |
| Investments | 9 | 1,323,719 | 1,103,640 |
| Right-of-use asset | 10(a) | 112,093 | 65,684 |
| CURRENT ASSETS | | | |
| Investments | 9 | 598,212 | 517,878 |
| Inventories | 11 | 13,916 | 14,465 |
| Fees receivable and accrued revenue | 12 | 411,790 | 176,544 |
| Other receivables, deposits and prepayments | 13 | 52,717 | 18,856 |
| Fixed deposits | 16 | 6,071,149 | 3,562,835 |
| Cash at banks and on hand | 17 | 1,286,849 | 3,615,178 |
| | | <u>8,434,633</u> | <u>7,905,756</u> |
| Less : | | | |
| CURRENT LIABILITIES | | | |
| Lease liability | 10(b) | 10,354 | 2,934 |
| Advance receipts, deposits received and accruals | 14 | 686,872 | 508,954 |
| | | <u>697,226</u> | <u>511,888</u> |
| NET CURRENT ASSETS | | <u>7,737,407</u> | <u>7,393,868</u> |
| | | <u>9,267,240</u> | <u>8,688,892</u> |
| Less : | | | |
| NON-CURRENT LIABILITIES | | | |
| Lease liability | 10(b) | 47,371 | - |
| Provision for reinstatement cost | 15 | 270,000 | 270,000 |
| | | <u>8,949,869</u> | <u>8,418,892</u> |

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 |

**COUNSELLING AND CARE CENTRE
(REGISTERED UNDER THE SOCIETIES ACT 1966)**

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2023

| | Restricted Funds | | Unrestricted Funds | | | 2023 | 2022 |
|--|--------------------|--|---------------------------------------|-------------------------|--|--------------|--------------|
| | Counselling SGD | Anthony Yeo Staff Development Fund SGD | Consultancy and Training SGD | Gratuity Fund SGD | Fair Value Adjustment Reserve SGD | Total SGD | Total SGD |
| Grants and Donations | | | | | | | |
| Grant from NCSS-Comm Chest | 915,780 | - | - | - | - | 915,780 | 1,218,926 |
| Grant from NCSS-Charity Support Fund | - | - | - | - | - | - | 50,000 |
| Grant from NCSS-Invictus Fund | - | - | - | - | - | - | 712,234 |
| Grant from NCSS-Others | 42,542 | - | - | - | - | 42,542 | 11,071 |
| Other Grants | - | - | 12,710 | - | - | 12,710 | - |
| Grant from Government | - | - | 50,327 | - | - | 50,327 | 124,589 |
| Subsidy from Singtel | - | - | - | - | - | - | 540 |
| Tax deductible donations | - | - | 14,030 | - | - | 14,030 | 17,130 |
| Tax deductible donations - The Care Project | - | - | - | - | - | - | 6,710 |
| Non-tax deductible donations | - | - | 80 | - | - | 80 | 286 |
| | 958,322 | - | 77,147 | - | - | 1,035,469 | 2,141,486 |
| Income from Programmes | | | | | | | |
| Counselling fees | 295,026 | - | - | - | - | 295,026 | 290,539 |
| Consultancy fees | - | - | 275,620 | - | - | 275,620 | 267,691 |
| Training fees | - | - | 1,431,360 | - | - | 1,431,360 | 1,019,059 |
| Employee Assistance Programme fees | - | - | 104,595 | - | - | 104,595 | 156,452 |
| Mandatory Counselling fees | - | - | 22,486 | - | - | 22,486 | 14,995 |
| Non-subsidised Counselling fees | - | - | 163,653 | - | - | 163,653 | 116,099 |
| | 295,026 | - | 1,997,714 | - | - | 2,292,740 | 1,864,835 |
| Other income | | | | | | | |
| Grant income from Jobs Support Scheme | - | - | - | - | - | - | 25,613 |
| Membership fees | 560 | - | - | - | - | 560 | 393 |
| Sale of books | - | 4,286 | - | - | - | 4,286 | 3,451 |
| Interest and dividends | 72,836 | - | 72,837 | - | - | 145,673 | 68,527 |
| Miscellaneous income | - | 96 | 7,647 | - | - | 7,743 | 3,425 |
| | 73,396 | 4,382 | 80,484 | - | - | 158,262 | 101,409 |
| TOTAL INCOME | 1,326,744 | 4,382 | 2,155,345 | - | - | 3,486,471 | 4,107,730 |
| DIRECT COSTS | | | | | | | |
| Salaries | 962,888 | - | 485,076 | - | - | 1,447,964 | 1,353,453 |
| Bonus | 283,812 | - | 125,214 | - | - | 409,026 | 337,750 |
| Employer CPF and other contribution | 188,047 | - | 90,154 | 1,796 | - | 279,997 | 265,968 |
| (Reversal of)/ Provision for unutilised staff annual leave | (7,502) | - | (3,223) | - | - | (10,725) | 4,971 |
| Staff benefits | 14,454 | - | 5,974 | - | - | 20,428 | 17,855 |
| Staff training and development | 48,697 | - | 20,673 | - | - | 69,370 | 56,203 |
| Communication | 7,022 | - | 2,702 | - | - | 9,724 | 13,265 |
| Depreciation of right-of-use asset | 11,747 | - | 7,200 | - | - | 18,947 | 11,463 |
| Gratuity | - | - | - | 10,562 | - | 10,562 | 24,582 |
| Interest expense on lease liability | 770 | - | 374 | - | - | 1,144 | 160 |
| Publicity | 399 | - | 1,171 | - | - | 1,570 | 440 |
| Conservancy | 367 | - | 224 | - | - | 591 | 592 |
| Sabbatical expenses | - | - | - | - | - | - | 4,013 |
| Utilities | 7,752 | - | 3,988 | - | - | 11,740 | 7,806 |
| Training expenses | - | - | 103,059 | - | - | 103,059 | 30,521 |
| Transport | 15,042 | - | 3,551 | - | - | 18,593 | 8,223 |
| Withholding tax | - | - | 3,148 | - | - | 3,148 | - |
| Balance c/f | 1,533,495 | - | 849,285 | 12,358 | - | 2,395,138 | 2,137,265 |

**COUNSELLING AND CARE CENTRE
(REGISTERED UNDER THE SOCIETIES ACT 1966)**

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2023 (CONTINUED)

| | Restricted Funds | | Unrestricted Funds | | | 2023 | 2022 |
|---|--------------------|--|---------------------------------------|-------------------------|--|------------------|------------------|
| | Counselling SGD | Anthony Yeo Staff Development Fund SGD | Consultancy and Training SGD | Gratuity Fund SGD | Fair Value Adjustment Reserve SGD | Total SGD | Total SGD |
| Balance b/f | 1,533,495 | - | 849,285 | 12,358 | - | 2,395,138 | 2,137,265 |
| SUPPORT COSTS | | | | | | | |
| Salaries | 20 127,735 | - | 58,152 | - | - | 185,887 | 151,310 |
| Bonus | 20 37,110 | - | 15,904 | - | - | 53,014 | 39,396 |
| Employer CPF and other contribution | 20 17,368 | - | 7,984 | 684 | - | 26,036 | 19,081 |
| (Reversal of)/ Provision for unutilised staff annual leave | 20 (3,371) | - | (1,445) | - | - | (4,816) | 1,202 |
| Staff benefits | 20 1,776 | - | 762 | - | - | 2,538 | 2,672 |
| Staff training and development | 20 598 | - | 1,495 | - | - | 2,093 | 3,658 |
| Amortisation of intangible asset | 18,482 | - | 5,778 | - | - | 24,260 | 21,080 |
| Depreciation of plant and equipment | 16,968 | - | 3,485 | - | - | 20,453 | 21,919 |
| Affiliation fees | 1,810 | - | 720 | - | - | 2,530 | 3,790 |
| Bank fees | 877 | 53 | 847 | - | - | 1,777 | 618 |
| Communication | - | 118 | 11 | - | - | 129 | 254 |
| Cost of books | - | 2,074 | - | - | - | 2,074 | 1,620 |
| Gifts | 700 | 39 | 535 | - | - | 1,274 | 12 |
| Gratuity | - | - | - | 6,227 | - | 6,227 | 14,812 |
| Insurance | 6,998 | - | 3,000 | - | - | 9,998 | 9,117 |
| Maintenance of Centre | 15,677 | - | 7,767 | - | - | 23,444 | 19,046 |
| Maintenance of equipment | 8,433 | - | 4,568 | - | - | 13,001 | 8,913 |
| Plant and equipment written off | 832 | - | - | - | - | 832 | - |
| Professional fee | 28,669 | - | 65,119 | - | - | 93,788 | 88,904 |
| Supplies & materials | 41,827 | - | 16,008 | - | - | 57,835 | 53,295 |
| Transport | 374 | - | 131 | - | - | 505 | 223 |
| Miscellaneous expenses | 1,044 | - | 459 | - | - | 1,503 | 626 |
| | 323,907 | 2,284 | 191,280 | 6,911 | - | 524,382 | 481,548 |
| TOTAL EXPENDITURE | 1,857,402 | 2,284 | 1,040,565 | 19,269 | - | 2,919,520 | 2,598,813 |
| NET (DEFICIT)/ SURPLUS FOR THE YEAR | (530,658) | 2,098 | 1,114,780 | (19,269) | - | 566,951 | 1,508,917 |
| OTHER COMPREHENSIVE INCOME | | | | | | | |
| 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 | - | - | - | - | (35,974) | (35,974) | (28,922) |
| Reclassification to profit and loss | - | - | - | - | - | - | - |
| Other comprehensive income for the year, net of tax | - | - | - | - | (35,974) | (35,974) | (28,922) |
| TOTAL COMPREHENSIVE INCOME FOR THE YEAR | (530,658) | 2,098 | 1,114,780 | (19,269) | (35,974) | 530,977 | 1,479,995 |

**COUNSELLING AND CARE CENTRE
(REGISTERED UNDER THE SOCIETIES ACT 1966)**

STATEMENT OF CHANGES IN ACCUMULATED FUNDS FOR THE YEAR ENDED 31 MARCH 2023

| | Restricted Funds | | Unrestricted Funds | | | Total SGD |
|---|----------------------------|--|---|-------------------------|--|-------------------------|
| | Counselling Fund SGD | Anthony Yeo Staff Development Fund SGD | Consultancy and Training Fund SGD | Gratuity Fund SGD | Fair Value Adjustment Reserve SGD | |
| BALANCE AS AT 1 APRIL 2021 | 2,624,580 | 128,877 | 3,667,734 | 517,706 | - | 6,938,897 |
| Total comprehensive income for the year | 622,163 | 1,691 | 929,677 | (44,614) | (28,922) | 1,479,995 |
| Transfer between funds | - | - | (104,348) | 104,348 | - | - |
| BALANCE AS AT 31 MARCH 2022 | <u>3,246,743</u> | <u>130,568</u> | <u>4,493,063</u> | <u>577,440</u> | <u>(28,922)</u> | <u>8,418,892</u> |
| Total comprehensive income for the year | (530,658) | 2,098 | 1,114,780 | (19,269) | (35,974) | 530,977 |
| Transfer between funds | 25 - | - | (124,585) | 124,585 | - | - |
| BALANCE AS AT 31 MARCH 2023 | <u><u>2,716,085</u></u> | <u><u>132,666</u></u> | <u><u>5,483,258</u></u> | <u><u>682,756</u></u> | <u><u>(64,896)</u></u> | <u><u>8,949,869</u></u> |

**COUNSELLING AND CARE CENTRE
(REGISTERED UNDER THE SOCIETIES ACT 1966)**

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

| | 2023 SGD | 2022 SGD |
|---|---------------------|--------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| Net surplus for the year | 566,951 | 1,508,917 |
| Adjustments for non-cash items: | | |
| Amortisation of intangible asset | 24,260 | 21,080 |
| Depreciation of plant and equipment | 20,453 | 21,919 |
| Depreciation of right-of-use asset | 18,947 | 11,463 |
| Plant and equipment written off | 832 | - |
| Interest expense on lease liability | 1,144 | 160 |
| Interest and dividend income | <u>(145,673)</u> | <u>(68,527)</u> |
| Operating cash flows before working capital changes | 486,914 | 1,495,012 |
| Working capital changes | | |
| Inventories | 549 | (3,843) |
| Fees receivable and accrued revenue | (235,246) | 11,293 |
| Other receivables, deposits and prepayments | 30,557 | 11,561 |
| Advance receipts, deposit received and accruals | 177,918 | 72,418 |
| | <u>(26,222)</u> | <u>91,429</u> |
| NET CASH EFFECT OF OPERATING ACTIVITIES | <u>460,692</u> | <u>1,586,441</u> |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| Purchase of investments | (854,265) | (960,314) |
| Purchase of intangible asset | - | (25,000) |
| Purchase of plant and equipment | (13,866) | (22,935) |
| Placement of fixed deposit (net) | (2,508,314) | (505,288) |
| Proceeds from redemption of investments | 500,000 | - |
| Interest and dividend income received | 99,133 | 75,213 |
| NET CASH EFFECT OF INVESTING ACTIVITIES | <u>(2,777,312)</u> | <u>(1,438,324)</u> |
| CASH FLOWS FROM FINANCING ACTIVITY | | |
| Repayment of lease liability | (11,709) | (11,736) |
| NET CASH EFFECT OF FINANCING ACTIVITY | <u>(11,709)</u> | <u>(11,736)</u> |
| NET CHANGE IN CASH AND CASH EQUIVALENTS | (2,328,329) | 136,381 |
| CASH AND CASH EQUIVALENTS AS AT 1 APRIL | 17 3,615,178 | 3,478,797 |
| CASH AND CASH EQUIVALENTS AS AT 31 MARCH | 17 <u>1,286,849</u> | <u>3,615,178</u> |

Governance Evaluation Checklist

| S/N | CODE GUIDELINE | CODE ID | RESPONSE (select whichever is applicable) | EXPLANATION (if Code guideline is not complied with) |
|---|--|------------|--|---|
| BOARD GOVERNANCE | | | | |
| 1 | Induction and orientation are provided to incoming board members on joining the Board. Are there board members holding staff appointments? | 1.1.2 | Complied 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 their executive functions and operational duties, which are distinct from their Board role. There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). | 1.1.5 | NA | |
| 4 | Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances. | 1.1.7 | Complied | |
| 5 | All board members 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. Are there Board member(s) who have served for more than 10 consecutive years? | 1.1.12 | Complied Yes | |
| 7 | The charity discloses in its annual report the reasons for retaining the board member (s) 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 Board committees. | 1.2.1 | Complied | |
| CONFLICT OF INTEREST | | | | |
| 9 | There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board. | 2.1 | Complied | |
| 10 | Board members do not vote or participate in decision making on matters where they have a conflict of interest. | 2.4 | Complied | |
| STRATEGIC PLANNING | | | | |
| 11 | The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with its objectives. | 3.2.2 | Complied | |
| HUMAN RESOURCE AND VOLUNTEER MANAGEMENT | | | | |
| 12 | The Board approves documented human resource policies for staff. | 5.1 | Complied | |
| 13 | There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board. Are there volunteers serving in the charity? | 5.3 5.7 | Complied Yes | |
| 14 | There are processes for regular supervision, appraisal and professional development of staff. | 5.5 | Complied | |
| 15 | There are volunteer management policies in place for volunteers. | | Yes | |
| FINANCIAL MANAGEMENT AND INTERNAL CONTROLS | | | | |
| 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 internal controls for financial matters in key areas are in place with documented procedures. | 6.1.2 | Complied | |
| 18 | The Board ensures 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 (select whichever is applicable) | EXPLANATION (if Code guideline is not complied with) |
|------------------------------------|---|---------|--|---|
| 19 | The Board ensures that there is a process to identify, 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 its expenditure. | 6.2.1 | Complied | |
| | Does the charity invest its reserves including fixed deposits? | | Yes | |
| 21 | The charity has a documented investment policy approved by the Board. | 6.4.3 | Complied | |
| FUNDRAISING PRACTICES | | | | |
| | Did the charity receive cash donations (solicited or unsolicited) during the 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 | |
| DISCLOSURE AND TRANSPARENCY | | | | |
| 24 | The charity discloses in its annual report –(i) the number of Board meetings in the year; and (ii) individual Board members' attendance. | 8.2 | Complied | |
| | Are board members remunerated for their Board services? | 2.2 | No | |
| 25 | No Board member is involved in setting his or her own remuneration. | | NA | |
| 26 | The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated. | 8.3 | Complied | |
| | Does the charity employ paid staff? | | Yes | |
| 27 | No staff is involved in setting his or her own remuneration | 2.2 | Complied | |
| 28 | The charity discloses in its annual report – i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff*, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff* also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff receives more than \$100,000 in annual remuneration each. | 8.4 | Complied | |
| 29 | The charity discloses the number of paid staff* who are close members of the family* of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff* who are close members of the family* of the Executive Head or Board Member, who receives more than \$50,000 during the year. | 8.5 | Complied | |
| PUBLIC IMAGE | | | | |
| 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.

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.

Corporate Information

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

EduTrust Certified

Certificate No.: EDU-2-2151
Validity:
24 May 2022 - 23 May 2026

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