

ANNUAL REPORT 2018-2019  
COUNSELLING AND CARE CENTRE

## Cover design with compliments from Mr Ling Yeu Jou

### **Transformation**

The abstract painting reflects the parallel process that happens in the process of transformation, where the artist is often responding to and making sense of the world and its happenings around them. Every piece is different, changing, and captures the spirit and mood of the time and context. For the person appreciating the painting, how they make sense of the painting may also differ among different individuals being situated in varying life stages and experiences.

The splash and mix of different colours with the black scribbles on the painting speak of the movement in the process of transformation, and the myriad of emotions - confusion, sadness, fear, happiness, peace, and joys that may be experienced in the process of transforming and being transformed.

## 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

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## CHAIRPERSON'S MESSAGE

With the changing landscape and rising needs of the community, the Counselling and Care Centre (CCC) has been on a journey of transformation. In 2018, the Centre made improvements in policies, systems and processes to strengthen governance and continue to deliver high quality services.

The Management Committee had a strategic planning retreat in June 2018 to deliberate on solutions for the Centre to rise up to the challenges of meeting increased demands from the community with limited funding and resources. It was a fruitful discussion as plans and solutions were laid out such as revising the counselling policy and practice, attaining recognition of our Training Service through application of Edutrust Certificate with Council of Private Education and improving our internal supervision structure, benefits and compensation for staff.

Recent investments in information technology upgrades have increased our profile. The Centre has adopted online requests for counselling. To ensure that counselling services remain affordable to people who are genuinely in need, qualifying criteria for tiered subsidies and means testing have been implemented.

The National Council of Social Service (NCSS, Children, Youth and Family Services, Service Planning and Funding Group) conducted a Service Assurance on 18 and 19 February 2019. We are pleased to have received a positive outcome and affirmations for our Counselling programme.

The NCSS has also sponsored the engagement of Ernst and Young for a human resource consultation from September 2018 to October 2019. The consultation sessions have helped to identify career pathways and progression possibilities within the CCC. In addition, the performance appraisal process and compensation policies are being reviewed against industry practices and gaps mitigated.

The Centre is working towards attaining an Edutrust certification for our training service under the purview of the Council of Private Education. By attaining Edutrust certification, the Centre would be able to collaborate with higher educational institutes to provide a wider range of clinical training courses to meet the needs of the Social Service Professionals.

Mrs Juliana Toh has left full-time service as the Clinical Director with effect from 31 July 2018. She dedicated more than 30 years of her professional life to the Centre and the staff and trainees who have grown under her mentorship and personal tutelage. Her wisdom, skilfulness and compassion in working with clients from diverse background have distinguished her as a master psychotherapist. We are grateful that Juliana has agreed to take on the role as the External Clinical Consultant to provide consultation to a number of social service agencies.

Last but not least, I am grateful for each staff and management committee member of the Centre. Their passion and dedication in service has enabled the Centre to continue to grow and flourish.

***Rose Boon***  
***Chairperson***

# MANAGEMENT COMMITTEE

CHAIRPERSON: **Mrs Rose Boon**

VICE CHAIRPERSON: **Mrs Sze Toh Hong Eng**

HONORARY TREASURER: **Mr Alastair Eng**

HONORARY SECRETARY: **Ms Ruth Chua (Executive Director)**

MEMBERS:

**Mr Chan Fook Kay**            **Mr Ng Pak Shun**  
**Ms Ching Pui Fun**        **Mr Jason Wong**  
**Ms Ho Kit Choy**         **Dr Josephine Yong**

PROGRAMMES AND SERVICES COMMITTEE

**Mrs Sze Toh Hong Eng (Chairperson)**  
**Mr Ng Pak Shun**  
**Mr Jason Wong**

FINANCE COMMITTEE

**Mr Alastair Eng (Chairperson)**  
**Mr Chan Fook Kay**  
**Mr John Tan**

PERSONNEL COMMITTEE

**Mr Alastair Eng (Chairperson)**  
**Mrs Dorothy Lau**  
**Dr Josephine Yong**

AUDIT COMMITTEE

**Ms Ho Kit Choy (Chairperson)**  
**Mr Clement Ong**  
**Mr Teo Tee Loon**  
**Ms Ching Pui Fun**



From left: Josephine Yong, Ng Pak Shun, Chan Fook Kay, Ho Kit Choy,  
Sze Toh Hong Eng, Rose Boon, Ruth Chua, Alastair Eng and Jason Wong  
*Not in picture: Ching Pui Fun*

# EXECUTIVE DIRECTOR'S REVIEW

When I reflected on the Centre's work for the Year 2018, it was like an action-packed movie. The staff team was busy serving the needs of the clients, trainees, consultees and engaging in various project group meetings to work on fulfilling our goals and visions for the Centre.

Compared to the Year 2017, there was an overall increase in all services, i.e. Counselling (funded service), Training (non-funded service) and Consultation (non-funded service).

## COUNSELLING

There was an increase of 256 counselling sessions compared to the number of counselling sessions in 2018. This is a record high of the number of counselling sessions since 2015. It is interesting to note that despite the slight dip in the number of new cases compared to 2017, the number of counselling sessions has increased. This might indicate that therapists spent more time with each case which could be due to their increasing complexities.

Compared to the Year 2017, there was an increase from 10 to 13 organisations engaging the Centre to provide professional counselling services for the benefit of their employees. It is encouraging to observe that more employers are now aware of the importance of caring for the psychological well-being of their employees.

The online system for counselling requests has been successful in reaching out to people who are in need of counselling. We receive an average of 10 counselling requests a day, which indicates a high demand for counselling services. In order to cope with the rising demand, we have implemented a system to regulate the number of intakes and reduce the waiting time for clients. We have also set aside time for each therapist to receive and attend to crisis cases on a rotational basis.

We are grateful for the good report and affirmation received from NCSS after an onsite audit of our Counselling Programme in February 2019. It has encouraged the staff team to continue their good work with the clients.

## TRAINING

In February 2019, we began a new run of systemic training courses for the caseworkers of the four residential homes for the destitute under Sathya Sai Social Service. The training offered an introduction to systemic framework and its utilisation in case conceptualisation and intervention planning. A key objective was to increase awareness of the impact of caseworkers' values, beliefs and emotions on their work with clients, stakeholders and the various systems. The training will be extended to Personal Care Officers in the next financial year and group consultations will also be provided after the training to enable participants to integrate their learning to the practice.

A significant milestone was the completion of the training series with NUS Yong Loo Lin School of Medicine in basic counselling skills and exposure to counselling in the community for 3rd year medical students. The three-day training began in 2013 and was conducted three times a year until it ended in April 2018. This was the outcome of the school's revision of the medical curriculum. We trained about 200 medical students over the past five years.

We began a series of workshops in January 2019 and planned a conference and book launch in November 2019 to commemorate the 10th year passing of Mr Anthony Yeo. The workshops aimed to pass on his legacy of service and compassion to new generations of Social Service Professionals. We invited world-renowned trainers such as David Greenan, Peter Hawkins, Jill Freedman, Gene Combs, Barry Mason and Barbara McKay. The workshops by David Greenan (January 2019) and Peter Hawkins

(March 2019) were fully subscribed. The quality of these workshops was highly rated, as the satisfaction feedback from participants was excellent, consistently scoring above 4.5 out of 5 points.

We look forward to the upcoming workshop by Jill and Gene in August and the one-day conference and book launch on 6 November 2019 as the finale of the commemorative events.

### THE WRITING PROJECT

One of the challenges for the staff team this year was to complete the writing for a new book to be launched in memory of Anthony Yeo at the commemorative conference in November 2019. The book, titled “Weaving Compassion: Relational Understandings and Practices”, is a collection of papers written by the therapists of the Centre and other guest writers such as Ang Bee Lian, John Tan, Juliana Toh, Barry Mason, Barbara McKay and Kimberly Pearce. We were grateful for the editorial team, Elijah, Sharon and Rebecca for their guidance and thorough editing.

### CONSULTATION

There was an increase in the number of consultations for government, healthcare and educational organisations and a decrease in the number for FSCs and community agencies. The trend seems to indicate the increasing capability of FSCs and community agencies as they develop their internal supervision structures. It gives space for the Centre to reach out to other organisations who are in need.

### MANAGEMENT

A significant milestone for the year was the appointments of supervisors and managers for the Centre. The three supervisors were appointed to look into the management of cases, individual therapist's workload and appraisal. There was also the appointment of three managers to look into the management of counselling, training and consultation service respectively. It is hoped that the supervisors and managers will strengthen the Centre's governance and enhance the quality of service delivery.

### ADMINISTRATION

We commenced the IT system for the counselling programme with effect from 1 October 2018. The staff team worked closely with the external IT consultant to test and improve the new system. The project will continue to work on Training and Consultation service and is due to be completed by October 2019.

I would like to express gratefulness for the ardent support shown by the Management Committee and the staff team. Their unwavering commitment and tireless sacrifice are evident in their daily work and service. At this juncture, I would also like to congratulate Charlotte, our Therapist, for obtaining full sponsorship from NCSS (PDMP scheme) for the one-year part-time course on “Master of Narrative Therapy & Community Work” conducted by University of Melbourne in partnership with Dulwich Centre. We wish her all the best in her pursuit!

### Moving Forward

We can look forward to a stronger internal structure with well-defined roles and work processes as we integrate new technology and innovation to support our services. We will endeavour to uphold the legacy of compassionate practice in making a difference in the lives of clients, trainees and consultees.

**Ruth Chua**  
**Executive Director**

# STAFF MEMBERS

EXECUTIVE DIRECTOR: **Ms Ruth Chua**

CLINICAL DIRECTOR: **Mrs Juliana Toh (Till 31 July 2018)**

PRINCIPAL THERAPISTS:

**Ms Foo Soo Jen**

**Mrs Sharon Sng (part-time)**

SENIOR THERAPISTS:

**Mrs Rebecca Lo (part-time)**

**Mr Elijah Sim (part-time)**

**Mr Steven Soh**

**Mr Terence Tan**

**Mr Tony Ong**

THERAPISTS:

**Ms Valerie Oh**

**Ms Cheryl Lim**

**Ms Charlotte Chen**

**Mrs Jade Low**

## ADMINISTRATIVE STAFF

ADMIN MANAGER: **Mrs Karen Quek**

ADMIN EXECUTIVES:

**Mrs Peggy Wong (Training)**

**Ms Grace Leung Mui Fang (Counselling)**

RECEPTIONIST: **Mrs Julia Lye**



From left: Foo Soo Jen, Jade Low, Ruth Chua, Leung Mui Fang, Rebecca Lo, Julia Lye, Steven Soh, Valerie Oh, Karen Quek, Peggy Wong, Cheryl Lim, Charlotte Chen, Elijah Sim, Terence Tan, Sharon Sng and Tony Ong.



The year 2018 saw an approximately same number of new cases received as compared to 2017. Although there is a decrease in the number of cases seen as compared to the previous year, there is a marginal increase of 5% in the total number of counselling sessions (Figure 1).

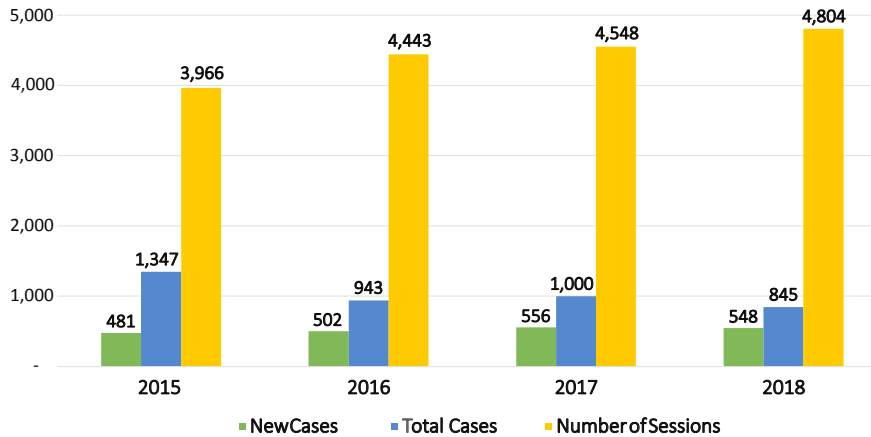
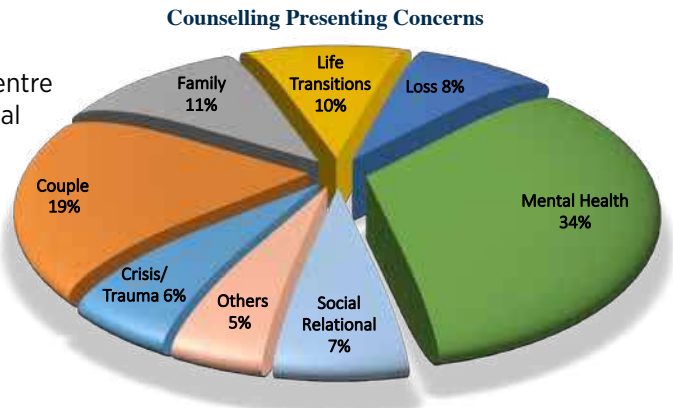


Figure 1: Cases and sessions from 2015 to 2018

## PRESENTING CONCERNS

The major concerns presented at the Centre were issues of mental health (34%), couple/marital (19%), family (11%) and life transitions (10%).

As compared to the figures in the previous year, it is encouraging to see a slight increase of 5% in the number of couples seeking help while the numbers presented for the rest of the presenting concerns are relatively similar.



## EMPLOYEE ASSISTANCE PROGRAMME (EAP)

The EAP is an employer sponsored service offered to employees who might be in need of counselling for personal or work related concerns that may affect their job performance or relationships.

The following organizations engaged the Centre to provide short term counselling to their employees.

1. Chen Su Lan Methodist Children's Home
2. Children's Cancer Foundation
3. Dover Park Hospice
4. DP Architects
5. Hospice Care Association
6. Methodist Welfare Services
7. National Heart Centre Singapore
8. Oogachaga
9. Persatuan Permudi Islam Singapura
10. Seventh-Day Adventist Conference
11. South Central Community Family Service Centre
12. Singapore Cancer Society
13. Singapore National Eye Centre
14. The Law Society of Singapore

**Tony Ong**  
**Manager (Counselling)**

## WHAT OUR CLIENTS HAVE TO SAY ABOUT THEIR COUNSELLING EXPERIENCES?

The couple sessions have allowed us to sort out our feelings and articulate them in a clear manner so that we could work through our issues more concretely.  
(Male, 40; Female; 32)

My counsellor, through asking me appropriate questions, has amazingly enabled me to manage my issues in a more useful way.  
(Male, 41)

Life is like a lush, green forest. Sometimes, a heavy fog may set in and turn everything hazy and bleak. These sessions have acted like a filtration system, enabling me to see the beauty and liveliness of what life once was.  
(Female; 21)

Through the guidance of my therapist, the sessions have helped me to face my future with confidence.  
(Male, 26)

The sessions help me to identify areas I need to work on. When I head home after each session, I feel as though something has been unlocked such that I can move on in life.  
(Female, 27)

The consultation service is provided to practitioners and supervisors in an individual and/or a group setting. Its focus is to increase the practitioners' clinical and theoretical competency in their respective work contexts so that they can better serve their clients. Our consultees come from different sectors comprising hospitals, schools, family service centres, and other community-based social service centres.

These are some of the feedback from the practitioners who had benefitted from our consultation service:

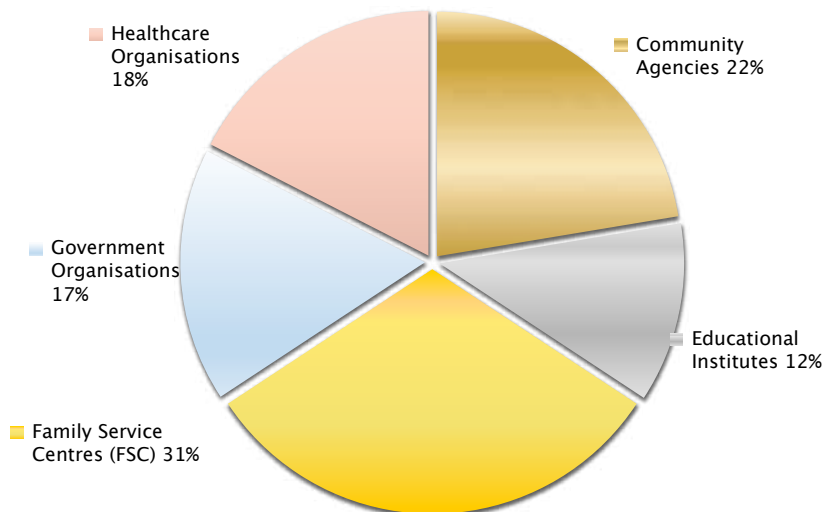
*“Appreciate the sharing of concepts, theories, framework and helping to apply to our case assessment.”*

*“Excellent use of self and in drawing upon personal experiences and professional knowledge. I like the focus on the worker and facilitating the reflection of self and the impact on our work with the clients.”*

*“The supervisor’s openness, non-judgmental and acceptance provided me a safe environment/space to allow me to learn/progress from my own mistakes. Moreover, the good resource such as journal articles shared with us helped me to have a deeper understanding about the topic.”*

In the years to come, the consultation service strives to provide quality care to the consultees as persons and professionals. We believe that this will contribute to a ripple effect downstream to their clients and supervisees, as well as upstream to their respective organisations' policies regarding service delivery. We hope the practices we promote in the sector will emphasise responsibility of care and compassion for the beneficiaries.

## TYPE OF ORGANISATIONS



Note:

- Community Agencies refers to social service organisations that serve specialised populations and issues in the community such as women, children, youth and mental health.
- Government Organisations refers to Ministries such as MSF, MOE, Singapore Prison Service etc.
- Health Care Organisations refers to hospitals or organisations serving specialised health issues such as Children's Cancer Foundation, Hospice Care etc.

**Sharon Sng**  
**Manager (Consultation)**

## (I) CERTIFICATE AND DIPOLMA PROGRAMMES

	Programmes	Enrolment
1.	Post Graduate Certificate in Systemic Thinking and Approaches: Applications in Social Work Context and Clinical Practice (PGC)	24
2.	Post Graduate Certificate in Family-based Casework Supervision Training for Family Service Centres (PGC-FBCS)	82
3.	Graduate Diploma in Counselling Practice (GDIP)	17
4.	Post Graduate Diploma in Clinical Supervision (PGDCS)	13
5.	Post Graduate Diploma in Working with Couples and Families: a Systemic Approach (PGDCF)	12
<b>Total</b>		<b>148</b>

### 1. POST GRADUATE CERTIFICATE IN SYSTEMIC THINKING AND APPROACHES – APPLICATIONS IN SOCIAL WORK CONTEXT AND CLINICAL PRACTICE (PGC)

Since its inaugural run in 2011, the PGC has been receiving rave reviews from its trainees. One of its most appealing features is its comprehensive curriculum that is anchored upon key principles of systemic thinking and practice. Throughout the course, the trainees are taught several significant approaches of family therapy in working with individuals, couples and families.

In recent years, the changes in the social service landscape have strengthened and echoed the relevance of systemic thinking in casework and clinical practice. This is evident in the number of applications that we have received for each PGC enrolment every year. Including the current cohort of 24 trainees who began their learning journey on 8 May 2019, PGC has over the years systemically influenced some 300 social service practitioners from various practice contexts such as the hospitals, family service centres and community agencies. Many of its alumni had shared that they had been able to attain greater breadth and depth in their case conceptualisations, and shift from perceiving problems as residing within individuals to viewing problems as created in the interactions between systems and relationships.



PGC trainees of the March – May 2019 cohort

Reflecting on her learning, a trainee from the March 2018 cohort shared that the course had enabled her to “integrate ideas from the different schools of thought” in conceptualising her cases. This was echoed by several other trainees who appreciated how PGC not only taught them the various family therapy approaches, but also enabled them to “integrate and connect the ideas” that fit with their cases.

To uphold CCC’s vision in advancing systemic thinking and practice, PGC will continue to maintain the robustness of its curriculum as it seeks to enable the social service professionals to utilise systemic ideas in their practice.

**Cheryl Lim**  
**Course Chair**

## 2. POST GRADUATE CERTIFICATE IN FAMILY-BASED CASEWORK SUPERVISION TRAINING FOR FAMILY SERVICE CENTRES (PGC-FBCS)

The PGC-FBCS course was created and tailored to meet an emerging need of the FSC sector. Social Work practitioners (SWPs) today work in an increasingly complex practice environment and supervision is recognised as pivotal to accountable practice and professional growth. The Centre conducted two rounds of FSC sub-sectorial engagement with relevant stakeholders to attune to ground-level feedback of needs, to ensure the relevance of the course content and process.

The course, which incorporated three days of training accompanied by eight group coaching sessions, aimed to equip SWPs with both conceptual knowledge and practical skills in casework as well as clinical and supervisory practice. Its key objectives were to build SWP’s systemic understanding of the relationships among the different systems impacting on their work with clients and supervisees, and to hone their appreciation of reflexivity and its relevance to social work and supervisory practice.

Trainees were grounded in Interventive Interviewing skills to engage clients and to facilitate them to develop new insights that may contribute to solutions. These skills also enabled trainees to carry out holistic assessments of clients’ needs, risks, resilience and strengths. They were guided on facilitating supervisory conversations to enhance the reflexive abilities of their supervisees and to address issues and challenges in case management.

In addition to supervision frameworks, the course embedded the trainees in the experience of different modes of supervision (live, tape, case discussions) through coaching sessions where they presented their casework or supervisory work.



One of the classes with trainers, Elijah and Tony.

Following the inaugural run of the course which commenced in February 2018, there were four more runs of the course across the financial year, with an average of 16 participants per run. Overall, 90% of the participants across all runs, gave feedback that the training met its key objectives and that the coaching sessions helped them to apply what they had learnt and to be more effective in their work.

We were encouraged to receive some of the feedback from participants about the impact the course had made to their practice:

*“I will be more mindful of the different levels of supervisees and have the appropriate approach and questioning.”*

*“The learning is deep and touching. Thanks for the mind-blowing experience.”*

*“Thank you for intentionally showing us how to apply 7-eyed Model, Integrative Developmental Model and Interventive Interviewing questioning.”*

*“I will share with colleagues who are supervising to transfer the knowledge.”*

Due to the positive feedback about the usefulness, relevance and applicability of this course, CCC plans to continue delivering it twice yearly, and has plans to extend it to practitioners beyond the FSCs, so as to support and enhance casework and supervision practice among the social services in the local context.

**Jade Low**  
**Trainer**

### 3. GRADUATE DIPLOMA IN COUNSELLING PRACTICE (GDIP)

GDIP has been a flagship programme that has consistently received tremendous support from the sector and it is a counselling course recognised by the Singapore Association for Counselling (SAC). This programme seeks to equip social service practitioners with essential counselling skills and knowledge to enhance their work with their clients. Participants come from various practice contexts, such as the community, medical and school settings, which adds to the richness of the learnings.



Out of 17 trainees in the class of 2018/19, about 95% of them strongly agreed that they were able to apply their learnings to their workplace. Here are some of their precious gains...

*“More intentional in my counselling practice, learning through observing my clinical supervisors and incorporating it to my supervisees.”*

*“Incorporating and deepening therapeutic conversations into the casework in my hospital.”*

*“I have been using it for my assessments and interventions on cases in agency.”*

*“Guided by systemic thinking, and consciously informed by my curiosities and intentions.”*

*“Increases reflexivity in my work.”*

*“Mindful and aware of Social GRRRAACCEEESSS when working with clients.”*

*“I really enjoyed the course... lots of professional and personal growth.”*

A distinctive feature of GDIP is its focus on clinical practice – more than half of its curriculum time is devoted to clinical supervision. In order to sustain such rigor of clinical practice, we have sought to maintain a small trainee-supervisor ratio over the years, so as to provide each trainee with greater attention to integrate learning into practice and hone their clinical skills. We are grateful for the patience and support from the community and we commit to grow our capacity to serve more practitioners without compromising the quality of our programme.

**Charlotte Chen**  
Course Supervisor



A mind map of key learnings by a clinical supervision group and their supervisor Steven

## 4. POST GRADUATE DIPLOMA IN CLINICAL SUPERVISION (PGDCS)

The PGDCS, formerly known as Diploma in Clinical Supervision, offers a structured and rigorous programme to equip trainees with supervisory knowledge and skills essential to be a competent clinical supervisor. The name of the programme was changed from “Diploma” to “Post Graduate Diploma” for this run of the programme and henceforth to better reflect the entry level for the programme, which is for practitioners with graduate and postgraduate qualification.

In this programme, the trainees had many opportunities to experience supervision of their clinical and supervisory work. Due to the constant emphasis on personal and team reflections, trainees’ self-reflexivity was developed, resulting in personal and professional growth. The trainees learnt not just the various systemic supervisory frameworks but they also discovered themselves as “persons” in the role of practitioner-supervisor. They were made more aware of their values and their influences in supervisory interactions. Furthermore, they learnt to be able to use themselves to create an environment of learning, growth and risk-taking for themselves and their supervisees. As such, the impact from the learning of supervision was not experienced among the trainees only, but it spread to the wider context of their respective supervisees and organisations.

The PGDCS had trained 13 supervisors from various sectors such as the medical and community settings. These are some of the supervisees’ experiences from the training:

*“Came to the course with the idea of improving my work but it improved me as a person.”*

*“My supervisees and colleague feedback that I am less rescuing and more reflective as a practitioner-supervisor.”*

*“Enjoyed the live supervision sessions, discussions, integrating theory and practice, labelling systemic questions, etc. A common systemic language was created with reinforcing, challenging and expanding of ideas and practice as a supervisor-practitioner.”*



Moving forward, we hope that the programme will continue to equip supervisors and enhance their supervisory skills to meet the rising demands for clinical supervision in the social service field.

**Sharon Sng**  
Course Chair



## 5. POST GRADUATE DIPLOMA IN WORKING WITH COUPLES AND FAMILIES: A SYSTEMIC APPROACH (PGDCF)

The third run of the programme started on 5 January 2018 and completed on 30 November 2018.

The course aimed to equip trainees to work with couples and families grappling with complex relational issues and challenges from a systemic framework, via the offering of theoretical inputs and an even heavier emphasis on the provision of supervision to strengthen theory-practice integration.

Out of the 12 trainees in the class, 96.7% reported that the course had achieved what it set out to do; while 93.3% said they found it applicable to their work context.

Many of the trainees found that the course had helped them develop deeper appreciation of the systemic theories and approaches, enabling them to conceptualize systemically, increase versatility in application, expand their repertoire of questions, and to work with multiple systems' partners to engage with multiple perspectives.



PGDCF Class of 2018 with Jim Wilson, external Trainer from Uk, and their group supervisors, Soo Jen and Rebecca

**Foo Soo Jen**  
Course Chair

### (II) SHORT TERM TRAINING COURSES

In addition to the short term training courses customised upon requests from corporate organisations and social service agencies, the highlight of this financial year 2018/19 is the commencement of the workshop series to commemorate the 10th year of the passing of the late Mr Anthony Yeo (1949-2009). The workshops aimed to pass on his legacy of service and compassion to new generations of Social Service Professionals.

#### THE ANTHONY YEO MEMORIAL 2019 WORKSHOP SERIES

***Workshop 1: Resiliency-Focused Family Therapy: The Integration of Mindfulness Practice and Affective Expression to Awaken our Inherent Wisdom***

In the introduction of the two-day workshop, Dr David Greenan shared that what he had learnt over the last thirty years of his practice is that, "We are more alike than not". This underscored, perhaps, the wisdom, humility, and compassion that undergird his vast experience both in teaching and practising family therapy.

He made the unusual request that there be no tables at the workshop, with the intent for participants to be freer to engage in mindfulness practice, interact with one another, and connect as a group. This made the setting a little different from what most were accustomed to. However, it was through experiencing this newness, discomfort, and movement that sharpened the learning for some; and through

participating in mindfulness practice, observing the many videos of client work, and practising in trios, that cemented the learning for most.

Through watching videos of Dr Greenan's work with clients, and the work of pioneer and veteran family therapist Dr Salvador Minuchin, many participants could connect with how resiliency-focused and relational practices, such as the "Speaker-Listener Exercise", could be useful for enabling clients to build internal resources and enhance their repertoire of relational skills. We are grateful to Dr Greenan for getting us connected to and mindful of who and what we bring into therapy with our clients so that we may facilitate an empowering experience for them!

Out of the 50 participants who attended the workshop, the majority went away with an idea of how to practise mindfulness. This was helpful for most in learning how to attend to both the self of the practitioner and to clients.



Dr Greenan and the participants

## **Rebecca Lo** **Senior Therapist**

### THE ANTHONY YEO MEMORIAL 2019 WORKSHOP SERIES

#### **Workshop 2: The Seven-Eyed Model of Supervision**

#### **Workshop 3: Advanced Supervision and Supervision of Supervision**

Dr. Peter Hawkins, Professor of Leadership at Henley Business School and co-author of the book "Supervision in The Helping Professions", conducted the two workshops. Workshop 2 was attended by 91 participants while workshop 3 was attended by 84 participants.

During these highly interactive workshops, Dr. Hawkins taught and demonstrated the use of "The Seven-Eyed Model" as a practice framework to guide supervisors' attention toward seven important focus areas, or "modes", in supervision. He continually invited the participants to be mindful of personal, relational and wider contextual factors that influence supervision processes, and even challenged us to consider the impact that good supervision could make beyond our present generation. He also peppered the workshops with nuggets of practice wisdom, such as: "There is no such thing as a "difficult" supervisee, a "resistant" client, or an "impossible" boss... It's just a mode of engaging them that we have not yet found"; "We need to develop We-Q so that we may supervise connections, and not just individuals"; "We need wide-angled empathy - how to listen to the stories of our clients and have empathy for everyone in the story."



Prof. Peter Hawkins was teaching and interacting with the participants

Both workshops received rave reviews from the participants. Many indicated that learning the seven modes of supervision have enabled them to formulate useful systemic understandings of the dynamic interplay among the different contexts such as the intrapersonal, therapeutic relationship, supervisory relationship, organisational and wider communities. Equally valuable, participants learnt to be mindful of the impact of supervisory work on the self of the Supervisor, and to tap on their personal resources and engage in supervisory practices that would enable them to “work from Source and not from effort”.

93% of the participants found the concepts and skills learnt in these two workshops useful and relevant to their work. Many indicated that they have learnt to apply the Seven-Eyed Model into their supervisory practice and be mindful of the influence and impact on the stakeholders in the wider societal contexts.



**Steven Soh and Terence Tan**  
Senior Therapists

## CLINICAL AND CASEWORK SUPERVISION TRAINING FOR SPECIALIST AGENCIES

The need for quality supervision is increasingly recognised across different practice sectors in the social service industry in the recent years. It is heartening that CCC continues to have the privilege and honour to contribute to the continual development of supervisors in the field.

Over a period of approximately 6 months from October 2018 to April 2019, CCC was engaged by the Family Support Division, Family Development Group of the Ministry of Social and Family Development (MSF) to equip 17 supervisors to provide effective supervision for practitioners working at specialist agencies. These are agencies that provide marriage preparation services as well as parenting and divorce support to transnational families, blended and divorced families, minor couples, and divorcing couples. Of the 17 supervisors, 12 of them were from Divorce Support Specialist Agencies (DSSAs), 2 were from centres for remarriage and step families, while the remaining 3 were from centres for marriages involving minors.



The class in action with course supervisors, Elijah and Jade

This equipping programme comprised training and group coaching sessions. The programme was grounded in a systemic approach to supervision. It sought to foster a more intentional and reflective practice, through strengthening both self-reflexivity and relational reflexivity in supervisory conversations. Key supervisory frameworks introduced included the Seven-eyed Supervision model by Peter Hawkins and Robin Shohet (2012), Interventive Interviewing by Karl Tomm (1987, 1988) and the Integrative Developmental Model by Cal Stoltenberg and Brian McNeill (2010).

All the participants successfully completed the programme and gave overall positive feedback. About 93% of the participants found the training to be very relevant to their work. The group coaching sessions after the training provided more opportunities for them to integrate theory into practice, and all (100%) felt that the coaching helped them to become more effective in their work. Through the supervision frameworks introduced, many of the participants felt better equipped with useful ways to structure and articulate their supervisory practice.



The following quotes from the participants are testaments to the impact the programme left on them:

*"I can better see the interactions and be more self-reflexive in my work."*

*"Important to be intentional. Make my supervision work more meaningful and enriching."*

*"Coaching sessions have been brilliant in getting the theories come to 'life'! Linking it back consistently also helps us experience the application. Loved it!"*

*"Putting a name to what we do with a structure and model which helped to enhance better execution."*

Overall the programme has reinforced the importance of quality supervision. The participants recognised their need for continual support as evident from their collective call for more training in supervision as well as supervision-of supervision (SOS) coaching. One of the participants emphasized the need for "more SOS sessions at our centre to follow-up on our learning journey and application of what we have learnt".

Where the opportunities continue to present themselves, CCC will remain a resolute champion of effective supervision in this specialized sector and the industry as a whole.

**Elijah Sim**  
**Senior Therapist**

## CLINICAL SUPERVISION TRAINING FOR SINGAPORE PRISON SERVICE

Between 20 November 2018 and 4 March 2019, CCC conducted clinical supervision training for 14 supervisors from the Psychological and Correctional Rehabilitation Division (PCRD), Singapore Prison Service. The focus of the 9-day programme was to equip the supervisors with theoretical knowledge on clinical supervision and develop their understanding of the models behind PCRD's integrated approach. This was followed with post-training supervision of supervision (SOS) sessions, to help them acquire relevant skills and deepen their understanding of the processes and issues surrounding supervision and maintenance of good supervisory relationships.

Commonly reported key takeaways were better understanding and application of the Seven-Eyed model (Peter Hawkins and Robin Shohet), the Cyclical Model, and the Person of the Therapist instrument (Harry Aponte). There was appreciation for the invitation to reflect, exercise reflexivity, expand perspectives and consolidate learning during the SOS sessions.

Majority of the participants reported that the training had achieved its objectives (98.7%). Similarly, 98.7% of the collected feedback reflected the applicability of the training to their work context.

Recognising the importance of clinical supervision, the participants demonstrated much enthusiasm and commitment towards growing their supervision knowledge and skills. It was heartening to hear some express interest in attending CCC's Post Graduate Diploma in Clinical Supervision course to deepen what they had learned.

***Foo Soo Jen***  
***Principal Therapist***

# TRAINING

## List of short-term training courses conducted

	Organisation	Title of training	Date	Trainer(s)	No. of participants
1	Hospice Care Association	Systemic training for group supervision team (2 runs)	5,12 Jun 13 Jul, 20 Jul, 1 Aug 18	Juliana Toh	67
		Furthering systemic application in palliative care practice (Psychosocial team)	20 Apr- 29 Jun 18	Juliana Toh	39
2	National University of Singapore- medical students	Counselling elective and placement	3-4 Apr 18	Valerie Oh Cheryl Lim	10
3	PSA Corporation Ltd	Supporting team members through crisis for senior managers	17 Apr 18	Juliana Toh	12
		Crisis counselling workshop for new crisis buddies (2 runs)	17-18 Apr 18 27-28 Aug 18	Sharon Sng Valerie Oh	35
		Refresher workshop for existing crisis buddies (2 runs)	18 May 18 27 Jun 18	Sharon Sng Valerie Oh	42
		Supporting team members through crisis for senior managers	30 May 18	Rebecca Lo	18
4	Ministry of Social and Family Development Divorce Support Specialist Agencies (MSF-DSSAs)	Case Management Training (1 <sup>st</sup> run)	25 Jan 18 25 May 18	Tony Ong Ruth Chua Jade Low	20
		Clinical and casework supervision training	20 Apr- 29 Jun 18	Elijah Sim Jade Low	17
5	Ministry of Home Affairs-Central Narcotics Bureau	Training on Family Work in individual therapy	2 Nov 18	Ruth Chua	40
6	Ministry of Home Affairs-Prison Department	Clinical Supervision Training	20 Nov 18 4 Mar 19	Sharon Sng Foo Soo Jen Rebecca Lo	15
7	Dover Park Hospice	Self-Care workshop for direct care staff	11 Jan 19	Terence Tan	30
8	Sathya Sai Social Service	Case Management Focus Group	21 Aug 18	Tony Ong Terence Tan	21
		Systemic Thinking Training for 4S destitute homes	19 & 26 Feb 19	Terence Tan Cheryl Lim	13

# PROFESSIONAL CONTRIBUTIONS

It is a privilege for staff members to contribute their expertise to the social service field in various platforms in Singapore. The staff has also participated actively in the Centre's "Corporate Social Responsibility Programme". The programme responds to the invitations from social service organisations in the neighbouring countries who are in need of pro-bono services such as counselling for crisis/disasters; training and consultation services to equip para- professionals, social workers and counsellors with counselling skills to reach out to the underprivileged and the poor.

The following is a list of their professional contributions:

Staff Members	Professional Contributions
Ruth Chua	<ul style="list-style-type: none"> <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>• Four-day Family Counselling Training (14 to 19 September 18), with Mr John Ang from Fei Yue Community Services, to faculty members of the Social Work Department of the University of Labour and Social Affairs and Social Workers in Ho Chi Minh City, Vietnam.</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 Supervision of Supervision Cross Sector Workgroup (Joint initiative by Ministry of Health/Singapore Association of Social Workers)</li> </ul>
Tony Ong	<ul style="list-style-type: none"> <li>• Two-day Solution Focused Brief Therapy Training (19-20 October 18) for social workers and counsellors at Lifespring Counselling and Care Centre, Jakarta.</li> <li>• Review Board Member of Ministry of Social and Family Development Review Committee 5</li> <li>• An article titled "Being a Fellow Sojourner", published in a book titled "Call me by Name" (Leow, W.P., &amp; Wong-Png, A., Eds.). Singapore: Family Inclusion Network.</li> </ul>
Elijah Sim	<ul style="list-style-type: none"> <li>• One-day Training (12 October 18) in "Basic Counselling Skills for Member Care Providers in the Mission Field" for Youth With A Mission Singapore.</li> </ul>
Sharon Sng	<ul style="list-style-type: none"> <li>• Member of the SSI Community of Practice for Narrative Therapy and Community Work</li> </ul>
Juliana Toh	<ul style="list-style-type: none"> <li>• Member of Ministry of Social and Family Development Counselling Expert Committee</li> </ul>

**GRADUATION CEREMONY  
THE COHORT OF ACADEMIC YEAR 2017/2018**

*“Embracing Growth Celebrating People”*



Opening Speech by Guest of Honour – Ms Long Chey May  
President, Singapore Association of Social Workers.



Chairperson of CCC, Mrs Rose Boon,  
presenting a token of appreciation to Ms Long Chey May.





Proud cohort of graduates of the “Diploma in Clinical Supervision” (DCS) standing tall with the Guest of Honour, Ms Long Chey May (fourth from right).



DCS graduates did their artwork on the spot and presented the completed piece to their course clinical supervisors as a gesture of appreciation for their time and efforts.

# EVENTS OF THE YEAR



Presenting the graduates from the “Graduate Diploma in Counselling Practice” (GDIP) with Ms Long Chey May (in the centre).



Special item performance by the GDIP Class of 2017/18. What a treat!



Presenting the pioneer batch of graduates from the “Post Graduate Certificate in Working with the Emotional World of Children”, with special guest Miss Ang Bee Lian (fourth from the right).



Certificate in Family-based Casework Supervision Training for FSCs”, with special guest Ms Ang Bee Lian (third from the left, second row).

## STAFF CONDUCTING TRAINING BEYOND THE SHORES

CCC takes training to beyond the Singapore shores. Together with Mr John Ang from the National University of Singapore (6th from the left), Ms Ruth Chua conducted a training titled “Introduction of Systemic Thinking in Working with Families” for the teaching staff from the University of Labour and Social Affairs at Ho Chi Minh City, Vietnam, on 14-19 September 2018.



Mr Tony Ong conducted “Introduction to Solution-focused Therapy in Working with Clients Who Have Suicidal Tendencies” for the professional staff at Lifespring Counselling and Care Centre in Jarkarta from 19 to 20 October 2018.



## ANTHONY YEO MEMORIAL 2019 WORKSHOP SERIES

As part of commemorating the late Mr Anthony Yeo's contribution to the local counselling scene, a series of workshops were planned through 2019.

First on the list was Dr David Greenan who did a 2-day course on 10-11 January 2019 at YWCA Fort Canning Lodge on "Resiliency-focused Family Therapy: The Integration of Mindfulness Practice and Affective Expression to Awaken our Inherent Wisdom".



# EVENTS OF THE YEAR

In March 2019, we also had the honour and privilege of having Dr Peter Hawkins train the local practitioners on “The Seven-Eyed Model of Supervision” and “Advanced Supervision and Supervision of Supervision” over a span of 4 days at the Concorde Hotel. Our hearts were full from his creative and humorous ways of engaging the participants with stories and activities!



## STAFF BONDING ACTIVITIES

Annual Christmas High Tea for Management Committee and Staff Members with the singing of Christmas carols on 14 December 2018 at Crossings Café.



Lunar New Year Reunion Yu Sheng Lunch for Management Committee and Staff Members. Huat Ah!

# FINANCIAL STATEMENTS

for the year ended 31 March 2019

<b>Statement of Financial Position</b>	<b>31</b>
<b>Statement of Comprehensive Income</b>	<b>32-37</b>
<b>Statement of Changes in Accumulated Fund For The Year Ended 31 March 2019</b>	<b>38-39</b>
<b>Statement of Cash Flows</b>	<b>40</b>



# STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2019

	2019 SGD	2018 SGD
<b>ACCUMULATED FUNDS</b>		
<u>Unrestricted Funds</u>		
Consultancy and training	2,311,549	1,849,122
Gratuity fund	373,624	407,650
Fair value adjustment reserve	(12,618)	(11,342)
	2,672,555	2,245,430
 <u>Restricted Funds</u>		
Counselling	1,979,929	1,875,694
Anthony Yeo staff development fund	128,012	128,790
	2,107,941	2,004,484
	4,780,496	4,249,914
 Represented by :		
<b>NON-CURRENT ASSETS</b>		
Plant and equipment	117,963	266,278
Intangible asset	49,400	34,400
Investment	160,180	155,261
 <b>CURRENT ASSETS</b>		
Inventories	7,301	8,593
Fees receivable and accrued revenue	372,233	228,160
Other receivables, deposits and prepayments	26,466	26,574
Fixed deposits	3,449,312	2,812,180
Cash at bank and on hand	1,225,896	1,273,707
	5,081,208	4,349,214
 Less :		
<b>CURRENT LIABILITIES</b>		
Advance receipts, deposit received and accruals	628,255	555,239
	628,255	555,239
 <b>NET CURRENT ASSETS</b>	 4,452,953	 3,793,975
	4,780,496	4,249,914

# STATEMENT OF COMPREHENSIVE INCOME

## Unrestricted Funds

	Consultancy and Training SGD	Gratuity Fund SGD
Voluntary Income		
NCSS Funding - Comm Chest	-	-
NCSS Funding - Care & Share	-	-
NCSS Funding - VCF IPG	-	-
NCSS Funding - Others	-	-
Government subsidy	5,301	-
Singapore Telecom subsidy	-	-
Tax exempt donation	-	-
Non-Tax Exempt Donations	140	-
Sales of books	-	-
	5,441	-
Revenue from generating funds		
Consultancy fees	292,930	-
Training fees	983,390	-
	1,276,320	-
Revenue from charitable activities		
Counselling fees	-	-
Membership fees	-	-
	-	-
Investment income		
Interest and dividend	23,657	-
	23,657	-
Other incoming resources		
Miscellaneous income	875	-
	875	-
	1,306,293	-
<b>EXPENDITURE</b>		
LESS: COSTS OF GENERATING FUNDS		
Staff salary	345,381	-
Staff bonus	126,268	-
Employer's CPF and other contributions	65,753	1,044
Provision for employee's unutilised annual leave	1,187	-
Staff benefits	3,300	-
Staff training	10,660	-
Communication	2,101	-
Gratuity	-	10,789
Publicity	-	-
Rental of centre	4,676	-
Sabbatical expenses	-	-
Utilities	3,405	-
Training expenses	77,604	-
Transport	9,053	-
Withholding tax	1,539	-
	650,927	11,833

# FOR THE YEAR ENDED 31 MARCH 2019

Unrestricted Funds	Restricted Funds		2019	2018
Fair Value Reserve SGD	Counselling SGD	Anthony Yeo Staff Development Fund SGD	Total SGD	Total SGD
-	1,087,571	-	1,087,571	1,042,719
-	-	-	-	8,775
-	-	-	-	43,228
-	4,714	-	4,714	14,666
-	12,370	-	12,370	26,032
-	480	-	480	660
-	2,630	-	2,630	23,945
-	-	-	140	-
-	-	6,121	6,121	4,106
-	1,107,765	6,121	1,119,327	1,164,131
-	-	-	-	-
-	-	-	292,930	233,501
-	-	-	983,390	794,296
-	-	-	1,276,320	1,027,797
-	316,372	-	316,372	283,113
-	480	-	480	600
-	316,852	-	316,852	283,713
-	23,658	-	47,315	42,278
-	23,658	-	47,315	42,278
-	16	10	901	417
-	16	10	901	417
-	1,448,291	6,131	2,760,715	2,518,336
-	-	-	345,381	293,277
-	-	-	126,268	124,064
-	-	-	66,797	63,286
-	-	-	1,187	521
-	-	-	3,300	2,658
-	-	-	10,660	7,896
-	-	-	2,101	2,050
-	-	-	10,789	7,773
-	-	-	-	651
-	-	-	4,676	4,676
-	-	1,077	1,077	2,056
-	-	-	3,405	2,305
-	-	-	77,604	66,715
-	-	-	9,053	10,091
-	-	-	1,539	-
-	-	1,077	663,837	588,019

# STATEMENT OF COMPREHENSIVE INCOME

	Unrestricted Funds	
	Consultancy and Training SGD	Gratuity Fund SGD
<b>LESS: CHARITABLE ACTIVITIES EXPENSES</b>		
Staff salary	-	-
Staff bonus	-	-
Employer's CPF and other contributions	-	2,437
Provision for employee's unutilised annual leave	-	-
Staff benefits	-	-
Staff training	-	-
Communication	-	-
Gratuity	-	25,174
Publicity	-	-
Rental of centre	-	-
Sabbatical expenses	-	-
Transport	-	-
Utilities	-	-
	-	27,611
<b>LESS: GOVERNANCE COSTS</b>		
Staff salary	30,409	-
Staff bonus	13,341	-
Employer's CPF and other contributions	4,963	-
Provision for employee's unutilised annual leave	(111)	-
Staff benefits	483	-
Staff training	404	-
Depreciation of plant and equipment	53,623	-
Affiliation fees	1,343	-
Bank charges	45	-
Communication	-	-
Cost of books	-	-
Insurance	2,073	-
Maintenance of center	6,531	-
Maintenance of equipment	2,987	-
Plant and equipment written off	8	-
Professional fee	10,942	-
Supplies and materials	5,081	-
Transport	91	-
	132,213	-
<b>LESS: OTHER RESOURCES EXPENDED</b>		
Miscellaneous expenses	-	-
	-	-
<b>TOTAL EXPENDITURE</b>	<b>783,140</b>	<b>39,444</b>

# FOR THE YEAR ENDED 31 MARCH 2019 (CONTINUED)

Unrestricted Funds	Restricted Funds		2019	2018
Fair Value Reserve SGD	Counselling SGD	Anthony Yeo Staff Development Fund SGD	Total SGD	Total SGD
-	658,813	-	658,813	633,320
-	270,755	-	270,755	269,043
-	143,591	-	146,028	138,895
-	2,355	-	2,355	1,913
-	6,062	-	6,062	5,279
-	23,987	-	23,987	18,770
-	4,715	-	4,715	4,267
-	-	-	25,174	5,934
-	-	-	-	1,519
-	7,652	-	7,652	7,652
-	-	2,514	2,514	4,797
-	13,474	-	13,474	12,693
-	6,521	-	6,521	5,172
-	1,137,925	2,514	1,168,050	1,109,254
-	68,253	-	98,662	90,123
-	31,129	-	44,470	42,513
-	11,586	-	16,549	15,869
-	(255)	-	(366)	1,095
-	1,145	-	1,628	8,494
-	406	-	810	1,719
-	101,835	-	155,458	152,660
-	3,101	-	4,444	6,480
-	177	-	222	101
-	-	-	-	294
-	-	3,109	3,109	2,427
-	4,838	-	6,911	6,036
-	11,306	-	17,837	12,400
-	6,505	-	9,492	6,948
-	2	-	10	14
-	8,264	-	19,206	10,766
-	12,821	-	17,902	13,870
-	326	-	417	646
-	261,439	3,109	396,761	372,455
-	-	209	209	618
-	-	209	209	618
-	1,399,364	6,909	2,228,857	2,070,346

# STATEMENT OF COMPREHENSIVE INCOME

	Unrestricted Funds	
	Consultancy and Training SGD	Gratuity Fund SGD
<b>NET SURPLUS/(DEFICIT) FOR THE YEAR</b>	523,153	(39,444)
<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	-	-
Other comprehensive income for the year, net of tax	-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>523,153</b>	<b>(39,444)</b>

# FOR THE YEAR ENDED 31 MARCH 2019 (CONTINUED)

<u>Unrestricted Funds</u>	<u>Restricted Funds</u>		<u>2019</u>	<u>2018</u>
		Anthony Yeo Staff Development Fund SGD		
Fair Value Reserve SGD	Counselling SGD		Total SGD	Total SGD
-	48,927	(778)	531,858	447,990
-	-	-	-	-
(1,276)	-	-	(1,276)	(9,366)
(1,276)	-	-	(1,276)	(9,366)
(1,276)	48,927	(778)	530,582	438,624

# STATEMENT OF CHANGES IN ACCUMULATED

## Unrestricted Funds

	Consultancy and Training SGD	Gratuity Fund SGD
BALANCE AS AT 1 APRIL 2017	1,515,942	376,960
Total comprehensive income for the year	379,698	(15,828)
Transfer between funds	(46,518)	46,518
BALANCE AS AT 31 MARCH 2018	<u>1,849,122</u>	<u>407,650</u>
Total comprehensive income for the year	523,153	(39,444)
Transfer between funds	(60,726)	5,418
BALANCE AS AT 31 MARCH 2019	<u><u>2,311,549</u></u>	<u><u>373,624</u></u>



# FUND FOR THE YEAR ENDED 31 MARCH 2019

<u>Unrestricted Funds</u>	<u>Restricted Funds</u>		
Fair value Adjustment Reserve SGD	Counselling SGD	Anthony Yeo Staff Development Fund SGD	Total SGD
(1,976)	1,785,792	134,572	3,811,290
(9,366)	89,902	(5,782)	438,624
-	-	-	-
<u>(11,342)</u>	<u>1,875,694</u>	<u>128,790</u>	<u>4,249,914</u>
(1,276)	48,927	(778)	530,582
-	55,308	-	-
<u>(12,618)</u>	<u>1,979,929</u>	<u>128,012</u>	<u>4,780,496</u>

# STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2019

	2019 SGD	2018 SGD
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net surplus for the year	530,582	447,990
Adjustments for non-cash items:		
Depreciation of plant and equipment	155,458	152,660
Plant and equipment written off	10	14
Interest and dividend income	<u>(47,315)</u>	<u>(42,278)</u>
Operating cash flows before working capital changes	638,735	558,386
Working capital changes		
Inventories	1,292	770
Fees receivables	(144,073)	31,891
Other receivables, deposits and prepayments	108	(5,093)
Advance receipts, deposit received and accruals	73,016	(30,898)
	<u>(69,657)</u>	<u>(3,330)</u>
<b>NET CASH EFFECT OF OPERATING ACTIVITIES</b>	<b><u>569,078</u></b>	<b><u>555,056</u></b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of investments	(4,919)	-
Purchase of intangible asset	(15,000)	(34,400)
Purchase of plant and equipment	(7,153)	(18,031)
Placement of fixed deposit	(601,579)	(1,500,000)
Uplift of fixed deposit	-	1,000,000
Interest and dividend income received	11,762	12,995
<b>NET CASH EFFECT OF INVESTING ACTIVITIES</b>	<b><u>(616,889)</u></b>	<b><u>(539,436)</u></b>
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS</b>	<b>(47,811)</b>	<b>15,620</b>
<b>CASH AND CASH EQUIVALENTS AS AT 1 APRIL</b>	<b>1,273,707</b>	<b>1,258,087</b>
<b>CASH AND CASH EQUIVALENTS AS AT 31 MARCH</b>	<b><u>1,225,896</u></b>	<b><u>1,273,707</u></b>

The Counselling and Care Centre has as a Conflict of Interest Policy to assist in identifying and managing potential areas of conflict. The Centre maintains documented procedures on an annual basis for the Management Committee and staff members to declare actual or potential conflicts of interest to the Management.

The Centre has a Reserve Fund Policy to provide financial stability and the means for the development of its principal activities. It aims to maintain a reserve fund of at least 2 years of its annual operating expenses. The reserves will be reviewed annually by the Finance Sub-Committee.

Our audited financial statements are available on our website at <https://www.counsel.org.sg>

*With  
Special Thanks  
to*

*All our donors, individuals and corporates for  
their generosity and commitment to  
our cause of enabling our services  
to be accessible to all.*

## Notes

## Notes



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