



# ANNUAL REPORT

2019-2020

COUNSELLING AND CARE CENTRE



THE LEGACY OF  
COMPASSIONATE  
PRACTICE

## **SUNFLOWER**

The year 2019 marked the 10<sup>th</sup> year anniversary of the late Mr Anthony Yeo's passing. Anthony had contributed significantly to the development of Counselling and Care Centre (CCC) and the professional development of Social Workers and Counsellors of Singapore in his 37 years of service (1972-2009).

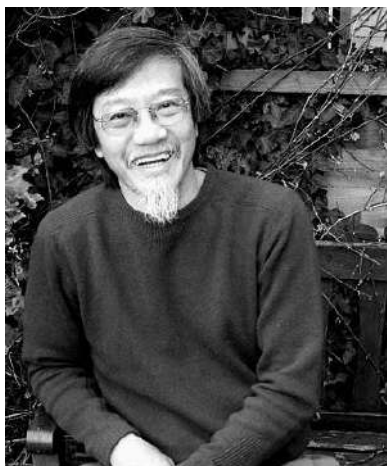
The Sunflower was Anthony's favourite flower. Sunflowers face the sun and follow it from when it rises till it sets, which represents seeking out positivity and strength in a person. It produces an abundance of edible seeds and its life purpose is to bring nourishment to self and others. Its bright and beautiful yellow petals always bring joy and comfort to someone in need of them.

**COVER DESIGN BY MS ANU CHERIAN**

# A Tribute to Anthony Yeo

Mr Anthony Yeo lived a life of service and compassion. In 1972, he was one of the first two Asian staff to serve as a Therapist at the Counselling and Care Centre. He became Director in 1980 before handing over the directorship in 1996. He then took on the position as Clinical Director and subsequently Consultant Therapist.

During his life of service, Anthony had always been passionate, focused in and dedicated towards helping people discover and appreciate themselves, to deal with problems of living, to cope with emotional and situational problems, and to improve quality of relationships. Most of all, he gave voice to those who were silenced or marginalised, gave ears to those who needed to be heard, and a heart to all who needed love. He was a civic activist, opening eyes to injustice and social concerns. He lived by the laws of humanity. He emulated what it means to be authentic; as his life of service was a reflection of his belief in not just talking the walk but also walking the talk.



## In Memory of Anthony Yeo (1948-2009)

Anthony advanced the field of counselling in Singapore by the programmes he initiated with the team at CCC. It began with the launching of the Counsellor Training Programme in 1981 (now known as the Graduate Diploma in Counselling Practice), the Master of Science in Family and Systemic Psychotherapy, with the latest being the Diploma in Clinical Supervision in 2000 (which is further developed to today's Post Graduate Diploma in Clinical Supervision). He was a much sought after marital and family therapist, trainer, mentor, supervisor and consultant both locally and around the Asian region.

He believed in sharing his thoughts and this he did through his writings. His seminal book on "Counselling – A Problem Solving Approach" is the only locally written book widely used by mental health practitioners in Singapore. "When Mourning Breaks", "If Tomorrow Never Comes" and "A Living Sacrifice" speak to all about how to live life; "Partners in Life" speaks to couples and the meaning of intimacy. All in all, Anthony's writings emphasise the sanctity of relationships – be it relationship with self, with others or with a higher Being.

*"My vocation is a ministry of Grace and Compassion"*

Anthony Yeo (1948-2009)

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## 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 and Professionalism.

## Our Services



Counselling to those who are experiencing emotional, psychological and relational difficulties.



Consultation to social service organisations and individual practitioner desiring to enhance clinical practice and supervision.



Training to mental health and social service professionals and para-counsellors involved in providing quality help to people.



Publication of local research and articles relating to clinical practice and knowledge.

# Chair's Message



**Mrs Rose Boon**

*Chair*

The year 2019 marks the 10<sup>th</sup> year anniversary of the passing of Anthony Yeo, affectionately known as the father of Counselling in Singapore. Prior to his illness and hospitalisation one month before his passing, he was present with clients in their relational and psychological challenges at CCC. He was continuing with a packed schedule of training and consultation sessions with Social Service Professionals to enable their work with the vulnerable populations. He gave his life generously to serve people in need till the end and left behind a legacy of compassionate practice.

## Creating an Impact to Foster a Caring and Collaborative Helping Profession to Touch Lives

In memorial of Anthony Yeo, CCC organised a Conference and published a book entitled, "Weaving Compassion: Relational Understanding and Practices". The main objective of the conference and book launch was to pass on the legacy of compassionate practice to the counselling and social service profession. In today's fast pacing digitalised world with the culture to promote achievement and success, life can be relentless and inevitably result in high level of stress in mental health and social relationships. It is therefore critical for the helping profession to place compassion in the heart of their work with the community. As Professor Peter Hawkins said in his blurb for Weaving Compassion, "Out

of compassion emerges a safe enough holding container for clients to discover meaning even in the darkest places and develop their hope and resilience."

A note of deep gratitude to all staff who worked over their regular work schedule of attending to counselling, training and consultation service to organise the conference and produce the book. Their sacrifice of personal time to prepare the conference presentations and write articles testify to their dedication and contribution to pass on the legacy of compassionate practice to the helping profession and in turn, the influence may effect practice that will empower the lives of individuals, families and communities.

The Conference and book launch was graced by Mr Desmond Lee, Minister for Ministry of Social and Family Development (MSF) and attended by over 200 participants and guests on 6 November 2019. We are grateful for our collaborators, MSF, NCSS, Social Service Agencies, special guests from London, i.e Dr Barry Mason and Dr Barbara McKay for their support in enabling the Conference and the book launch a success! I am delighted to report that over 1000 copies of the book have been sold and heartened to know that various employers of Social Service Agencies purchased the book in bulk as gifts to inspire and affirm their staff.

## Succession Plan in Action: Renewal of Staff and Board Members

CCC is pleased to welcome three new staff members into our fold. Two staff members were therapists, namely, Ms Lim Li Zhen and Ms Pamela Liao. Both of them have vast experiences in specialised populations, i.e. hospice care and youth work respectively.

The other new staff member, Ms Anu Cherian, is the Manager for partnerships. This is a new position at CCC and signifies the importance of work to foster more relations with funders and stakeholders. Ms Cherian will focus on networking to

strengthen our collaborations to provide strong support for our existing services and to expand our services to reach out to stakeholders and partners that are beyond the social service sector.

The Board recognises the importance of succession plan for members to serve and provide guidance to the strategic plans and directions for CCC. We are delighted to have recruited more members from diverse backgrounds to join CCC. They are Ms Mavis Teo, the Head of KK Medical Social Work Department, Mr Laurence

Lau, a financial investment specialist and Mr Isaiah Koh, a retired vice principal and finance manager. We hope that they will develop more interest in volunteering and contributing their expertise to assist the Board.

With the execution of the above strategies, we hope that CCC will continue to meet the critical needs and demands of our Community to enhance mental health and promote effective living by strengthening family and social relationships.

# Executive Director's Review



**Ruth Chua**

*Executive Director*

## Significant Events/Achievements

### Book Launch at Anthony Yeo Memorial Conference

CCC launched a new book entitled, "Weaving Compassion: Relational Understanding and Practices" and conducted the "Anthony Yeo Memorial Conference". We have reached out to social service professionals through these means to pass on the legacy of compassionate practice. The staff team worked hard to attain our vision of advancing systemic thinking and practice by demonstrating in writing and conference presentations how compassion and systemic framework could be blended to provide effective counselling, training and consultation service.

### Online/Virtual Platforms for Counselling, Training And Consultation During Covid-19 Period

The delivery of the counselling, training and consultation services was affected by the implementation of safe-distance measures against COVID-19 during February to March 2020. Complying with the government's call to prevent the spread of COVID-19 in the community, CCC minimised face-to-face sessions and shifted to virtual/online platforms for delivery of our services. It was a significant milestone for CCC as it was the first time in history to have all services delivered online. It is anticipated that the online platforms may become an additional option CCC will continue to provide for service users in the future as the service users experience the convenience of accessing our services.

The Financial Year 2019 was a year of fulfilment despite the impact of the unprecedented crisis of COVID-19 (coronavirus) pandemic in the last two months (1 February to 31 March 2020).

## Review Of Services

### Counselling

Compared to the year 2018, there was a significant increase in counselling (funded service). We were able to accept 177 more new cases compared to the previous years. The increase could be due to the increase of manpower as we recruited two therapists.

We are grateful to various funding partners such as Community Chest, Ministry of Social and Family Development (MSF, MCP), employers (EAP) and donors who have contributed generously to enable counselling to be affordable and accessible to all. Out of the 1,102 cases, 92% of the cases are subsidised. 66% of clients received more than 50% in subsidy for their counselling fee due to their low income. The other 26% of clients received about 20-40% of the counselling fee in subsidy while 8% of clients did not require subsidy as they

are able to afford the full counselling fee. It is evident that majority of our clients require subsidy for counselling and it is therefore essential for CCC to continue partnership with funding bodies and increase donations to support clients who are in need. With the upcoming year, the negative financial impact of the post COVID-19 would be a great challenge for clients to seek help. More and higher subsidies will be required due to the loss of jobs and income for many clients.

### Training

A significant task for the training service is to attain EduTrust certification. The EduTrust Certification is a quality assurance scheme awarded to Private Education Institutions (PEIs) who have demonstrated an excellent level of performance in managing their institutions and providing high quality education standards and welfare for their Trainees. It is a recognition

that the Centre would like to acquire as one of its goals to fulfil its vision to advance systemic thinking and practice in the region. The Board had approved the support of the external Consultant, Mr John Ooi to enable our preparation and submission for approval by July 2020.

This year marked the inaugural run of the "Post Graduate Certificate in Clinical and Casework Supervision". It has been a long awaited course for many beginning clinical supervisors in the sector who need a short and compact course to equip them with supervisory knowledge and skills.

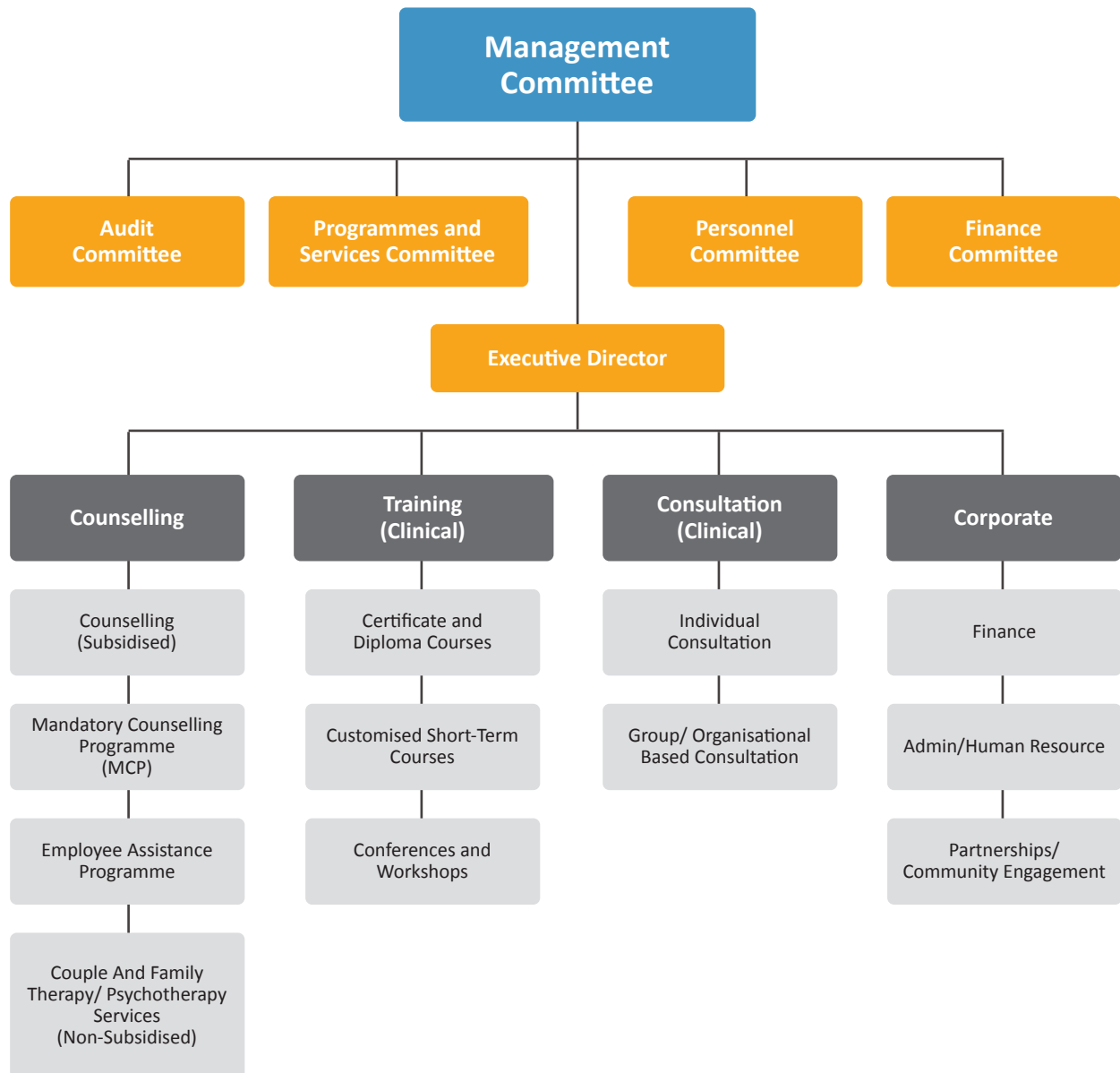
### Consultation

Although there is no significant increase in consultation requests, the scope of consultation has expanded to include coaching and supervision of supervision.

## Management

Another significant milestone for CCC is the implementation of the performance management system following the completion of the design phase of the Performance Management, Compensation & Benefits modules with Ernst & Young Consultancy. It is a project initiated and funded by National Council of Social Service. It has been a great learning journey and a step forward for CCC as it aligns the staff's KPIs with its objectives and gives clarity for the staff team as it endeavours to fulfil its mission and vision.

# Organisation Structure





# The Management Committee

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

Name	Current Designation	Year Of First Appointment To The Board	Meeting Attendance	Occupation/ Experiences
<b>Mdm Liong Mee San (Mrs Rose Boon)</b>	Chair	2003	6/7	Director; BSL Corporate Services Pte Ltd
<b>Mrs Sze Toh Hong Eng</b>	Vice-Chair	2003	6/7	Retired; Senior Counsellor
<b>Ms Ruth Chua</b>	Honorary Secretary	2013	7/7	Executive Director (CCC)
<b>Mr Eng Bak Yeow (Alastair)</b>	Honorary Treasurer	2004	6/7	School Counsellor
<b>Ms Ho Kit Choy</b>	Committee Member	2007	6/7	Support Specialist in Special Needs
<b>Mr Chan Fook Kay</b>	Committee Member	2016	6/7	Retired; Chartered Accountant
<b>Ms Ching Pui Fun</b>	Committee Member	2018	5/7	Assistant Director Care and Counselling, Special Education Needs Institute of Higher Learning
<b>Dr Josephine Yong</b>	Committee Member	2016	4/7	Retired; Corporate HR Executive
<b>Mr Ng Pak Shun</b>	Committee Member	2016	4/7	Public Servant
<b>Mr Jason Wong</b>	Committee Member	2010	4/7	Centre Manager; Salvation Army

The MC members are elected according to the Society's Constitution. They do not receive any remuneration for their involvement in any way at CCC. None of the MC members held staff appointments except for the Honorary Secretary, who is the Executive Director of CCC. She will not be eligible for election but will be an ex-officio member with the privilege of discussion but without vote. CCC does not have any paid staff that are close members of 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.



**The Management Committee**

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: Ms Ching Pui Fun.

## The Management Committee *(Continued)*

Mrs Rose Boon, Mr Alastair Eng, Ms Ho Kit Choy, Mrs Sze Toh Hong Eng and Mr Jason Wong have served more than 10 years with the Management Committee as CCC continues to benefit from their valuable insights and guidance in strategic directions for CCC. They developed succession plan and have been identifying and encouraging new Management Committee members to succeed and provide continuity for the governance of CCC.

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 <i>Terms Of Reference</i>	Composition	Designation	Meeting Attendance
<b>Audit Committee</b> Ensures the 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.	Ms Ho Kit Choy Mr Teo Tee Loon Mr Clement Ong Ms Ching Pui Fun Ms Ruth Chua	Chair Member Member Member Member	1/1 1/1 1/1 0/1 1/1
<b>Programmes and Services Committee</b> 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.	Mrs Sze Toh Hong Eng Mr Ng Pak Shun Mr Jason Wong Ms Ruth Chua	Chair Member Member Member	3/3 3/3 2/3 3/3
<b>Finance Committee</b> 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.	Mr Eng Bak Yeow (Alastair Eng) Mr Chan Fook Kay Mr Tan Yew How (John Tan) Mr Isaiah Koh Mr Laurence Lau Ms Ruth Chua	Chair Member Member Member Member Member	4/4 4/4 3/4 4/4 1/4 <small>(Joined 10 Jan 2020)</small> 4/4
<b>Personnel Committee</b> Assists the Management Committee by recommending and reviewing all policies, terms and conditions of staff employment, including salary scales, increments, staff welfare and benefits.	Mr Eng Bak Yeow (Alastair Eng) Mrs Dorothy Lau Dr Josephine Angelina Yong Ms Ruth Chua	Chair Member Member Member	3/3 2/3 3/3 3/3

# Staff Members

The Management Committee approved all staff appointments through the recommendation of the Personnel Committee and Executive Director (ED). Staff Performance Appraisal are reviewed twice yearly by the ED and supervisors. Performance appraisals are discussed at Finance and Personnel Committees, where remunerations are also recommended for approval from the Management Committee.

CCC has increased from 16 to 19 staff members from FY2018 to FY2019. Two therapists and 1 manager (Partnerships) were recruited. The Manager (Partnerships) is a new position to enhance coordination and foster collaboration with partners such as donors, volunteers and organisations that engage CCC for counselling, training and consultation services.

## Executive Director

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

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

## Key Staff



**Karen Quek**  
Senior Admin. Manager  
Finance, Human Resource  
and Administration



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



**Sharon Koh**  
[Mrs Sharon Sng]  
Principal Therapist  
Consultation Service



**Steven Soh**  
Senior Therapist  
Training Service



**Tony Ong**  
Senior Therapist  
Counselling Service

## Senior Therapists



**Sim Sian Kiong**  
[Elijah]  
(Part-Time)



**Jadelyn Lim**  
[Mrs Jade Low]



**Charlotte Chen**



**Cheryl Lim**



**Lim Li Zhen**  
(Joined 19<sup>th</sup> Aug 2019)



**Peggy Lim**  
[Mrs Peggy Wong]  
(Training)



**Grace Leung  
Mui Fang**  
(Counselling)



**Terence Tan**



**Rebecca Tan**  
[Mrs Rebecca Lo]  
(Part-Time)



**Pamela Liao**  
(Joined 4<sup>th</sup> Nov 2019)



**Valerie Oh**



**Anu Cherian**  
Manager Partnerships  
(Joined 2<sup>nd</sup> Oct 2019)



**Julia Lye**  
(Receptionist)

# Counselling

The counselling practice, through the primary guiding framework of Systemic Thinking, is grounded on the simple philosophy of respect and honour; respecting individuality and honouring diversity - to listen to those not being heard, seen and understood.

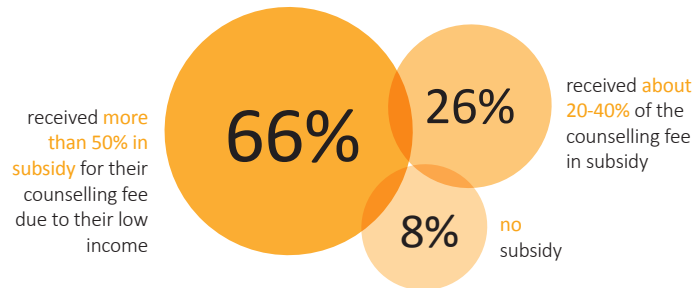
Due to the rising manpower and operational overheads since the last fee revision on 1<sup>st</sup> April 2015, CCC revised its counselling fee with effect from 1<sup>st</sup> April 2019. While fee revision was made, considerations were also made to keep the rates affordable. In fact, the fee revision also reduced the fee of clients earning a lower income.



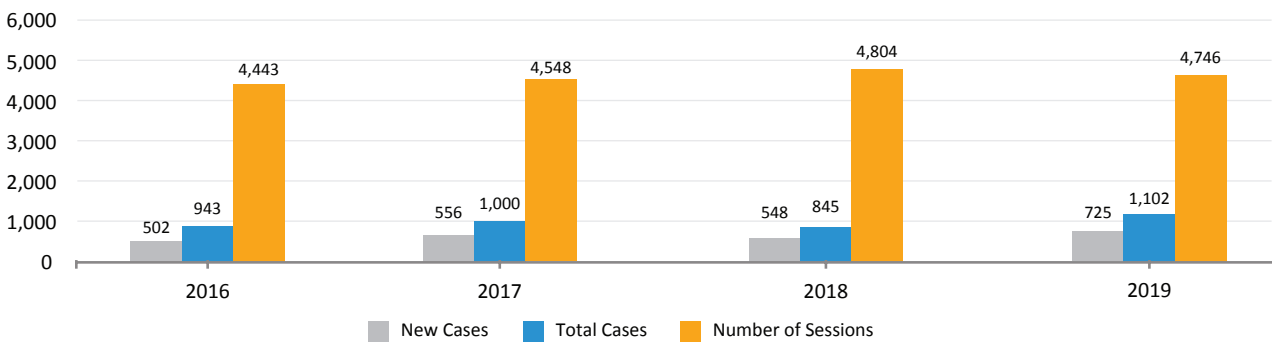
1,335  
Clients

1,102 Total Counselling Cases

Despite the fee revision, there was an increase in the number of new cases as compared to the last FY. There was an almost negligible decrease in the total number of sessions in the total cases seen compared to the last financial year.



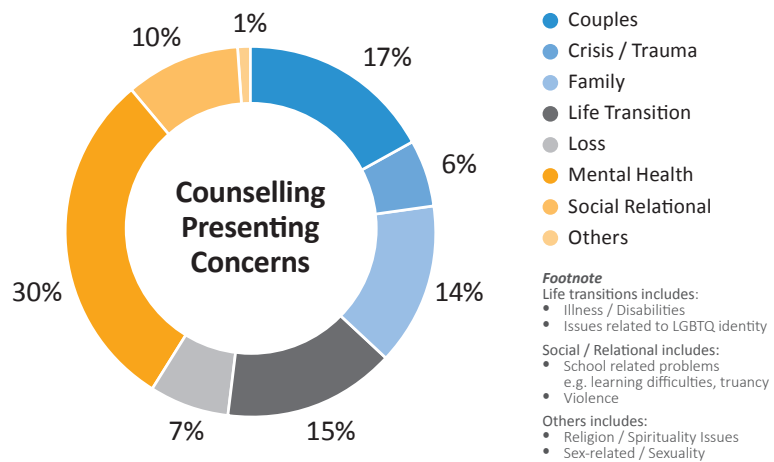
## Cases and Sessions from 2016 - 2019



## Presenting Concerns

The major concerns presented at CCC were issues of mental health (30%), couple/marital (17%), life transitions (15%) and family (14%).

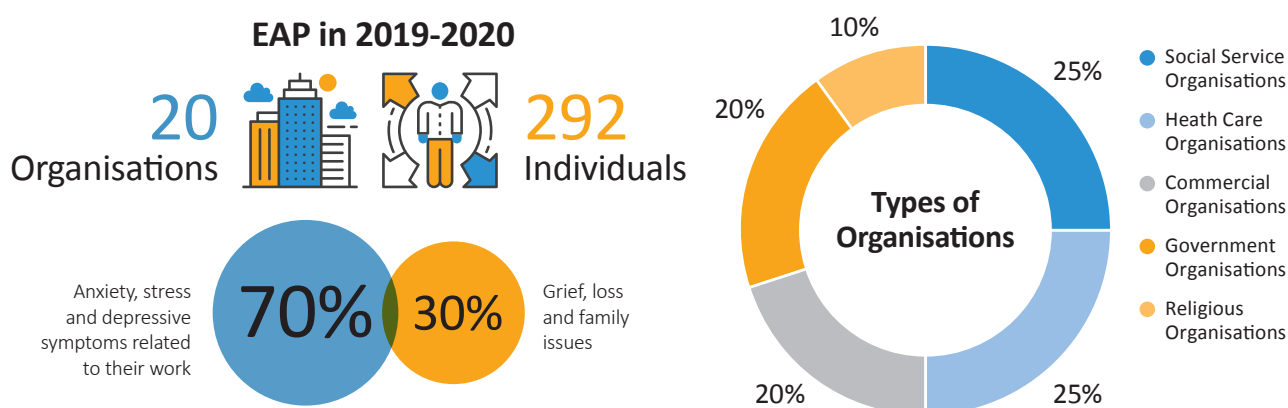
As compared to the figures in the previous year, there is an increase of 5% in issues relating to life transitions, a decrease of 4% in mental health issues while the numbers presented for the rest of the presenting concerns are relatively similar.



## Employee Assistance Programme (EAP)

The EAP programme is designed to engage employees to deal with their personal and relational difficulties that may impede their physical health, work performance and mental and psychological well-being.

There was an increase from 14 to 20 organisations contracted with CCC for EAP as compared to the previous financial year. Issues presented are usually personal, relational (family or otherwise) mental health and career/work-related.



## Clients Speak



### Couples

*"Through the sessions, we identified a certain recurring emotional pattern that results in certain unhelpful behaviours. My Therapist was able to help give it a name - an emotion of defeat. By naming, we felt the distinction of this emotion empowers us in having a greater ability to make positive changes. We deeply appreciate the approach of being co-researchers with our Therapist and looking for patterns together in our conversations."*

**Mr and Mrs Peck**

*"We've started to understand each other better through these sessions and were able to compromise between two of us to accommodate to each others needs."*

**Mr and Mrs Lee**



### Individuals

*"My Therapist has helped me in my journey of healing and self-discovery, reconciling traumas of the past to understanding of present and hope for the future. It is okay to have hurt, or hurt now, but key difference is in the way I can deal with the hurt, and write my own legacy for the future."*

**Diana**

*"The counselling session has helped me understand myself and my emotions better, and how to look at things at a different perspective and to respond in different ways. This has allowed me to deal with stressful situations better."*

**Esther**

All names stated above are fictitious. No identification with actual person should be inferred.

# Consultation



In our rapidly evolving society, Social Service Organisations realise that they need to improve their services by strengthening their manpower capabilities. This helps to reduce staff burnout and retain valuable manpower so that the people they care about are better served. CCC, with its long and extensive experience, has been engaged to provide external consultation to social service practitioners at all levels of their professional development. The consultation equips consultees with specialised counselling, supervisory and managerial skills or knowledge.

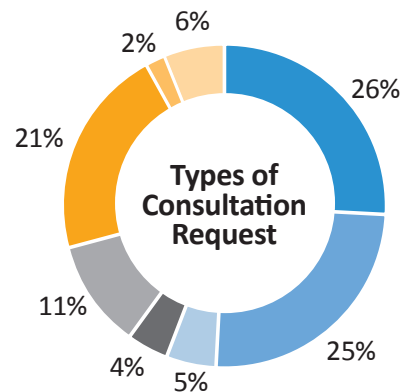
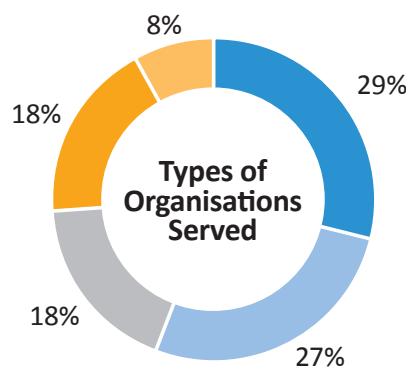
We adopt a systemic framework in our consultation so that we can help consultees to consider not just their professional practice but also the influence of the wider sector on them as a practitioner and person. We conduct our consultation in a collaborative way to understand their dilemmas and co-construct alternative responses to them. The usual modalities for consultation are: 'live' supervision, video/ audio taped supervision and case discussion. The consultation can be conducted in an individual and agency-based setting.

**711**  
Consultees



## Consultation at a Glance

**72** Groups  **135** Individuals 



- Government Organisations
- Educational Institutions
- Working with Families
- Mental Health
- Specialist Agencies
- Commercial / Other Organisations
- Working with Children and Youth
- Supervision of Supervision
- Health Care Organisations
- Working with Grief and Loss
- Systemic Model and Practice
- Crisis and Trauma
- Other

### Future Plans

Although there is still a demand for consultation from the sectors such as working with families, children and youth, more need to be done for social service agencies that are working with disabilities, illness and the elderly. There is also a trend for the consultation services to move towards equipping senior social service practitioners with supervisory skills and knowledge.

Another possible future plan is that consultation service expands into possible training opportunities for the consultees so that they can further hone their clinical skills and knowledge.



## Consultees Speak

*"Felt safe, (the consultant) facilitated me to reflect deeper. It was a good combination of reflections and application of theories into practice. It was an enriching one year where I felt emotionally safe and recharged cognitively!"*

# Training

**Certificate and Diploma Courses**  
(Registered With Skillsfuture Singapore,  
Committee Of Private Education)



**7**  
Organisations Engaged  
for Customised Clinical  
Training for Their Staff



**534**  
Trainees



**414**  
Customised  
Training and  
Workshops



**120**  
Certificate  
and Diploma

**Number of Trainees  
for Our Diploma and  
Certificate Courses**

**24**

Post Graduate  
Certificate

*In Systemic Thinking  
Approaches [PGC - STA]*

**40**

Post Graduate  
Certificate

*In Family-based Casework  
Supervision Training for Family  
Service Centres [PGC - FBCS]*

**20**

Post Graduate  
Certificate

*In Clinical and Casework  
Supervision [PGC - CCWS]*

**18**

Graduate  
Diploma

*In Counselling  
Practice [GDIP]*

**18**

Post Graduate Diploma  
*In Clinical Supervision [PGDCS]*

## Our Courses

### Post Graduate Diploma in Clinical Supervision 2019-2020

The Post Graduate Diploma in Clinical Supervision (PGDCS) has been a long-standing programme since 2000. This rigorous programme that has many 'live' supervision sessions of trainees' clinical and supervisory work, equips senior Counsellors and senior Social Workers with the necessary supervisory knowledge and skills essential to be a competent Clinical Supervisor. As we are a Centre that is committed to the advancement of systemic ideas and practices, we teach various systemic supervisory frameworks in our training. 16 supervisors from various contexts such as medical and community settings were enrolled to the course in 2019-2020. They learnt to be more self-reflexive, which translated to sharper practice reflexivity.



The differences the training created is not just for the person of the practitioner-supervisor, but for their respective supervisees, clients and organizations. The visible changes have strengthened the person of the supervisor and supervisee so that they can offer a supervisory experience that is more life affirming for all who seek help from them.

The PGDC2019-2020 batch continuing lessons online while the Covid-19 social distancing measures were in place.

## Training *(Continued)*

### Graduate Diploma in Counselling Practice (GDIP)

On 1 st July 2019, a group of 17 aspiring and enthusiastic social service practitioners from various practice contexts such as community agencies, the healthcare and school settings and of different lived experiences embarked on a 10-month learning journey with Graduate Diploma in Counselling Practice (GDIP) to gain essential counselling knowledge and hone their skills.

Through clinical supervision, the trainees were guided in facilitating therapeutic conversations with their clients. The course curriculum also included fundamental theoretical ideas in working with clients with specialised issues such as grief and loss, crisis and mental health concerns. The rigor in our clinical supervision has been highlighted as the distinctive feature that drew many to GDIP.

We are grateful that the social service sector has continuously regarded GDIP as a highly reputable counselling course. We are also delighted to report that the Singapore Association of Counselling has renewed its recognition of GDIP as one of their accredited courses.



2019-2020 cohort with their Clinical Supervisors (Cheryl, Valerie and Charlotte)



Trainees participating in an activity- 'the privilege walk' during one of the lectures.



## Trainees Speak



>20

Cohorts of Trainees have graduated from GDIP

*Since its upgrade to a diploma programme in 1999*

*"I learnt to be aware of how I can influence just as how my client would influence me."*

*"I have become more intentional in the way I ask questions. "*

*"Appreciate the importance of being with the client and not just focusing on outcome."*



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

The PGC-STA course has been providing its participants with grounding in key systemic thinking concepts and practice ideas since its inaugural run in 2011.

One of the key features of the course is its comprehensive coverage of several significant family therapy approaches that have been developed over the decades, including the Structural, Strategic, Bowen, Post-Milan, Narrative and other Post-modern approaches.

The course aims not only to enhance its participants' knowledge of these

different family therapy approaches, but also to develop their understanding of how these approaches may be applied in their client work within their unique agency contexts. Over the years, the relevance of systemic thinking for casework and clinical practice has strengthened in conjunction with the evolution of the social service landscape. This is evident in the large number of applications that we have been receiving for each run of PGC-STA every year.

In accordance to CCC's mission to advance systemic thinking and practice, we seek to ensure that PGC-STA's curriculum and training methodology continue to offer its participants a useful immersion into core systemic ideas that they can experience as immediately applicable into their daily professional practice.



The 2019-2020 Cohort

### Post-Graduate Certificate in Clinical & Casework Supervision (CCWS)

Previously known as the Certificate In Family-Based Casework Supervision Training for Family Service Centres (FBCS-FSC), the inaugural Post-Graduate Certificate in Clinical & Casework Supervision (CCWS) Course, commenced on 14 Jan 2020 and was completed on 31 March 2020. The first batch of PGC-CCWS was fully subscribed, with 20 participants.

The final run of the FBCS-FSC was conducted from July to September 2019, with a full enrolment of 20 trainees from the various FSCs. Due to the positive feedback about the usefulness, relevance and applicability of the FBCS-FSC course, CCC has extended the course to practitioners beyond FSCs, so as to support and enhance casework and supervision practice in social services locally.

The course, which incorporates four days of training accompanied by six follow-up group coaching

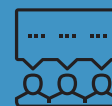
sessions, aims to equip SSPs with both conceptual knowledge and practical skills in both casework and clinical practice and supervisory practice. Trainees are grounded in Interventive Interviewing skills to enhance therapeutic conversations as a tool for holistic assessment of clients' needs, risks, resilience and strengths and also as a tool in supervisory conversations to enhance reflexive abilities of supervisees for assessment and case planning and to address challenges.

Developing the competency of our clinical and casework supervisors in the sector is crucial, as it has direct impact for social service professionals, their organisations and service standards within the profession as a whole. This belief will continue to drive and inspire CCC to nurture and develop our trainees, as we continue to embark on future batches of the PGC-CCWS together!



## Trainees Speak

*"The coaching is helpful and gives the opportunity for group learning and apply what we have learned."*



**100%**  
of Participants  
Agreed

*what they learnt was highly relevant to their work and that the coaching sessions help them to be more effective in their work*

## Training *(Continued)*

No.	Organisation	Course Name	Date	Trainer(s)	No. Of Trainees
1	Sathya Sai Social Service	Systems Thinking within the Context of Case Management (2 runs)	22, 29 May 15, 22 Oct	Tony Ong Terence Tan Cheryl Lim	25
2	Ministry of Social and Family Development Divorce Support Specialist Agencies (MSF-DSSA)	Provision of Training on Case Management (2 runs)	23 Apr – 17 May 12 Jul – 30 Aug	Tony Ong Jade Low Elijah Sim	61
3	Ministry of Education (MOE)	Systems Thinking in the Context of School Counselling	30 Jul	Tony Ong	12
4	PSA Corporation Ltd	Provision of Training Courses on Crisis Counselling for New Crisis Buddies	17-18 Sept	Valerie Oh	25
5	Ngee Ann Polytechnic	Intermediate Counselling Skills Training	24 -25 Sept	Cheryl Lim Valerie Oh	18
6	Boys' Town Fostering Services	Systemic Approach in Working with Children in Care	21 Feb – 6 Mar	Cheryl Lim Valerie Oh Charlotte Chen	13
7	SHINE Children and Youth Services	Certificate in Systemic Approach to Family Work	16 Jan – 2 Mar	Ruth Chua Steven Soh Foo Soo Jen Elijah Sim Sharon Sng Rebecca Lo	25

# Professional Contributions by Staff

It was a privilege for staff members to contribute to the social service field in various platforms like panels and committees etc. in Singapore that gave them the opportunity to connect and work with various professionals across different contexts and contribute towards the wellbeing of people-in-need and the professional growth and development of fellow practitioners.

The Therapists also continued to participate actively in CCC's "Corporate Social Responsibility Programme". CSRP programme responds to the invitations from Social Service Organisations 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 the staff's professional contributions in this FY:

Staff Member	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>Member of CARE Board Committee, AWARE</li> </ul>
Foo Soo Jen	<ul style="list-style-type: none"> <li>Member of Multi-Disciplinary Team (MDT) for Big Love Child Protection Specialist Centre</li> </ul>
Jade Low	<ul style="list-style-type: none"> <li>Member of 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>Review Board Member of Ministry of Social and Family Development Review Committee 5</li> <li>Member in panel for Social Service Skills Future Tripartite Taskforce (STT) Counseling Sub-Team (Jun 2019- Dec 2019)</li> <li>Member in Theories and practice of supervision of supervision of supervisory practice in social work – Training Curriculum Development (21 Nov 2019)</li> </ul>
Elijah Sim	<ul style="list-style-type: none"> <li>1-day training on Basic Counselling for YWAM Member Care School (15 Oct 2019)</li> <li>Workshop presenter at Social Work Supervision Seminar 2019: "Opening Reflexive Space in Supervisory Conversation" (8 July 2019)</li> <li>Volunteer Social Work Consultant for Operation Mobilization Mercy Teams International</li> </ul>
Sharon Sng	<ul style="list-style-type: none"> <li>Two-day Narrative Therapy Training (30-31 Aug 2019) for social workers and counsellors at Life-spring Counselling and Care Centre, Jakarta</li> <li>Member of the SSI Community of Practice for Narrative Therapy and Community Work</li> </ul>

# 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 victimisation.

## **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 fulfil 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 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 organizations that have dealings or relationship with CCC, partnerships with external parties, recruitment of employee with close relationship with current MC or employee and with related third parties. Where MC or employees have a conflict of interest, they are to declare such an interest, abstain from discussion and decision making on the matter and shall not vote on the transaction or contract. All such discussion and evaluation by the MC or relevant approving authority in arriving at the final decision on the transaction/contract shall always be properly documented.

## **Loans**

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

## **Donations**

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

## **Other Policies**

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

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

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

# The Year's Events at a Glance

## **Jill and Gene's Workshop on 1<sup>st</sup> and 2<sup>nd</sup> August 2019**

The workshop titled 'Taking Lives Back from the Effects of Trauma, Violence and Abuse' offered many useful and practical ideas from the narrative approach on working with the effects of trauma, crisis and abuse on people, countering these effects and joining with people against the violence to the 61 participants who attended it. There were many opportunities to witness demonstrations from the trainers as well as engage in discussions and practice amongst the participants. At the end of the workshop, participants were enriched with skills/ knowledge of supporting people's preferred stories and identities that are separate from the effects of trauma, violence and abuse.



Jill and Gene Comb with the Therapists from CCC

## The Year's Events at a Glance *(Continued)*

### Anthony Yeo Memorial Conference: The Legacy of Compassionate Practice on 6<sup>th</sup> November 2019

The purpose of the conference was to commemorate the 10<sup>th</sup> year passing of the late Mr Anthony Yeo, affectionately known as the “Father of Counselling” in Singapore. It aimed to pass on the legacy of Anthony’s compassionate practice across different contexts such as counselling and casework, supervision and management. This is pertinent as there has been much emphasis on professionalism and increasing standards in the social service landscape. In such climate, the heart and spirit of compassion cannot be neglected.



Esteemed panellists- Ms Malar Palaiyan, Mrs Joyce Lye, Mr Jason Wong and Bro. Collin Wee, moderated by Ms Foo Soo Jen (from right to left) sharing inspiring encounters with the late Mr Anthony Yeo.



Dr Barry Mason giving the keynote address: A Tribute to late Mr Anthony Yeo.



The limited edition tote bag from the Anthony Yeo Memorial Conference.



### Participants Speak

*“Good organisation on the whole. Well done, CCC for organising this event.”*

*“Interesting and useful concepts and frameworks that I could use to guide me in orienting supervisory conversations.”*



**91.5%**  
of 146 participants  
shared that the concepts and skills presented were useful and relevant to their work

## LEARNING POINTS FROM PARTICIPANTS' FEEDBACK

- Therapist to be genuinely present and curious as well as compassionately attentive
- Therapist to put people before their problem, to focus on clients and the therapeutic relationship rather than clients' issues
- The use of Positioning triangle is an interesting way for me as supervisor to reflect and use as a framework in supervision
- Create a culture of compassion and contribution to address current culture of completion



Contributors of the Weaving Compassion with Mr. Desmond Lee, Minister for Social and Family Development at the book launch.

### Book Publication and Launch

CCC has a rich writing tradition which can be indisputably attributed to the late Anthony Yeo (1948-2019) who was himself an avid and fluent author. In conjunction with the Anthony Yeo Memorial Conference held on 6 November 2019, CCC launched her latest book, “Weaving Compassion: Relational Understandings and Practices”, graced by our Guest of Honour, Mr Desmond Lee, Minister for Social and Family Development, in the presence of many friends and fellow colleagues from the social service fraternity. It was a celebratory occasion mixed with nostalgia as fond memories of Anthony were recounted by many. We also had the great privilege to have Eugene, Anthony’s son, joining us to witness the various moments in memory of his father, who is also fondly remembered as the Father of Counselling in Singapore.

Weaving Compassion is a tribute to the indelible legacy of Anthony Yeo who once said, “My vocation is a ministry of grace and compassion”. In the words of Rev Sam Kuna, the President of the Singapore Association for Counselling (2016-2020), this latest book is “a cutting-edge compendium by compassionate practitioners for a compassionate profession”. It pulls together 16 chapters of rich ideas and practices from practitioners at Counselling and Care Centre as well as guest writers hailing from Singapore, the UK and the US.

The book carries a consistent message that our broken world simply needs our compassion, and not just our polished theory of care. It is a message that challenges us to live our compassionate practice congruently across different contexts and at all levels, not just in our journeys with clients, but also with our supervisees, colleagues and those we lead. Weaving Compassion endeavours to be a voice for everyone who aspires to create a practice culture where empathy, learning and growth can continue to thrive.

## The Year's Events at a Glance *(Continued)*

### Staff Bonding Day - "The Team That Plays Together"

Right after the Anthony Yeo Memorial Conference on 6<sup>th</sup> November, the team continued with their high spirits for our Staff Bonding on the following day at City Hall MRT for project "Amazing Care".

Staff was divided into teams and every team was given hints to the "Care" stations in and around City Hall where they were greeted by special appearance of guests and Management Committee of the Centre. The activities at each station required spontaneous creativity and mischief and laughter ensued, making the staff bond and create memories. The Care stations were:



#### Dressing Up for the Most "Wow and Awe" Award

At one of the department stores, each team was to choose a member and to dress him/her up in an outfit that is not his/her usual office attire. Station master chose the most astounding transformation as the winner.



#### Pampering Massage Treat

Each team was in for a mini treat at this station. Most staff took turns to enjoy few minutes on the massage chair. Some colleagues gifted with "massage skills" complemented with hand massages.





#### Fun Time Creating and Customizing a Leather Notebook

This station was the most unexpected, pleasant and moving surprise for each staff! Each of us got to customize our very unique notebook, sponsored by CCC. We were spoilt for choices from the type of cover, colour, button, strap, paper, words etc.



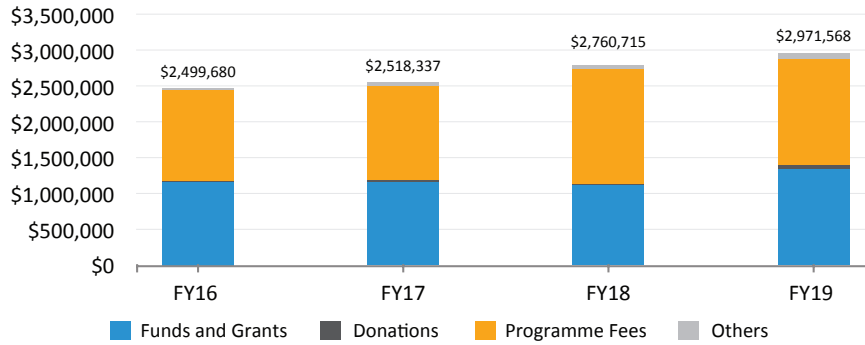
#### Quieting the Heart, Mind and Soul at St. Andrew Cathedral

Solitude for the soul was the essence of this station. Each staff was handed a verse slotted inside a red packet for meditation and reflection. What a needful moment to anchor and ground ourselves.

The day was wrapped up with a bountiful lunch and a fruitful time of discussion over coffee with our long-time friend of CCC, Dr Barry Mason on his latest work "Re-visiting safe Uncertainty". Indeed, the team that plays, eats, learns and prays together, bonds together.

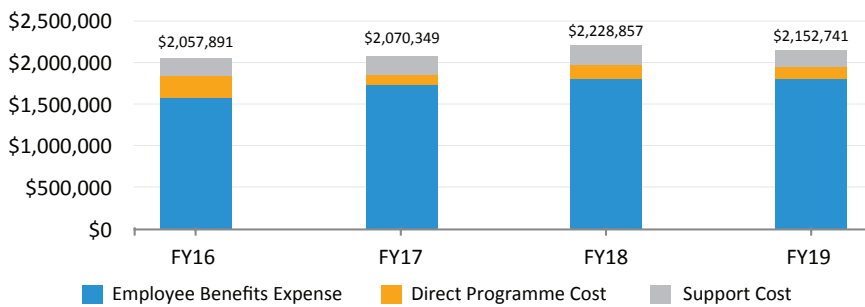
# Financial Highlights

## Income



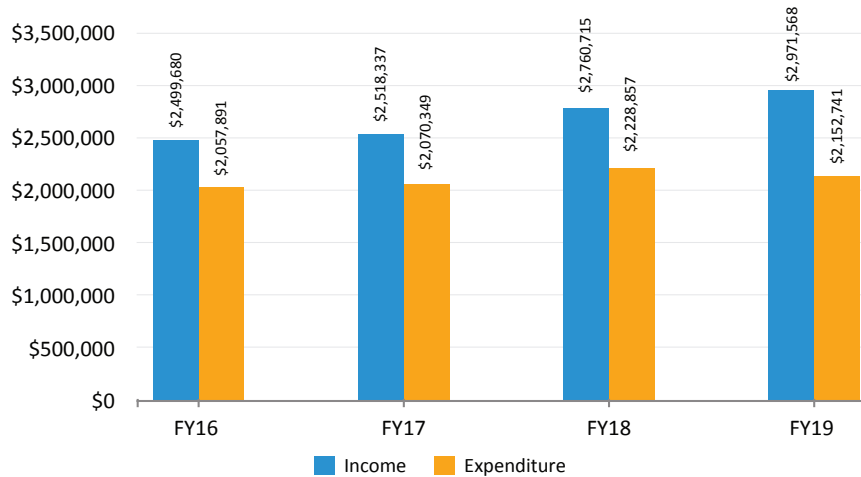
Funds and grants refer to grants received from the National Council of Social Service, government subvention and subsidy from Singtel. Programme fees refer to fees collected from counselling, training and consultation services. Others refer to receipts from membership fees, bank interests, and sale of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

## Expenditure



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

## Income and Expenditure Across Past Four Years



# Summary of Financial Statements

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

### STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2020

	31.3.2020 SGD	(Reclassified) 31.3.2019 SGD	1.4.2018 SGD
<b>ACCUMULATED FUNDS</b>			
<u>Restricted Funds</u>			
Counselling	2,258,363	1,979,929	1,875,694
Anthony Yeo staff development fund	127,528	128,012	128,790
	2,385,891	2,107,941	2,004,484
<u>Unrestricted Funds</u>			
Consultancy and training	2,790,144	2,311,549	1,849,122
Gratuity fund	435,905	373,624	407,650
Fair value adjustment reserve	-	(12,618)	(11,342)
	3,226,049	2,672,555	2,245,430
	<u>5,611,940</u>	<u>4,780,496</u>	<u>4,249,914</u>
Represented by :			
<b>NON-CURRENT ASSETS</b>			
Plant and equipment	47,175	117,963	266,278
Intangible asset	77,100	49,400	34,400
Investment	-	160,180	155,261
Right-of-use asset	3,839	-	-
<b>CURRENT ASSETS</b>			
Inventories	13,252	7,301	8,593
Fees receivable and accrued revenue	214,317	372,233	228,160
Other receivables, deposits and prepayments	43,553	26,466	26,574
Fixed deposits	3,860,924	3,331,680	2,812,180
Cash at bank and on hand	1,976,492	1,343,528	1,273,707
	6,108,538	5,081,208	4,349,214
Less :			
<b>CURRENT LIABILITIES</b>			
Lease liability	3,896	-	-
Advance receipts, deposit received and accruals	620,816	628,255	555,239
	624,712	628,255	555,239
<b>NET CURRENT ASSETS</b>	<u>5,483,826</u>	<u>4,452,953</u>	<u>3,793,975</u>
	<u>5,611,940</u>	<u>4,780,496</u>	<u>4,249,914</u>

This summarised financial information is extracted from the annual financial statements which have been audited by Cypress Singapore PAC that has provided an unqualified audit report on the financial statements. A copy of the complete audited financial statements including the auditor's report is available on our website.

## Summary of Financial Statements (Continued)

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

#### STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2020

	Restricted Funds		Unrestricted Funds			2020	2019
	Counselling SGD	Anthony Yeo Staff Development Fund SGD	Consultancy and Training SGD	Gratuity Fund SGD	Fair Value Adjustment Reserve SGD	Total SGD	Total SGD
<b>Grants and Donations</b>							
Grant from NCSS-Comm Chest	1,331,999	-	-	-	-	1,331,999	1,087,571
Grant from NCSS-VCF IPG	-	-	-	-	-	-	-
Grant from NCSS-Others	8,085	-	-	-	-	8,085	4,714
Grant from Government	2,091	-	896	-	-	2,987	17,671
Subsidy from Singtel	660	-	-	-	-	660	480
Tax Deductible Donations	-	-	54,355	-	-	54,355	2,630
Non-Tax Deductible Donations	-	-	3,294	-	-	3,294	140
	1,342,835	-	58,545	-	-	1,401,380	1,113,206
<b>Income from Programmes</b>							
Counselling fee	302,261	-	-	-	-	302,261	316,372
Consultancy fee	-	-	323,479	-	-	323,479	292,930
Training fee	-	-	733,202	-	-	733,202	983,390
Employee Assistance Programme fee	-	-	41,731	-	-	41,731	-
Mandatory Counselling fee	-	-	14,493	-	-	14,493	-
Non-subsidised Counselling fee	-	-	74,815	-	-	74,815	-
	302,261	-	1,187,720	-	-	1,489,981	1,592,692
<b>Other income</b>							
Membership fee	421	-	-	-	-	421	480
Sale of Books	-	14,349	-	-	-	14,349	6,121
Interest and dividends	32,111	-	32,111	-	-	64,222	47,315
Miscellaneous income	10	168	1,037	-	-	1,215	901
	32,542	14,517	33,148	-	-	80,207	54,817
<b>TOTAL INCOME</b>	1,677,638	14,517	1,279,413	-	-	2,971,568	2,760,715
<b>DIRECT COSTS</b>							
Salaries	732,636	-	377,908	-	-	1,110,544	1,004,194
Bonus	204,912	-	89,832	-	-	294,744	397,023
CPF	147,333	-	69,351	-	-	216,684	212,825
Employees' Unutilised Leave	(3,521)	-	(1,330)	-	-	(4,851)	3,542
Staff Benefits	5,462	-	2,708	-	-	8,170	9,362
Staff Training & Development	20,170	1,099	11,125	-	-	32,394	34,647
Communication	6,866	-	3,083	-	-	9,949	6,816
Depreciation of right-of-use asset	30,066	-	7,857	-	-	37,923	-
Gratuity	-	-	-	-	-	-	35,963
Interest expense on lease liability	170	-	104	-	-	274	-
Publicity	635	-	254	-	-	889	-
Rental & Conservancy	368	-	1,106	-	-	1,474	12,328
Sabbatical Expenses	6,392	-	2,740	-	-	9,132	3,591
Utilities	6,239	-	3,625	-	-	9,864	9,926
Training Expenses	-	-	45,917	-	-	45,917	77,604
Transport	14,027	293	8,399	-	-	22,719	22,527
Withholding Tax	-	-	1,611	-	-	1,611	1,539
	1,171,755	1,392	624,290	-	-	1,797,437	1,831,887

# Summary of Financial Statements (Continued)

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

### STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2020 (CONTINUED)

	Restricted Funds		Unrestricted Funds				2020	2019
	Counselling SGD	Anthony Yeo Staff Development Fund SGD	Consultancy and Training SGD	Gratuity Fund SGD	Fair Value Adjustment Reserve SGD	Total SGD	Total SGD	
<b>SUPPORT COSTS</b>								
Salaries	72,283	-	33,895	-	-	106,178	98,662	
Bonus	19,319	-	8,280	-	-	27,599	44,470	
CPF	10,404	-	4,455	-	-	14,859	16,549	
Employees' Unutilised Leave	6	-	-	-	-	6	(366)	
Staff Benefits	1,014	-	612	-	-	1,626	1,628	
Staff Training & Development	-	-	-	-	-	-	810	
Amortisation of intangible asset	13,440	-	5,760	-	-	19,200	-	
Depreciation of plant and equipment	61,295	-	12,250	-	-	73,545	155,458	
Affiliation Fees	1,977	-	848	-	-	2,825	2,468	
Bank Fees	200	-	56	-	-	256	222	
Cost of Books	-	6,694	-	-	-	6,694	3,109	
Gifts	-	6,604	-	-	-	6,604	-	
Insurance	4,182	-	1,789	-	-	5,971	6,911	
Loss on realisation of investment	4,159	-	4,160	-	-	8,319	-	
Maintenance of Centre	11,177	-	7,621	-	-	18,798	17,837	
Maintenance of Equipment	4,118	-	3,529	-	-	7,647	9,492	
MC Expense	693	-	297	-	-	990	1,976	
Plant & Equipment Impaired	-	-	-	-	-	-	10	
Professional fee	9,771	-	20,563	-	-	30,334	19,206	
Supplies & Materials	13,196	-	10,055	-	-	23,251	17,902	
Transport	215	-	77	-	-	292	417	
Miscellaneous expenses	-	311	-	-	-	311	209	
	227,449	13,609	114,247	-	-	355,305	396,970	
<b>TOTAL EXPENDITURE</b>	1,399,204	15,001	738,537	-	-	2,152,742	2,228,857	
<b>NET SURPLUS FOR THE YEAR</b>	278,434	(484)	540,876	-	-	818,826	531,858	
<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	-	-	-	-	12,618	12,618	(1,276)	
Fair value adjustments during the year	-	-	-	-	12,618	12,618	-	
Reclassification to profit and loss	-	-	-	-	-	-	(1,276)	
Other comprehensive income for the year, net of tax	-	-	-	-	12,618	12,618	-	
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	278,434	(484)	540,876	-	12,618	831,444	530,582	

## Summary of Financial Statements *(Continued)*

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

#### STATEMENT OF CHANGES IN ACCUMULATED FUND FOR THE YEAR ENDED 31 MARCH 2020

	Restricted Funds		Unrestricted Funds			Total SGD
	Counselling SGD	Anthony Yeo Staff Development Fund SGD	Consultancy and Training SGD	Gratuity Fund SGD	Fair value Adjustment Reserve SGD	
BALANCE AS AT 1 APRIL 2018	1,875,694	128,790	1,849,122	407,650	(11,342)	4,249,914
Total comprehensive income for the year	48,927	(778)	523,153	(39,444)	(1,276)	530,582
Transfer between funds	55,308	-	(60,726)	5,418	-	-
BALANCE AS AT 31 MARCH 2019	1,979,929	128,012	2,311,549	373,624	(12,618)	4,780,496
Total comprehensive income for the year	278,434	(484)	540,876	-	12,618	831,444
Transfer between funds	-	-	(62,281)	62,281	-	-
BALANCE AS AT 31 MARCH 2020	2,258,363	127,528	2,790,144	435,905	-	5,611,940

## Summary of Financial Statements *(Continued)*

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

#### STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2020

	2020 SGD	(Reclassified) 2019 SGD
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net surplus for the year	818,826	530,582
Adjustments for non-cash items:		
Amortisation of intangible asset	19,200	-
Depreciation of plant and equipment	73,545	155,458
Depreciation of right-of-use asset	37,923	-
Plant and equipment written off	-	10
Loss on disposal of investment	8,319	-
Interest on lease liability	274	-
Interest and dividend income	(64,222)	(47,315)
Operating cash flows before working capital changes	893,865	638,735
Working capital changes		
Inventories	(5,951)	1,292
Fees receivables	157,916	(144,073)
Other receivables, deposits and prepayments	(17,087)	108
Advance receipts, deposit received and accruals	(7,439)	73,016
	127,439	(69,657)
<b>NET CASH EFFECT OF OPERATING ACTIVITIES</b>	<b>1,021,304</b>	<b>569,078</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of investments	-	(4,919)
Purchase of intangible asset	(46,900)	(15,000)
Purchase of plant and equipment	(29,161)	(7,153)
Placement of fixed deposit	(500,000)	(483,947)
Realisation of investment	164,479	-
Repayment of lease liabilities	(11,736)	-
Interest and dividend income received	34,978	11,762
<b>NET CASH EFFECT OF INVESTING ACTIVITIES</b>	<b>(388,340)</b>	<b>(499,257)</b>
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS</b>	<b>632,964</b>	<b>69,821</b>
<b>CASH AND CASH EQUIVALENTS AS AT 1 APRIL</b>	<b>1,343,528</b>	<b>1,273,707</b>
<b>CASH AND CASH EQUIVALENTS AS AT 31 MARCH</b>	<b>1,976,492</b>	<b>1,343,528</b>

#### Disclosure of Annual Remuneration

Total annual remuneration for highest paid staff:

Annual Remuneration Band	Top 3 highest paid staff
SGD 100,000 to SGD 150,000	2
SGD 150,000 to SGD 200,000	1

# Governance Evaluation Checklist

S/No.	Code Guideline	Code ID	Response	Explanation
<b>Board Governance</b>				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Not Complied	There was no incoming board members joining the board for the year.
	Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")		Yes	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the Staff's Board role.	1.1.5	Complied	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	The Board has done informal check-in for its performance and effectiveness once every two years before election of new board members.
	Is there any governing board member who has served for more than 10 consecutive years?		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
<b>Conflict of Interest</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
<b>Strategic Planning</b>				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
<b>Human Resource and Volunteer Management</b>				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Not Complied	There is a code of conduct for staff and we are in the process of developing the document on the code of conduct for board members.
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		No	



S/No.	Code Guideline	Code ID	Response	Explanation
<b>Financial Management And Internal Controls</b>				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Not Complied	We do not offer loans, donations, grants or financial assistance. As a good practice, we will develop the documented policy
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		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? (skip item 23 if "No")		Yes	Hand sanitisers and face masks
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
<b>Disclosure And Transparency</b>				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No	
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member 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 paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000 OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
<b>Public Image</b>				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

# Corporate Information of Counselling and Care Centre

**Singapore Unique Entity Number  
of the Charity [UEN]**  
S75SS0014F

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**Registered Under the Societies Act Cap. 311**

**ROS Reg No.**  
0163/1974

**Incorporation Date**  
4 Jul 1975

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

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**Date Registered as a Charity  
Under the Charities Act**  
30 Nov 1983

**Charity Reg No.**  
000013

**Date Approved as an Institution  
of a Public Character (IPC)**  
10 Nov 1995

**IPC Reg No.**  
IPC000463

**IPC Period**  
1 Dec 2017 - 31 AUG 2020

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**Company Secretary**  
Ms Ruth Chua Wang Soon

**Banker**  
DBS

**Auditor**  
Cypress Singapore PAC

**Members**  
Refer to page 7-8 for Management  
and Committee members

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## ACKNOWLEDGEMENTS

### Supported by



### Member of



We would like to extend our heartfelt gratitude to all our donors, individuals and corporates for their generosity, love and commitment to our cause. You have enabled our services to be accessible to all.

## CONTACT DETAILS

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