



Counselling and Care Centre

SHIFTING GEARS,

MANAGING TRANSITION

COUNSELLING AND CARE CENTRE
ANNUAL REPORT 2023-24

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About CCC

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

Services

Clinical Services

Counselling

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

Psychological Assessment Service (PAS)

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

Research

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

Capability and Competence Development for Social Service Practitioners

Training

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

Consultation & Supervision

For Social Service organisations and individual practitioners desiring to enhance their standard of clinical practice and supervision.

Projects & Other Engagements

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

Corporate Programmes

Employee Assistance Programme (EAP)

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

Wellbeing & Wellness Solutions

To support capability building and promote general mental wellness.



Chairman's Message

Over the past year, the Counselling and Care Centre (CCC) has made significant strides in its mission to enhance mental health and promote stronger marital and family relationships for more effective living.

To meet the increasing demand for its counselling, training, and consultancy services, CCC has significantly increased its operational capacity through targeted new hires and a comprehensive review of our day-to-day processes. This achievement is a testament to the dedication and hard work of our professional and administrative teams. Their efforts have positioned CCC well to refine its strategic focus for the future.

Improving governance has remained a top priority for CCC.

The Management Committee had placed special emphasis on several critical areas, including board renewal and succession planning, as well as personal data protection and cybersecurity. By reviewing and implementing key governance policies, CCC is building a strong foundation to address both current and future challenges.

Looking ahead, CCC is committed to amplifying its impact in the non-profit sector through closer collaboration with key stakeholders and government bodies. On its part, CCC will continue to advocate systemic thinking and practices in its services. Together, we look forward to improving the state of mental health in Singapore and the region in the coming year.

- Ng Pak Shun

"We're building a strong foundation to address both current and future challenges."

Executive Director's Review

"We're transiting and shifting our gears to accelerate our goal in becoming a Sector Enabler, so we can continuously provide excellence in our service."

This year has been a significant year for Counselling and Care Centre (CCC). Together with our Management Committee, we made several important decisions – one of the more notable ones was deciding to become a Workforce Skills Qualification (WSQ) accredited training provider. To ensure we are better able to meet the needs of trainees in the sector, the team worked diligently together to put in place plans such that we had the necessary resources to become an accredited WSQ provider in the following Financial Year.

Concurrently, the team also started reviewing our existing courses to make them more relevant to the needs and learning appetite of Social Service Professionals. Our belief remains that training programs should continue to be Accessible, Applicable, and Affordable.

The past year, we also began exploring avenues in which we can develop greater clinical specialisation through collaboration with different key organisations, such as Singapore Prisons and =Dreams. Through the use of Systemic Ideas, these respective projects sought to promote greater levels of family re-integration for ex-offenders and also provided support to families with teenage children in the boarding school.

As we reflect deeply on our role as a training provider, we realised that wherein the core of our passion, lies the desire to deliver excellent service to the clients we swore to serve.

This very quickly brought us to ponder about the importance of leadership in organisations, prompting us to intentionally consider how we can start supporting leaders at various levels within the non-profit sector – in the upcoming years, we aim to look at developing new courses and consultation services to these leaders.

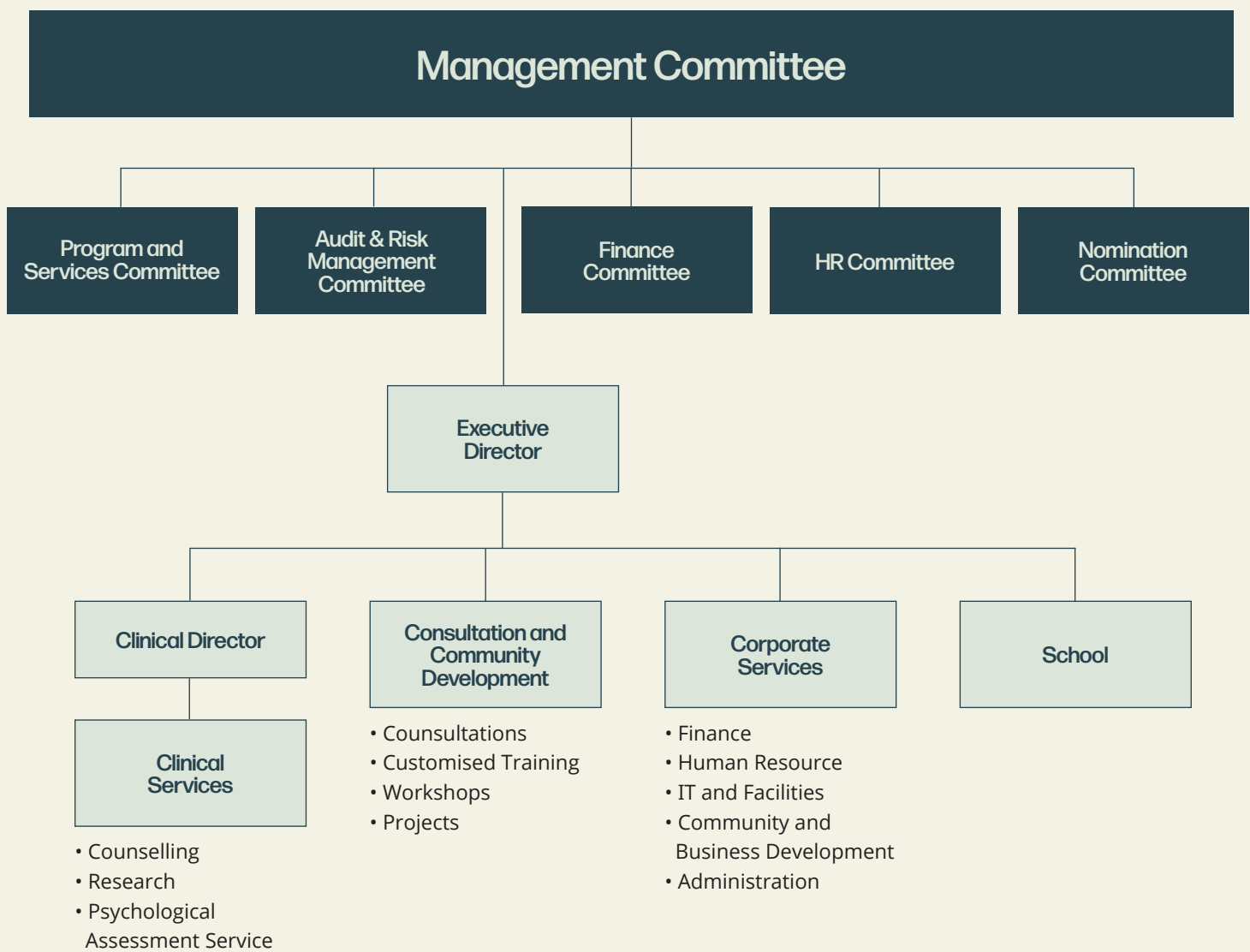
In line with our vision of uplifting the mental well-being of the community, we're also starting to take a closer look at the Corporate Mental Well-being Space. Majority of us spend a significant amount of time at work; what happens at work could potentially have carry-over effect at home, and vice versa – our personal lives could also affect the way people show up at work. Till date, we're glad 41 companies have come aboard as our Employee Assistance Program (EAP) partner. In working towards greater engagement and motivation of employees at workplaces, we have also started developing more training workshops and programs targeted at this goal – with a notable one being the "Developing and Making Meaning at Work" program with Mount Elizabeth Novena Hospital.

As we shift our focus, we've themed this year 'Managing Transitions, Shifting Gears' as the team has come together to pivot our efforts. This transition is crucial as it would enable CCC to accelerate faster in achieving our goal of having a greater impact in the sector to become a Sector Enabler!

- Dr. Chua Weibin



Organisational Chart



Management Committee

All the MC members are elected according to the Society's Constitution and do not receive any remuneration for their involvement in any way at CCC.



Ng Pak Shun
Chairman



Maureen Fung
Vice-Chairman



Ho Kit Choy
Honorary Secretary



Chan Fook Kay
Honorary Treasurer



Rose Boon
Member



Mavis Teo
Member



John Tan
Member



Lee Pei San Pamela
Member



Lim Song Kiang Albert
Member



Gerard Tan Chin Tser
Co-opted Member

Management Background

Name	Current Designation	Year of 1st Appointment to the Board	Meeting Attendance	Occupation/ Experiences
Ng Pak Shun	Chairman	2016	4/4	Public Servant
Maureen Fung	Vice Chair	2020	4/4	Social Work Trainer and Supervisor
Ho Kit Choy	Honorary Secretary	2007	4/4	Counsellor, Job Coach & Special Needs Support Therapist
Chan Fook Kay	Honorary Treasurer	2016	4/4	Retired; Chartered Accountant
Rose Boon	Member	2003	4/4	Director
Mavis Teo	Member	2020	1/4	Head, Medical Social Work Department
John Tan	Member	2021	4/4	Retired; Finance & Insurance Professional
Lee Pei San Pamela	Member	2023	3/4	Civil Servant
Lim Song Khiang Albert	Member	2023	3/4	Business Owner
Gerard Tan Chin Tser	Co-opted Member from 3/10/2023	2023	2/2	Managing Director, Head of Digital Strategy & Marketing

The expertise and knowledge of our management committee members are integral as we seek to pivot and transition within the next few years.

We are grateful to Rose Boon and Ho Kit Choy for their commitment in serving on our management committee beyond a decade; we are also appreciative that they have agreed to our request to extend their service for another year.

Within the last 2 years, we have actively recruited 10 more new sub-committee members in preparation for them to become new board members.



Our Sub-Committees

Audit & Risk Management Committee

Mr Lim Song Khiang Albert	Chairperson
Mr John Tan	Member
Mr Jonathan Lim	Member
Mr Kenny Chng	Member
Mr Robert Lim Hui Beng	Member

Finance Committee

Mr Chan Fook Kay	Chairperson
Mr Gerard Tan Chin Tser	Member
Mr Lau Yoke Soon (Laurence)	Member
Ms Maureen Fung	Member
Ms Ng Chet Wei	Member

Program & Services Committee

Ms Mavis Teo	Chairperson
Dr Caroline Balhetchet	Member
Ms Christabel Tang	Member
Ms Maureen Fung	Member
Dr Peace Wong	Member
Mrs Rose Boon	Member

Human Resource Committee

Ms Ho Kit Choy	Chairperson
Mr Chan Fook Kay	Member
Ms Cindy Ong	Member
Ms Lee Pei San Pamela	Member
Mr Kevin Chua	Member

Nomination Committee

Mr John Tan	Chairperson
Ms Maureen Fung	Member
Mrs Rose Boon	Member



Our Staff

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Professional Development and
Contributions of CCC Staff
Clinical Development

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2023-2024

Professional Development & Contributions of CCC Staff

This financial year witnessed an increase in professional contributions by many of our staff members in a variety of contexts, which were both located on and beyond our local shores. an innovative project; and participation in various multidisciplinary teams.

This is in line with the Centre's belief in and commitment to our vision and mission of contributing towards the enhancement of mental wellbeing and relationships by sharing resources and collaborating with our fellow partners in the field both locally and internationally.

The staff members did so by actively participating in a variety of ways as listed below. There were presentations of papers about our clinical practice in several conferences; training and talks conducted; collaboration with a local charity on an innovative project; and participation in various multidisciplinary teams.



Professional Development & Contributions of CCC Staff

2023-24



Tony Ong
Clinical Director

Facilitator, Social Work Accreditation Advisory Board (SWAAB) 5th biennial Social Work Supervision Seminar, "Dilemmas and Harmony: Social Work Practice and Supervision"

Committee Member, Review Board Review Committee 5, Ministry of Social and Family Development

Project Coordinator, Collaborative Project with =Dreams

Presenter, "Journey as a Family Social Worker", Year 3 Students Field Practicum Seminar, Singapore University of Social Services

Presenter, "The Principles and Interventions for Consideration in the use of Systemic Approach with 2 Sets of Adult Siblings in Singapore Who Had Experienced Childhood Trauma" at The Asian Academy of Family Therapy 8th Annual Conference, Hong Kong

Presenter, "Working with families with highly conflictual interactions" at the Singapore Association for Counselling Symposium

Member, Workgroup on Inclusion of Counselling in the Skillsfuture Framework into Social Services, Ministry of Social and Family Development

Member, The Skillsfuture Tripartite Taskforce Counselling sub- team, Ministry of Social and Family Development

Trainer, "Working with Couples Facing Betrayal, Infidelity and Affairs", Lifespring Counselling Centre, Jakarta, Indonesia

Panellist, Master Of Clinical Mental Health & Psychotherapy Curriculum Expert Panel, Department of Psychological Medicine, NUS Mind Science Centre, National University of Singapore

Member of Scientific Committee, Singapore Family Therapy Conference



Sharon Koh (Mrs Sharon Sng)
Principal Therapist

Co-presenter, Brief paper, "What Really Happens in Therapy: An Exploration of Significant Events Identified by Clients and its Connection with Therapist's Intent, Professional Voice and Personal Voice" at the Calgary Family Therapy 50th Anniversary and Conference: Bringing Forth Generativities within Relational Disquiet.

Researcher, Collaborative Innovative Project with =DREAMS

Presenter, "The Use of Systematic Ideas in a Community Innovation Project in Singapore: Exploring the Transforming Interpersonal Patterns (TIPs) and Healing Interpersonal Patterns (HIPs) in Therapeutic Conversations that Generate Hopes" at Asian Academy of Family Therapy Conference in Hong Kong.

Member, Singapore Association of Counsellors (SAC) Supervisors Board.

Coordinator and Therapist, Collaboration with Sexual Health Clinic, KKH

Member, Scientific Committee, Singapore Family Therapy Conference



Foo Soo Jen
Principal Therapist

Member, Multidisciplinary Team, Big Love Child Protection Specialist Centre

Professional Development & Contributions of CCC Staff

2023-24



Ang Xinying
Senior Psychologist

Therapist, Collaborative Innovative Project with =Dreams

Participant, Multidisciplinary Team Discussions of Adult and Child/Adolescent Cases at Early Psychosis Intervention Programme (EPIP), Institute of Mental Health

Presenter, "Navigating Neurodivergence: A compassionate exploration of challenges encountered along the journey" at Systemic Practice Conference: Unveiling Minds: A Revolution in Mental Health & Neurodivergent Wellness organized by Hayaa Network



Cheryl Lim
Senior Therapist

Participant, Multidisciplinary Team Discussions of Adult and Child/Adolescent Cases at Early Psychosis Intervention Programme (EPIP), Institute of Mental Health

Project Coordinator, Collaborative Innovative Project with =Dreams



Steven Soh
Lead Therapist

Participant & Liaison for CCC, Multidisciplinary Team Discussions of Adult and Child/Adolescent Cases at Early Psychosis Intervention Programme (EPIP), Institute of Mental Health

Presenter, "Therapeutic Pyramid", FaithCARE Ministry, Faith Methodist Church



Jade Lim (Mrs Jade Low)
Senior Therapist

Presenter, NKF talk for staff on "My Psychological Well-being"

Presenter, NKF talk on "Caring Together: Combating Burnout & Nurturing Psychological Safety At Work"



Charlotte Chen
Senior Therapist

Therapist, Collaborative Innovative Project with =Dreams

Participant, Multidisciplinary Team Discussions of Adult and Child/Adolescent Cases at Early Psychosis Intervention Programme (EPIP), Institute of Mental Health

Professional Development & Contributions of CCC Staff

2023-24



Terence Tan
Senior Therapist

Presenter and panelist, Webinar Sharing at the 2023 Mental Health Awareness Briefing (MHAB) by MOE-HPB for MOE school counsellors and student welfare officers



Tremandy Ng
Therapist

Therapist, Collaborative Innovative Project with =Dreams

Participant, 4 workshops on Co-Designing a Code of Professional Practice by Ministry of Social & Family Development



Andrew Chong
Therapist

Participant, Ministry of Home Affairs Engagement Session on 'Youth Sexual Offending'



Elysia Tan
Therapist

Therapist, Collaborative Innovative Project with =Dreams

Clinical Development



Consistent with our culture that privileges learning and growth, therapy staff actively and regularly participate in regular trainings, clinical meetings, supervision or consultation with various internal and external supervisors and consultants. This helps our therapy staff to continue to develop and grow ourselves professionally and personally, and in turn maintain and hone the quality of our delivered services.



Our Services

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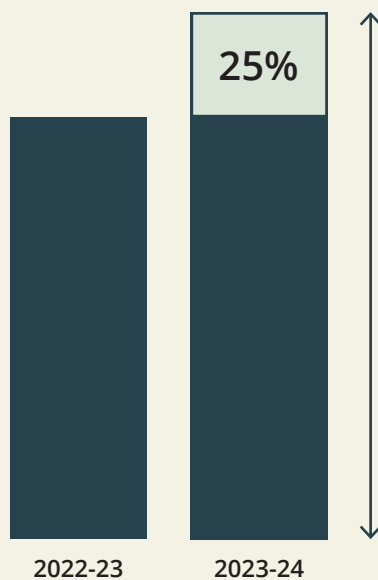
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A photograph of a group of people holding hands in a circle outdoors, with a green, leafy background. The image is semi-transparent, and the text 'For the Community' is overlaid in a black cursive font. The text is centered and reads:

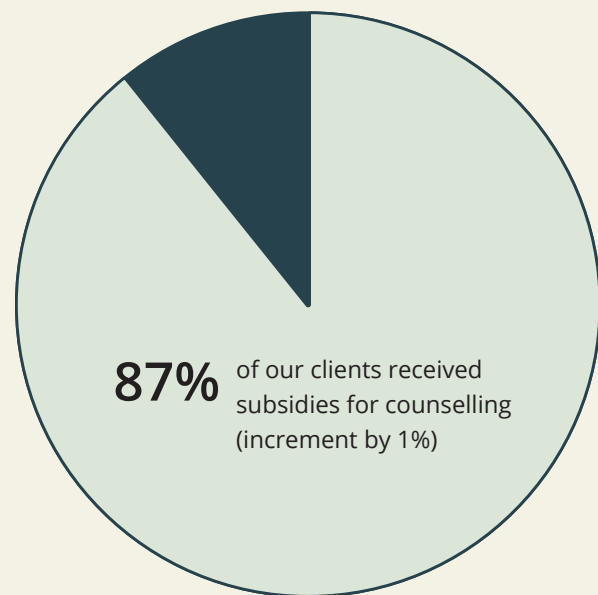
*For the
Community*

Counselling Services

For individuals, couples & families



A total of **7531** counselling sessions were served for **1932** clients in 2023/2024.



“ Hear from our client ”



Learning to Embrace Self-Awareness & Compassion

WG is a 38 year old sole caregiver of her elderly parents, with a parent suffering from Parkinson's disease.

What she was struggling with before therapy:

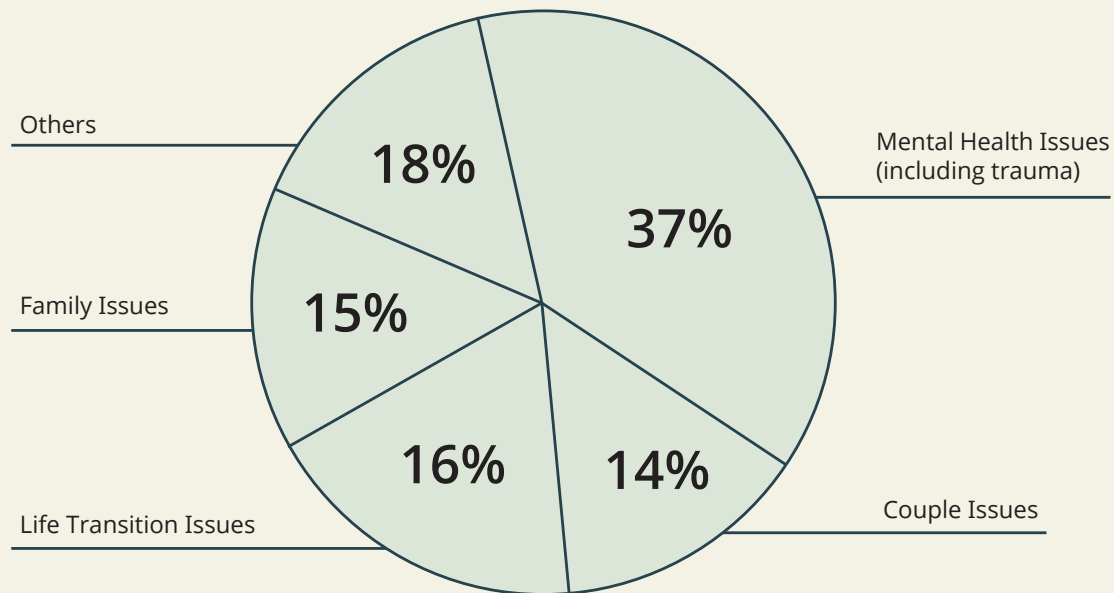
- Recently recovered from an eating disorder
- Experienced physical trauma from a surgery
- Exacerbated existing anxiety

Her takeaways:

- **Self-awareness:** To understand her feelings, behaviours, and reasons for her actions
- **Self-compassion & Compassion:** Unmet needs are a reality, and to realise everybody's threshold for stress is different

Counselling Services

For individuals, couples & families



PRESENTING CONCERNS

Although cases have increased, the proportion among presenting issues remains similar with the statistics in the last 3 years.

“ Hear from our client ”



Tackling the uncertainties of life with self-belief

Bloom is a 32 year old individual who was diagnosed with Stage 4 Chronic Kidney Disease and went through a breakup in the same year.

What she was struggling with before therapy:

Needed external help to pull through the heartbreak and life crisis

Her takeaways:

- **Greater clarity:** Increased awareness of the resources she has within herself
- **Self-awareness:** More understanding towards emotions and thought processes
- **Confidence:** Feeling less fearful of the uncertainties in life

Counselling Services

For beneficiaries of our collaborative projects within the social sector



Image retrieved from <https://dreamssingapore.org.sg/media>

Equal Dreams 2023-2024

Who are they?

A first-of-its-kind weekday boarding programme for children from disadvantaged families, mostly living in rental flats or are under financial assistance schemes.

The role we play

Conducting Family Facilitation Sessions for 21 youths and their families



Image retrieved from <https://www.channelnewsasia.com/singapore/changi-prison-inmate-long-sentence-rehabilitation-officer-974886>

Singapore Prison Service 2024-2025

Who are they?

As a correctional agency, SPS enforces secure custody of offenders and rehabilitates them for a safe Singapore.

The role we play

A pilot project to engage sexual offenders who have served their sentences but who would be willing to work with CCC. The intention is to provide support for these clients and very importantly, to reduce the recidivism rate of these clients.

A person is swimming in the ocean, with a boat on the beach in the background. The image is overlaid with a green tint and the text 'For practitioners within the counselling and social service sector' in a cursive font.

*For practitioners within
the counselling and
social service sector*

Consultation for Social Service Practitioners

CCC remains a leader in offering quality **systemic consultation** to enable social service practitioners to develop their skills and knowledge of **clinical and supervisory practice**. All of our staff-consultants are trained and passionate in using systemic ideas and practices.

Key Focus #1



Safe and Collaborative Review

- Provide safe learning space for social service practitioners to review their clinical practice and the personal or professional contexts that might influence their work
- Collaborate with them to strengthen competencies and support their professional growth

Key Focus #2



Reflexivity

- Valuing the importance of inviting social service practitioners to be self-reflexive so that the awareness can further enhance their clinical practice.
- This helps consultees to offer professional and ethical interactions with clients and supervisees in their agency contexts.

Key Focus #3

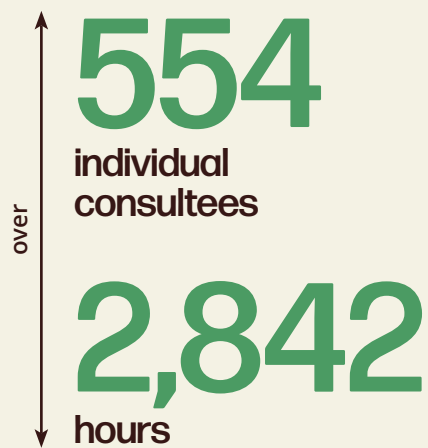


Intentional Practice-Based Review

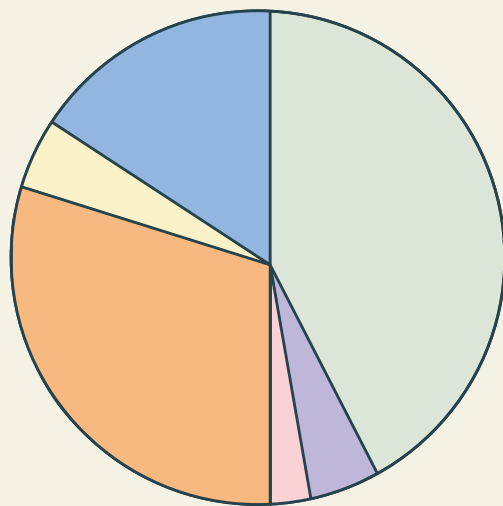
- Well-structured consultation sessions to review the social service professionals' clinical and supervisory conversations using video/ audio-taped recordings
- 'Live' consultation
- Case discussion

Consultation for Social Service Practitioners

For practitioners within the sector



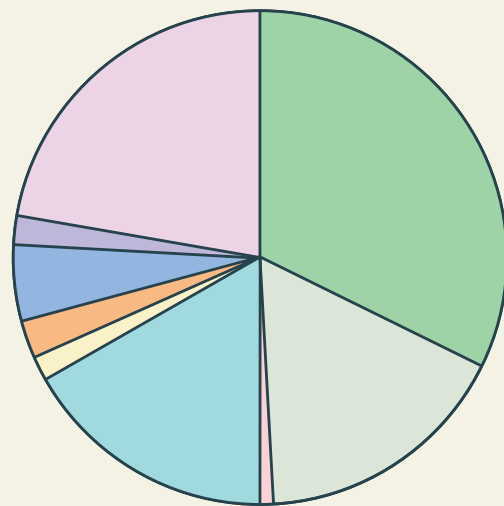
CONSULTEES INCLUDE



- 44% government organisations
- 18% educational institutes
- 29% specialist agencies
- 4% healthcare organisations
- 3% counselling centres
- 2% commercial/other organisations

*Specialist agencies dealing with mental health, couple-related issues, trauma, child protection, etc.

TYPES OF CONSULTATION REQUESTS



- 32% working with children & youth
- 23% working with families
- 17% supervision of supervision
- 16% others
- 4% couple work
- 3% systemic model and practice
- 2% crisis and trauma
- 2% others
- 1% working with grief & loss

Consultation for Social Service Practitioners



Hear from our consultees!

“... helped me to **slow down** and to **consider the intention** of my responses in my sessions with clients. I also receive **concrete suggestions** on ways to support my clients better and also affirmative feedback on areas that I am doing well.”

“Appreciate the staff-consultant’s encouragement and support. I really appreciate the **active listening** to my concerns, the **attunement to my needs** and the needs of the clients and the perspectives that is offered. I really appreciate the insights and staff-consultant is a role model whom I have grown to respect and **hope to emulate** in my development as a clinician.”

“Appreciate the staff-consultant for such an **affirming** approach, offering **unconditional positive regard** and embracing the individual and issues presented. There was **conscientious effort to stay with the intention** of the session and to draw out thoughts and reflection with **reflexive** questions. There is much to learn, especially that **humility** to ask and listen for feedback.”





*Other
Services*

Other Services



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.

263 EAP clients attended 796.5 EAP sessions



Psychological Assessment Service (PAS)

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



Critical Incident Stress Debrief (CISD)

The Critical Incident Stress Debrief (CISD) is an ad-hoc counseling service for employees who have experienced a traumatic incident in their workplace, resulting in distress.

CCC therapists avail themselves daily to attend to these cases, to ensure a safe and supportive environment is actively provided.



Our Courses

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Post Graduate Certificate in Systemic Practice with Children, Youth and their Families (PGC-CYF)	35
Certificate in Foundational Systemic Thinking in Social Work and Clinical Practice (CST) & Certificate in Foundational Systemic Applications in Social Work and Clinical Practice (CSA)	36
Customised Training	37



Overall CPE Course Summary

CCC is dedicated to fulfilling its objective of providing high-quality training programs in family and systemic practice, clinical supervision, and counselling.

In order to better equip social service professionals to assist their clients and supervisees, CCC's courses are tailored to meet their different needs. Our courses are skills-focused, designed to improve the practitioners' intellectual and perceptual abilities as well as their clinical skills.

We are intentional in aiming to provide a secure and supportive environment where practitioners can refine their clinical abilities and introspection. The trainees come from a variety of backgrounds, including the medical field, education, family assistance organizations, and other community-based social agencies.

The centre's training service is listed as a Private Educational Institute (PEI) by Skillsfuture SG's Committee of Private Education (CPE). On May 24, 2022, CPE in Singapore granted CCC the four-year EduTrust Certification in appreciation of its efforts to pursue high standards and excellence in all facets of management and training delivery.

Post Graduate Diploma in Clinical Supervision (PGDCS)



Course Duration

- 165 hours
- Recognised by the Singapore Association for Counselling for its quality and standards.

Who is it for

Social Service Professionals looking for equip themselves with the knowledge and skills essential for competent clinical supervision, using the systems approach.

This course's distinctive feature lies in the integration of theory and practice through a combination of experiential learning, live supervision of supervision, and written assignments that invite reflection and reflexivity of the supervision practice and the self of the supervisor.

Hailing from family services, hospices, hospitals, mental health settings, institute of higher learning, community services, and counselling services, the diverse professional contexts of the trainees provided them the opportunity to expand their learning through an exchange of supervisory practice wisdom. It was encouraging to observe and experience the camaraderie among the trainees in their supervision groups, as they took courage to be vulnerable with each other, supporting and co-constructing with one another's learning through the sharing of valuable insights, reflections and feedback.

It has been a privilege and honour to work with these supervisors-in-training, who have persevered in giving their best towards their learning amidst their very busy work and personal commitments.

Post Graduate Diploma in Clinical Supervision (PGDCS)

Hear from our trainees!

Overall, this course has a good structure and pace. I liked how the lectures were done in big groups while the practice was done in small groups for better learning experience. The course supervisor allowed me to feel safe while challenging and stretching me along the process.

Although initially perplexed about bringing in my own clinical material, I could see the intention of the course in allowing us to experience being supervised by a systemically trained supervisor using the cyclical model.

This experiential learning allowed the theories and the concepts to be deeply etched and provided more confidence and readiness for the practical part of the course... The experiential learning helped me to see parts that I could do more as a supervisor and how I could have compassion and be life-giving, not just for my patients but also for my supervisees.

Before the course, there were challenging times while conducting supervisions which I had difficulty overcoming on my own. I often questioned myself about my supervision sessions and my helpfulness as a supervisor due to my own limitations.

This course allowed me to not only have a safe space to discuss my challenges as a clinician and a supervisor, it also provided an expansion to my thoughts and possibilities to overcome them. Personally, I have gained more confidence... as I continue to guide young workers in their clinical work, at the same time hoping to inspire them as future supervisors.



**Seah Yilin
Ng Teng Fong**
General Hospital

It has been an enriching experience to glean insights from the trainers, who generously shared their wealth of experiences in conducting clinical supervision.

There was much intentionality in helping us to break down supervision concepts such that it was easier for us to grasp... I appreciated that this course offers beyond developing our competency skills as a supervisor, but it includes raising self-awareness as a therapist and as a supervisor too.

Learning to be more reflexive has been one of my key takeaways from this course. I am more intentional in creating and holding space for observation and dialogues, including turning my dilemmas to dialogues with supervisees...

I have come to appreciate the importance of being attuned to the self of the supervisor. This includes being curious about how I am experiencing the supervisory session, the interaction patterns observed between my supervisee and I, and my relationship with the supervisee's client's issues that were raised during the sessions. I became more intentional in recognising and challenging some of my assumptions, beliefs, values that may or may not be helpful in my work with supervisees.

Overall, I am immensely grateful for the opportunity to be part of this course, as it has not only enhanced my clinical supervision skills, but also the person of the clinical supervisor. I look forward to carrying forward these invaluable lessons as I continue to grow in clinical supervision.



Sarah Soh
Lakeside Family Services



Graduate Diploma in Counselling Practice (GDIP)

Graduate Diploma in Counselling Practice (GDIP) is our longest-standing flagship course with 100s of Social Service Professionals being trained over the past decades. This course equips Social Service Professionals with the knowledge and skills essential to competent counselling. Its distinctive feature is that more than 50% of course time is devoted to clinical practice under supervision thereby giving Social Service Professionals the opportunity to hone their clinical skills. Apart from the main counselling model of the Problem Solving Approach, this course also grounds practitioners in having a systemic lens when working with individuals.

Who is it for

- Social Service Professionals who has at least 2 years working experience involving formal counselling work and possess a degree in Counselling, Psychology, or Social Work and/or Post Graduate Diploma in Social Work or Counselling.
- Graduates thus qualify to apply to become Registered Counsellors after successful completion.

Course Duration

- 300 hours
- Recognised by the Singapore Association for Counselling for its quality and standards.



"Course provided enhances overall experience and develops me as an individual"

"Appreciate the emphasis on live supervision beyond just theoretical learning, it really makes the learning richer."

"The course is very enriching and life giving in nurturing my growth"

"Really appreciate all the effort and heart work put in by all the trainers and supervisors, in supporting our learning and growth throughout our GDIP journey.

"The live supervision and clinical practice are very helpful"

23

trainees
FY 2023/24

from Hospitals, Family Service
Centres, Youth Centres, FAMS, etc.

4.9/5
rating received

Graduate Diploma in Counselling Practice (GDIP)

Hear from our consultees!



**Kathleen Lin from
Thye Hua Hwan
Family Service
Centre @ Bukit
Panjang**

Enrolling in the GDIP course was one of the best decisions that I have made in my life... have gained knowledge on a counselling framework (Problem-Solving Approach) that I can anchor on, the skills to deepen/perturb a conversation with a client, as well as the confidence to practice counselling.

It has also shaped me to be more open-minded in considering issues on a continuum, rather than viewing them in absolute terms.

My course supervisor made sure to hone our self-reflexivity by helping us to reflect and to examine our own thoughts, instead of providing us with the answers to our questions immediately. His words of encouragement and affirmation have also helped us to pull through the long days of the course.

All in all, it has been a refreshing and inspiring experience for me!

Deciding to be a part of the GDIP programme in CCC has been one of the best decisions I have made so far... I found myself constantly being stimulated by very dedicated and highly motivated Supervisors... (and) looking forward to Mondays just to be cognitively perturbed, share honest perspectives, and gain valuable insights... in a very safe space.

It balances between learning, and application. Lecture-styled teaching is accompanied by group supervision which takes up more than 50% of the programme that is very unique to CCC... We are also offered counselling

sessions as part of personnel development to care for the 'self of the Worker', a crucial aspect for any helping professional.

I would tell anyone who wishes to pursue GDIP that you are in for an adventure of growth! And in this adventure, you're in for countless learning opportunities and a meaningful journey to learn about self, and how to enable the self to grow into a competent practitioner. The only condition is to be open; and a life-changing adventure awaits!



**Amudah Challoh
from Zenith
Medical Clinic**

Post-Graduate Certificate in Systemic Thinking and Approaches (PGC-STA)

Applications in Social Work Context and Clinical Practice



Who is it for

Practitioners working with families, couples and individuals

Course Duration

77 hours



This course aims to equip practitioners with salient systemic concepts to understand and conceptualise people's challenges through systemic lens. Practitioners will also learn skills in holding therapeutic conversations to invite reflexivity and change. This is achieved through experiential and reflective exercises. Key family therapy approaches such as Structural, Bowen, Milan/Post-Milan and Narrative approach in working with families, couples and individuals will also be introduced. Practitioners who would like to deepen their appreciation of systemic ideas and be introduced to key family therapy approaches would find this course highly relevant.'

We hope that through this course, practitioners can shift from perceiving problems as residing within individuals to viewing problems as located in the interactions between people and their wider contexts. With this shift in contextual lens, we hope that practitioners experience wider range of possibilities and hope in their work with people.

60 participants
FY 2023/24
spanning across 3 runs
and an exclusive course
for Allkin Singapore Ltd

"I appreciate the slowing down to shift our personal mindset and views to prepare for the circular systemic thinking."

"Trainer made good use of practice activities and live demonstration to showcase theoretical and clinical concepts."

"Clear presentation of the various maps, excited to try them out!"

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



Who is it for

Practitioners interested in clinical and casework supervision

Course Duration

56 hours
(4.5 days of lectures and 6 half-days of coaching)

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

In addition to lively role-play practices and discussions, co-creation of learning and peer feedback are generated through trainees' presentations of their taped supervision sessions, in coaching groups. Training and coaching sessions are facilitated by two experienced clinicians cum supervisors.

40

**trainees
FY 2023/24**

from Specialist centres, FSCs/FAMs,
Singapore Prison/SAF/Family Court,
and Medical Institutions

**CCC made the decision
to embark on two runs this
year due to popular demand!**

Usually a once-yearly course, PGC-CCWS is steadily attracting practitioner supervisors from varied settings whom are highly experienced, adding to the richness and variety of trainees' learning!

Post Graduate Certificate in Systemic Practice with Couples (PGC-SPC)

/ Post Graduate Diploma in Family
and Systemic Practice



Who is it for

Practitioners working with couples
and families

Course Duration

PGC-SPC follows this structure, with a
total of 270 hours:

Module 1 – Post Graduate Certificate
in Systemic Practice with Couples
(94.5 hours)

Module 2 – Post Graduate Certificate in
Systemic Practice with Children, Youth
and their Families (84 hours)

Module 3 – Supervision and Practice
on Working with Couples, Children,
Youth and their Families (91 hours)

The Post Graduate Certificate in Systemic Practice with Couples (PGC-SPC) is an intermediate level of systemic training in working with couples and families. It is one of the module of a longer-term training programme called 'Post Graduate Diploma in Family and Systemic Practice (PGDFSP)'.

Specifically, PGC-SPC focuses on developing trainees' repertoire of systemic skills and knowledge in clinical practice with couples in their respective agencies. We provide useful systemic frameworks in working with couples to tackle a range of challenging issues like high conflicts, domestic violence, mental health, grief and loss, sex, divorce/ post-divorce, etc. The trainees receive group and individual supervision using the modes of video/ audio with the option of 'live' supervision. The practice-based training greatly enhanced trainees self- reflexivity and their counselling skills in engaging couples and families.

6 trainees
FY 2023/24
from family service centres,
specialised youth and family
agencies, and hospitals

"I appreciate how the trainer would pay attention to what we shared and labelled it with systemic ideas and the precise terms on what was covered. That helps me in my own application and understanding."

"Appreciate all the examples of reflexive questions that were provided. Case study also helped to concretise the learning."

Post-Graduate Certificate In Systemic Practice with Children, Youth and Their Families (PGC-CYF)



Who is it for

Practitioners working with children, youth and their families

Course Duration

11 weeks

Rooted in systemic framework and concepts, PGC-CYF is designed with a practice-oriented curriculum, integrating theoretical ideas from attachment theory, internal working model and family life cycle model. The course aims to invite practitioners to stretch their practice venturing into uncharted terrains like holding family therapy sessions using the systemic approach.

Through experiential activities and vibrant discussion, the graduates learnt to attune to the needs of their young clients, facilitate dialogical space for the various family members and create conditions for new interpersonal patterns to emerge. Through this process, the graduates demonstrated the values of courage, humility and professionalism as they engage with one another in learning. Beyond attaining a post-graduate certificate, the graduates also built a community of support for one another in this area of work.

9 graduates
FY 2023/24

engaged in curious exploration, thoughtful reflections and gentle sparring with one another about their practice in working with children/youth and their families.

"The rigor in using systemic formulation to conceptualise our cases was helpful as it allows us to consider more possibilities to work with the families."

"I have learnt much from the group presentations, particularly, receiving the different perspectives from everyone who are from diverse practice contexts."



CST and CSA

Certificate in Foundational Systemic Thinking in Social Work & Clinical Practice (CST)

68 trainees

This course is Module 1 of Post Graduate Certificate in Systemic Thinking and Approaches (PGC-STA). It aims to introduce foundational systemic ideas that would promote an appreciation of people, families, support networks and systems, from a relational lens and developmental life cycle perspective.

Certificate in Foundational Systemic Applications in Social Work and Clinical Practice (CSA)

42 trainees

This course is Module 2 of Post Graduate Certificate in Systemic Thinking and Approaches (PGC-STA). It builds on CST by bridging thinking to clinical and casework practice. It seeks to promote relational and collaborative practice that brings intentionality to the forth. This is closely connected with the 'use of the self' as a main tool in practice, especially in the uncertain and risk environment that practice is operating from.

Customised Training

CCC customises tailor-made trainings for organisations depending on their staff's learning needs. The table below illustrates the customised training conducted in the year:

Organisation	Course	Trainer(s)
Allkin Singapore Ltd	Post Graduate Certificate in Systemic Thinking and Application	Charlotte Chan Elysia Tan Sharon Sng Tony Ong Steven Soh Cheryl Lim Foo Soo Jen
Allkin Singapore Ltd	Certificate in Clinical and Casework Supervision in Complex Practice Environments	Cheryl Lim Jade Low
Breast Cancer Foundation	Befriender's Training	Chua Weibin
Hwa Chong Institute	Holding Conversations with Students and Setting Boundaries (2 runs)	Lim Li Zhen
FAM @ FSC (Methodist Welfare Services)	Enhancing Well-being and Emotional Resilience & Strengthening the Use of Self in Professional Practice	Jade Low Foo Soo Jen
FAM @ FSC (Methodist Welfare Services)	Strategic Family Therapy	Tony Ong
FAM @ FSC (Methodist Welfare Services)	Facilitating Divorce & Post-Divorce Transition with Couples and Family	Sharon Sng
FAM @ FSC (Methodist Welfare Services)	Systemic Principles and Applications with Different Issues	Foo Soo Jen Jade Low Sharon Sng Tony Ong
FAM @ FSC (Kampong Kapor Community Services - Jalan Besar)	Working Systemically with Couples and Families	Jade Low Sharon Sng Cheryl Lim
Fei Yue Community Services	Foundational Systemic Thinking and Applications	Terence Tan
International Church of Shanghai	Basic Counselling Skills (Theory)	Steven Soh Chua Weibin
Lions Befriender	Common Mental Health and Physical Health Issues of Older Adults and the Psychosocial Challenges	Jeffrey Ng Dr. Yen P Wong Lee Sin Yan Lim Li Zhen

Customised Training

CCC customises tailor-made trainings for organisations depending on their staff's learning needs. The table below illustrates the customised training conducted in the year:

Organisation	Course	Trainer(s)
Lions Befriender	Practical Ideas in Working with Older Adults and Their Family Members in Case Management	Lim Li Zhen
Lions Befriender	Mental Wellness: Let's Talk About It	Ang Xinying
LKY School of Public Policy	Psychological Safety During Times of Change	Chua Wei Bin
Ministry of Education	Introduction to Interventive Interviewing	Foo Soo Jen
Ministry of Social and Family Development (FAM@FSC)	Working with Mandated Clients	Tony Ong
Ministry of Social and Family Development	Supervisory Training	Sharon Sng Terence Tan Steven Soh Cheryl Lim
Mount Elizabeth Novena Hospital, IHH Healthcare, Singapore	Personalising Your Work and Job Crafting: A Way to Create and Develop Meaning at Work	Chua Weibin
National Gallery	Emotional First Aid: Listening and Supporting Adolescents	Cheryl Lim Andrew Chong
National Kidney Foundation	Emotional First Aid	Terence Tan Lim Li Zhen
National Kidney Foundation	Caring Together: Combating Burnout and Nurturing Psychological Safety at Work Psychological Wellness	Jade Low
National University Hospital	Interventive Interviewing: Contextualising and Supporting Reflexive Practice	Terence Tan Lim Li Zhen
Thye Hua Kwan Moral Society	Mental Well Being Programs	Chua Weibin
TOUCH Community Services	Certificate in Foundational Systemic Applications in Social Work and Clinical Practice	Cheryl Lim Tony Ong Sharon Sng Steven Soh Cheryl Lim Foo Soo Jen



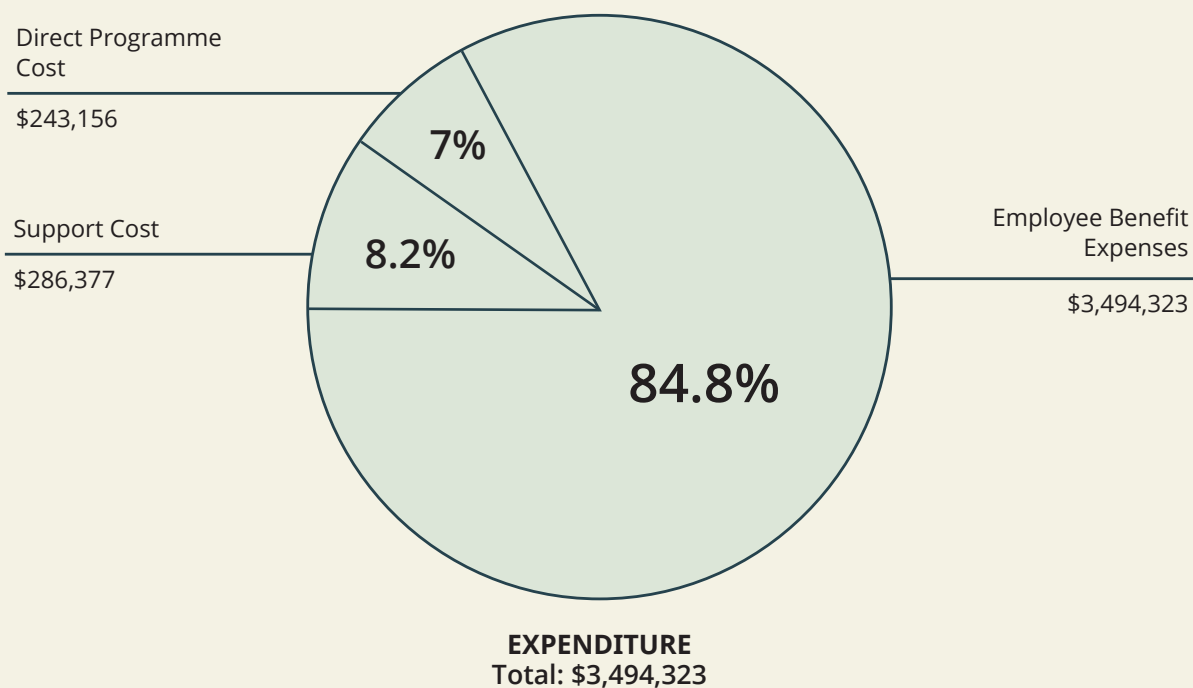
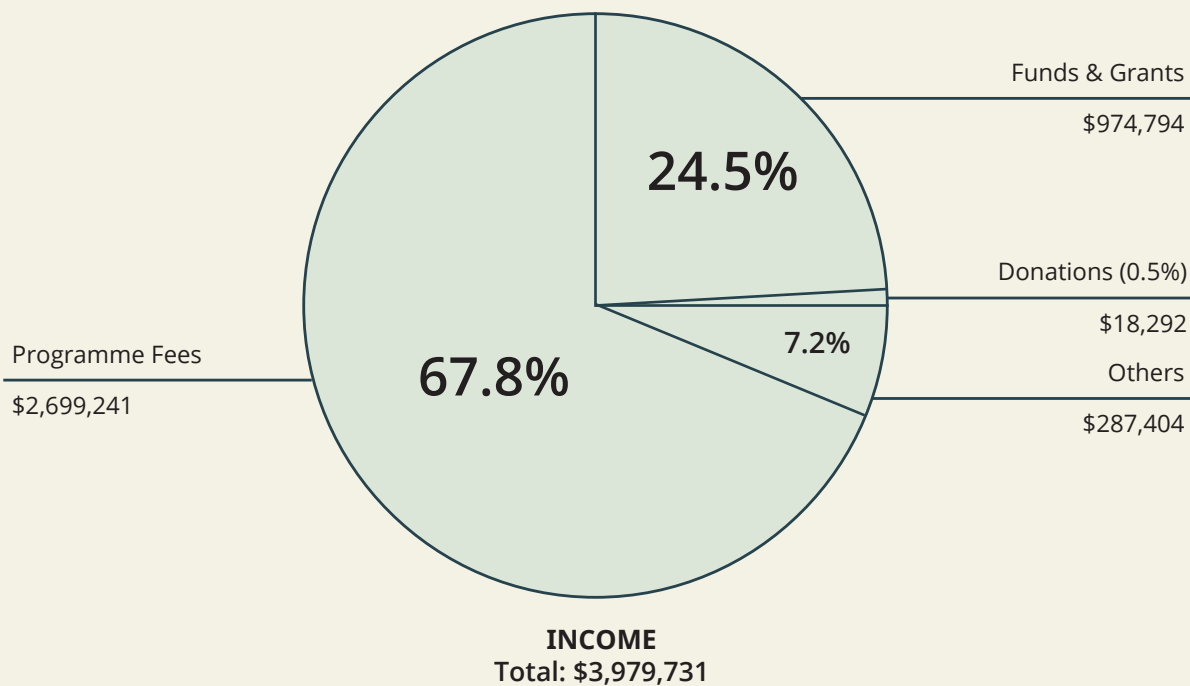
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Donations and Financial Infographics

* Figures have been rounded up to the nearest decimal point.



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

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2024

	Note	Restricted Funds		Unrestricted Funds			2024	2023
		Counselling SGD	Anthony Yeo Staff Development Fund SGD	Consultancy and Training SGD	Gratuity Fund SGD	Fair Value Adjustment Reserve SGD	Total SGD	Total SGD
Grants and Donations								
Grant from NCSS-Comm Chest		954,486	-	-	-	-	954,486	915,780
Grant from NCSS-Others		15,492	-	-	-	-	15,492	42,542
Other Grants		-	-	-	-	-	-	12,710
Grant from Government		-	-	4,816	-	-	4,816	50,327
Tax deductible donations		-	-	18,142	-	-	18,142	14,030
Non-tax deductible donations		-	-	150	-	-	150	80
		969,978	-	23,108	-	-	993,086	1,035,469
Income from Programmes	19							
Counselling fees		363,401	-	-	-	-	363,401	295,026
Consultancy fees		-	-	365,264	-	-	365,264	275,620
Training fees		-	-	1,658,103	-	-	1,658,103	1,431,360
Employee Assistance Programme fees		-	-	127,879	-	-	127,879	104,595
Mandatory Counselling fees		-	-	5,199	-	-	5,199	22,486
Non-subsidised Counselling fees		-	-	169,372	-	-	169,372	163,653
Psychological Assessment Fee		-	-	10,023	-	-	10,023	-
		363,401	-	2,335,840	-	-	2,699,241	2,292,740
Other income								
Membership fees		334	-	-	-	-	334	560
Sale of books		-	4,379	-	-	-	4,379	4,286
Interest and dividends		136,987	-	136,988	-	-	273,975	145,673
Miscellaneous income		-	44	8,672	-	-	8,716	7,743
		137,321	4,423	145,660	-	-	287,404	158,262
TOTAL INCOME		1,470,700	4,423	2,504,608	-	-	3,979,731	3,486,471
DIRECT COSTS								
Salaries	20	(1,105,833)	-	(582,240)	-	-	(1,688,073)	(1,447,964)
Bonus	20	(294,993)	-	(153,616)	-	-	(448,609)	(409,026)
Employer CPF and other contribution	20	(198,129)	-	(100,709)	(2,346)	-	(301,184)	(279,997)
Provision for/ (Reversal of) unutilised staff annual leave	20	(12,775)	-	(5,806)	-	-	(18,581)	10,725
Staff benefits	20	(14,846)	-	(14,731)	-	-	(29,577)	(20,428)
Staff training and development	20	(40,293)	-	(18,381)	-	-	(58,674)	(69,370)
Communication		(6,070)	-	(2,596)	-	-	(8,666)	(9,724)
Depreciation of right-of-use asset		(13,878)	-	(7,473)	-	-	(21,351)	(18,947)
Gratuity		-	-	-	(27,165)	-	(27,165)	(10,562)
Interest expense on lease liability		(844)	-	(455)	-	-	(1,299)	(1,144)
Publicity		(113)	-	(1,175)	-	-	(1,288)	(1,570)
Conservancy		(2,747)	-	(1,410)	-	-	(4,157)	(591)
Utilities		(8,102)	-	(4,029)	-	-	(12,131)	(11,740)
Training expenses		-	-	(161,626)	-	-	(161,626)	(103,059)
Transport		(22,005)	-	(5,393)	-	-	(27,398)	(18,593)
Withholding tax		-	-	(5,242)	-	-	(5,242)	(3,148)
Balance c/f		(1,720,628)	-	(1,064,882)	(29,511)	-	(2,815,021)	(2,395,138)

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

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2024 (CONTINUED)

	Note	Restricted Funds		Unrestricted Funds			2024	2023
		Counselling SGD	Anthony Yeo Staff Development Fund SGD	Consultancy and Training SGD	Gratuity Fund SGD	Fair Value Adjustment Reserve SGD	Total SGD	Total SGD
Balance b/f		(1,720,628)	-	(1,064,882)	(29,511)	-	(2,815,021)	(2,395,138)
SUPPORT COSTS								
Salaries	20	(188,330)	-	(81,284)	-	-	(269,614)	(185,887)
Bonus	20	(44,035)	-	(18,872)	-	-	(62,907)	(53,014)
Employer CPF and other contribution	20	(30,160)	-	(12,920)	-	-	(43,080)	(26,036)
Provision for/ (Reversal of) unutilised staff annual leave	20	(4,090)	-	(1,752)	-	-	(5,842)	4,816
Staff benefits	20	(3,325)	-	(3,019)	-	-	(6,344)	(2,538)
Staff training and development	20	(4,210)	-	(931)	-	-	(5,141)	(2,093)
Amortisation of intangible asset		(18,482)	-	(5,778)	-	-	(24,260)	(24,260)
Depreciation of plant and equipment		(19,828)	-	(2,757)	-	-	(22,585)	(20,453)
Affiliation fees		(2,270)	-	(917)	-	-	(3,187)	(2,530)
Bank fees		(523)	(41)	(713)	-	-	(1,277)	(1,777)
Communication		(602)	(9)	(232)	-	-	(843)	(129)
Cost of books		-	(2,062)	-	-	-	(2,062)	(2,074)
Gifts		-	(61)	(137)	-	-	(198)	(1,274)
Gratuity		-	-	-	-	-	-	(6,227)
Insurance		(7,304)	-	(3,144)	-	-	(10,448)	(9,998)
Maintenance of Centre		(15,635)	-	(12,325)	-	-	(27,960)	(23,444)
Maintenance of equipment		(14,235)	-	(12,767)	-	-	(27,002)	(13,001)
Plant and equipment written off		-	-	(81)	-	-	(81)	(832)
Professional fee		(15,093)	-	(59,325)	-	-	(74,418)	(93,788)
Research		(17,605)	-	(7,813)	-	-	(25,418)	-
Supplies & materials		(41,732)	-	(24,317)	-	-	(66,049)	(57,835)
Transport		(420)	-	(166)	-	-	(586)	(505)
Miscellaneous expenses		-	-	-	-	-	-	(1,503)
		(427,879)	(2,173)	(249,250)	-	-	(679,302)	(524,382)
TOTAL EXPENDITURE		(2,148,507)	(2,173)	(1,314,132)	(29,511)	-	(3,494,323)	(2,919,520)
NET (DEFICIT)/ SURPLUS FOR THE YEAR		(677,807)	2,250	1,190,476	(29,511)	-	485,408	566,951
OTHER COMPREHENSIVE INCOME								
Items that will not be reclassified to profit or loss		-	-	-	-	-	-	-
Items that may be reclassified subsequently to profit or loss								
Fair value adjustments during the year		-	-	-	-	2,511	2,511	(35,974)
Other comprehensive income for the year, net of tax		-	-	-	-	2,511	2,511	(35,974)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		(677,807)	2,250	1,190,476	(29,511)	2,511	487,919	530,977

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

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2024

	Note	2024 SGD	2023 SGD
ACCUMULATED FUNDS			
<u>Restricted Funds</u>			
Counselling fund	3	2,018,580	2,716,085
Anthony Yeo staff development fund	4	134,916	132,666
		<u>2,153,496</u>	<u>2,848,751</u>
<u>Unrestricted Funds</u>			
Consultancy and training fund	5	6,693,432	5,483,258
Gratuity fund	6	653,245	682,756
Fair value adjustment reserve		(62,385)	(64,896)
		<u>7,284,292</u>	<u>6,101,118</u>
		<u>9,437,788</u>	<u>8,949,869</u>
Represented by :			
NON-CURRENT ASSETS			
Plant and equipment	7	53,974	56,461
Intangible asset	8	13,300	37,560
Investments	9	1,067,166	1,323,719
Right-of-use asset	10(a)	90,742	112,093
CURRENT ASSETS			
Investments	9	259,064	598,212
Inventories	11	11,655	13,916
Fees receivable and accrued revenue	12	414,033	411,790
Other receivables, deposits and prepayments	13	167,158	52,717
Fixed deposits	16	7,245,697	6,071,149
Cash at banks and on hand		1,102,079	1,286,849
		<u>9,199,686</u>	<u>8,434,633</u>
Less :			
CURRENT LIABILITIES			
Lease liability	10(b)	10,701	10,354
Advance receipts, deposits received and accruals	14	669,820	686,872
		<u>680,521</u>	<u>697,226</u>
NET CURRENT ASSETS		<u>8,519,165</u>	<u>7,737,407</u>
		<u>9,744,347</u>	<u>9,267,240</u>
Less :			
NON-CURRENT LIABILITIES			
Lease liability	10(b)	36,559	47,371
Provision for reinstatement cost	15	270,000	270,000
		<u>9,437,788</u>	<u>8,949,869</u>

Disclosure of Annual remuneration

Annual remuneration Band	Top 3 Highest Staff*
SGD 100,000 to SGD200,000	2
SGD 200,000 and above	1

*None of the 3 highest paid staffs serves as governing board member.

There are no paid staff who are close members of the family of the Executive Director or any Board members.

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

STATEMENT OF CHANGES IN ACCUMULATED FUNDS FOR THE YEAR ENDED 31 MARCH 2024

	Note	Restricted Funds		Unrestricted Funds			Total SGD
		Counselling Fund SGD	Anthony Yeo Staff Development Fund SGD	Consultancy and Training Fund SGD	Gratuity Fund SGD	Fair Value Adjustment Reserve SGD	
BALANCE AS AT 1 APRIL 2022		3,246,743	130,568	4,493,063	577,440	(28,922)	8,418,892
Total comprehensive income for the year		(530,658)	2,098	1,114,780	(19,269)	(35,974)	530,977
Transfer between funds		-	-	(124,585)	124,585	-	-
BALANCE AS AT 31 MARCH 2023		<u>2,716,085</u>	<u>132,666</u>	<u>5,483,258</u>	<u>682,756</u>	<u>(64,896)</u>	<u>8,949,869</u>
Total comprehensive income for the year		(677,807)	2,250	1,190,476	(29,511)	2,511	487,919
BALANCE AS AT 31 MARCH 2024		<u><u>2,038,278</u></u>	<u><u>134,916</u></u>	<u><u>6,673,734</u></u>	<u><u>653,245</u></u>	<u><u>(62,385)</u></u>	<u><u>9,437,788</u></u>

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

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 SGD	2023 SGD
CASH FLOWS FROM OPERATING ACTIVITIES			
Net surplus for the year		485,408	566,951
Adjustments for non-cash items:			
Amortisation of intangible asset		24,260	24,260
Depreciation of plant and equipment		22,585	20,453
Depreciation of right-of-use asset		21,351	18,947
Plant and equipment written off		81	832
Interest expense on lease liability		1,299	1,144
Interest and dividend income		(273,975)	(145,673)
Operating cash flows before working capital changes		<u>281,009</u>	<u>486,914</u>
Working capital changes			
Inventories		2,261	549
Fees receivable and accrued revenue		(2,243)	(235,246)
Other receivables, deposits and prepayments		281,110	30,557
Advance receipts, deposit received and accruals		(17,052)	177,918
		<u>264,076</u>	<u>(26,222)</u>
NET CASH EFFECT OF OPERATING ACTIVITIES		<u>545,085</u>	<u>460,692</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of investments		-	(854,265)
Purchase of plant and equipment		(20,179)	(13,866)
Placement of fixed deposit (net)		(1,174,548)	(2,508,314)
Proceeds from redemption of investments		-	500,000
Interest and dividend income received		476,636	99,133
NET CASH EFFECT OF INVESTING ACTIVITIES		<u>(718,091)</u>	<u>(2,777,312)</u>
CASH FLOWS FROM FINANCING ACTIVITY			
Repayment of lease liability	10(b)	(11,764)	(11,709)
NET CASH EFFECT OF FINANCING ACTIVITY		<u>(11,764)</u>	<u>(11,709)</u>
NET CHANGE IN CASH AND CASH EQUIVALENTS		(184,770)	(2,328,329)
CASH AND CASH EQUIVALENTS AS AT 1 APRIL	17	1,286,849	3,615,178
CASH AND CASH EQUIVALENTS AS AT 31 MARCH	17	<u>1,102,079</u>	<u>1,286,849</u>



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Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response	Explanation (If Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff1 appointments? (skip items 2 and 3 if "No")		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	NA	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	NA	
4	"The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 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	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		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	
Conflict of Interest				
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	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	

Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response	Explanation (If Code guideline is not complied with)
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures 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	
Human Resource and Volunteer² Management				
	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")		No	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	NA	

Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response	Explanation (If Code guideline is not complied with)
Disclosure and Transparency				
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	
25	No governing board member is involved in setting his own remuneration.	2.2	NA	
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	Complied	
	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 ³ belonging to the Executive Head ⁴ 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	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Corporate Information

Singapore Unique Entity Number of the Charity (UEN)

S75SS0014F

Registered Address

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

Approved as an Institution of a Public Character (IPC)

Date of Approval: 10 November 1995

IPC Registration No.: IPC000463

IPC Period: 1 Sep 2023 to 31 May 2026

Banker

DBS

Registered as a Charity Under the Charities Act

Registration Date: 30 November 1983

Registered Under the Societies Act Cap. 311

ROS Registration No.: 0163/1974

Incorporation Date: 16 July 1975

CPE-Registered

Registration No.: S75SS0014F

Registration Period: 19 November 2020 to 18 November 2024

EduTrust Certificate

Certificate No.: EDU-2-2151

Validity: 24 May 2022 to 23 May 2026

Governance Policies

Whistle-Blowing Policy

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

Reserves Policy

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

Conflict of Interest Policy

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

Loans

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

Donations

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

Other Policies

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

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

Data Protection Policy

Policies and procedures are reviewed and updated regularly.

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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