



Annual Report 2019/2020

Evolving For Excellence



**Kampong Kapor
Community Services**

Affiliated to Kampong Kapor Methodist Church



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ABOUT US

Kampong Kapor Community Services is a social service agency registered with the Registry of Societies. We are a member of the National Council of Social Service and a charity with an Institution of a Public Character status. We started our journey in 1978, with the Kampong Kapor Methodist Church reaching out to provide academic support for the children living around the church. We continue to have close affiliation with the Kampong Kapor Methodist Church.

OUR MISSION

Kampong Kapor Community Services serves to promote and improve the well-being of individuals at every stage of life and be a part of a community that cares and supports its members. We work to strengthen the cohesion of vulnerable families, while equipping them with abilities to solve problems and cope with crises.

OUR VALUES



Trust



Respect worth &
dignity of people



Uncompromising
Integrity



Service to All



Teamwork

Organisation Information

UEN : T10SS0030D
Auditor : Baker Tilly TFW LLP
Chartered Accountants of Singapore
Registered Address : Block 2 Kitchener Road #03-89 Singapore 200002



MESSAGE FROM THE CHAIRPERSON

Kampong Kapor Community Services (KKCS) continued to make an impact in our community. In FY2019, we served more people, with higher volumes of cases for all our three programmes - Kampong Kapor Family Service Centre, the Whampoa Family Service Centre and the Safe and Strong Families- Preservation service. At the same time, we have been building our people and organisational capabilities in order to prepare KKCS for the road ahead. At the Family Service Centre (FSC) Sector Advance Seminar in April 2019, the Minister for Social and Family Development had shared the exciting vision of how FSCs can come together to even better serve the vulnerable in our communities.

Our capability building effort included the strengthening of our governance systems. Since FY2018, when KKCS was “upgraded” to the enhanced tier of requirements in the Code of Governance for Charities, we have worked on a number of areas to meet the additional governance requirements. In FY2019, the Ministry of Social and Family Development (MSF) selected KKCS as part of their on-going exercise to help social service agencies enhance their governance systems. A comprehensive review was conducted, and a number of areas were identified that KKCS could work on, but it did not find any area of major weakness. Many of the improvement recommendations have since been implemented.

The later part of FY2019 brought on an unexpected challenge. Not only has the Coronavirus Disease 2019 (COVID-19) crisis adversely affected our ability to effectively serve those in need, it has caused many more in the community to face difficulties. KKCS continued to provide essential services during the crisis, working closely with government agencies to assist those who have been badly affected. Like everyone, we look forward for an early end to the crisis, so that we may return to the work of serving and building up the community.

As always, in good times and in bad, in times of safety and in times of pandemics or crises, KKCS serves on by the grace of God, and to His glory.

Yeo Oon Chye
Chairperson
Kampong Kapor Community Services

MESSAGE FROM THE EXECUTIVE DIRECTOR

As I reviewed FY2019/2020 for KKCS, the words - *evolve, disrupt, and marvel* jumped into my mind. We have planned for this to be a year where we review our directions, strategise for the next lap of our development as we lay the foundations in place. Well laid plans can be disrupted like a desert of shifting sand dunes, bringing a change no one saw coming. Yet as we put on our masks, adjust our perceptions, we found a way to continue the journey with the same drive, purpose, and mission of being there with and for those in need. We realised that it is the sand that builds the sand dunes and even if the dunes shift, the sand need not.

In 2019, we completed the third phase of the People Practice Development with the National Council of Social Service and received our People Practice Maturity Report. We rated above the sector in all the sub-pillars and improved on 17 of the 19 sub pillars from the 2017 findings. In many ways, this helped to affirm that the efforts put in by the Management Team to build our people development practices had borne fruits. We saw improvements of over 30% in areas such as People Resource Management, Evaluation, Selection & On-boarding, Technology Adoption. 90% of the staff also agreed that the organisation value aligns with their personal value.

Leadership Development strategies were also implemented in the year to systematically help us groom and train staff. The organisation and staff believe that we invest in their skills and competency development. This has been a year that the Management Team had intentionally identified staff and developed individual leadership development plans for them.

With the Governance Review, Risk Assessment and Personal Data Protection Act 2012 guidelines development and the formation of Audit Sub-Committee, the Corporate Team reviewed and finetuned policies, procedures, and processes to ensure good corporate practices.

In the area of service delivery, the focus had been to broaden our reach with an increase in support programmes. Efforts were put in to ensure that the programmes delivered using group work and community work methods were theory and evidence based. Rigour in planning and evaluation marked our development of the new programmes. We also collaborated with partners and residents in our community to ensure that these programmes are relevant to the communities we are part of.

"Faced with crisis, the man of character falls back on himself. He imposes his own stamp of actions, takes responsibility for it, makes it his own." – Charles de Gaulle. When the COVID-19 situation escalated in the fourth quarter, the team responded rapidly to revise the way we work to continue to serve the community. It was amazing how quickly the team got into action and grounds-up initiatives came fast and furious. There was little unhappiness or complaints when they had to work so differently. The team held together with one focus – we will put others before ourselves and every bit matters. As the world continues to evolve with a fair amount of unpredictability, we will evolve and excel in it as we hold onto why we do what we do and have a team that shares a common purpose and supports one another.

Lee Yean Wun
Executive Director
Kampong Kapor Community Services



MANAGEMENT COMMITTEE

Chairperson	Mr Yeo Oon Chye
Vice-Chairperson	Mr Wong Quek Hin
Honorary Secretary	Mr Lim Fang How
Honorary Treasurer	Mr Chia Ping Kheong
Assistant Honorary Treasurer	Ms Goh Poh Gek
Members	Mr Andrew How Wai Mun Mr Richard Fong Keng Thong Ms Yvonne Tan Peck Hong Ms Dorothy Ching Pui Wah Mr Lim Tanguy Yuteck Mr Evan Law Yew Kwong Mr Victor Lai Kuan Loong Mr Andrew Cheong Kwok Onn

HUMAN RESOURCE COMMITTEE

Chairperson	Mr Yeo Oon Chye
Members	Mr Wong Quek Hin Mr Lim Fang How Mr Andrew How Wai Mun

AUDIT COMMITTEE

Chairperson	Mr Victor Lai Kuan Loong
Members	Dr Clarence Tan Dr Kerwin Low

MANAGEMENT TEAM (as at 31 March 2020)

Executive Director, KKCS	Mrs Lee Yean Wun (appointed on 1 June 2017)
Centre Director, KKFSC	Ms Christina Ng Choo Hon
Centre Director, WFSC	Ms Jessica Chan Rho Szu
Head, Safe & Strong Families – Preservation	
Practice Director, KKCS	Mr Udhia Kumar s/o Mukaya
Lead Social Worker, WFSC	Ms Jen Goh
Operations Manager, KKCS	Mr Richard Lee

MANAGEMENT SUBCOMMITTEES

OUR SERVICES





KAMPONG KAPOR FAMILY SERVICE CENTRE (KKFSC)

"Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution." - Aristotle

Intention marks how we continue to develop. We have been clear that we needed to expand our resources beyond Casework, Group Work and Community Work that defines the work in a Family Service Centre to develop programmes that can further value-add to the people we worked with. This year saw the evolution of various programmes for children and families. Programme development was less random: guided by needs assessment, collaboration with the community as a key principle and the use of logic model in our planning and evaluation.

Junior leaders have been identified and intentionally groomed to take on more leadership roles. They did well, learning and rising to new challenges. Turnover had also been stable. New initiatives in leadership development, such as exposing them to management experience, shadowing and putting more emphasis on management and leadership training of the junior leaders had been introduced.

Being in a community with a high representation of lower income families and a large population of rough sleepers meant that when the COVID-19 pandemic hit the nation, these groups were hit much harder. As an organisation, we had to brace ourselves to work differently and respond quickly to meet the changing needs. We ended the period moving into a future which we would never have anticipated and planned for. We knew we had to be ready to give up some pre-existing ways of practice and find new ways to solve new problems. As a team we need to innovate, be resilient and continue to evolve.

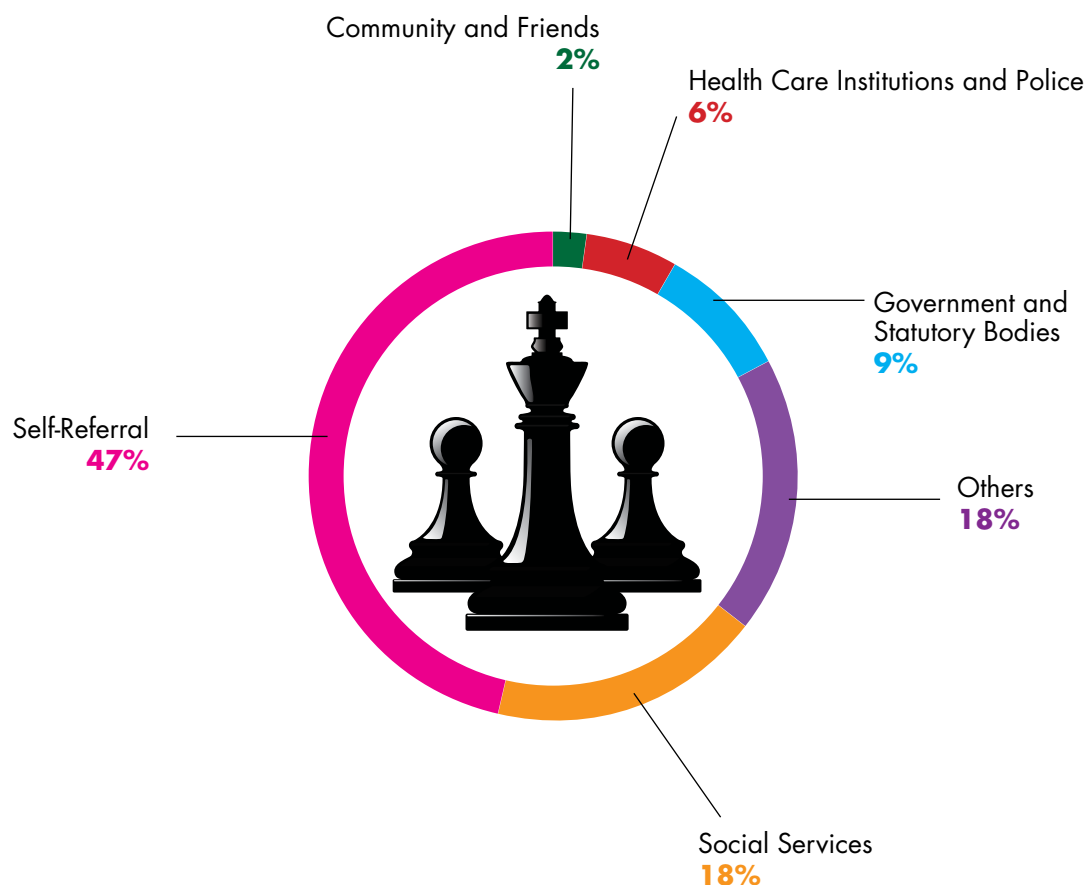
INFORMATION & REFERRAL (I&R)

KKFSC attended to a total of 512 enquiries in FY2019/2020, with 274 referred by partners and the remaining were walk-ins or self-referred. 63% of these total enquiries were serviced with providing needed information and short-term supportive casework or linking them to the appropriate and relevant external services. The remaining 37% were recommended for casework and counselling services. The Social Service Office is a significant source of referrals, marking our collaborative efforts in engaging the service users in an intentional and holistic manner.

With the ever-changing landscape and new needs from the clients and service users, the Intake Team continued to attend relevant training so as to be better equipped to handle the variety of demands, as well as to be able to conduct preliminary needs and risk assessment promptly.

As the Intake Team is the first point of contact for residents and the community alike, we will continue to meet and actively network with key partners to ensure that our services are provided in a seamless and timely manner as always.

Sources of Referrals





CASEWORK & COUNSELLING SERVICES

Total number of cases	653
Total new cases	189
Total number of sessions	4236

A total of 653 families and individuals were served during this period. Of these clients, we saw an increase in the number of cases coming from those living in the purchased HDB flats as well as those staying in private properties. More than half of our cases (60%), however, continued to be those who live in the 1-2 room HDB rental flats.

35% of the cases presented pertained to financial concerns and this was a drop from previous year of 40%. Service users may have, over time, become clearer of the resources available and are better able to approach the

relevant organisations directly for their needs. However, we saw a slight increase, from the previous 8% to 10%, of cases presenting family violence, and emotional and mental health (10%). These have been in line with the trend that we have observed.

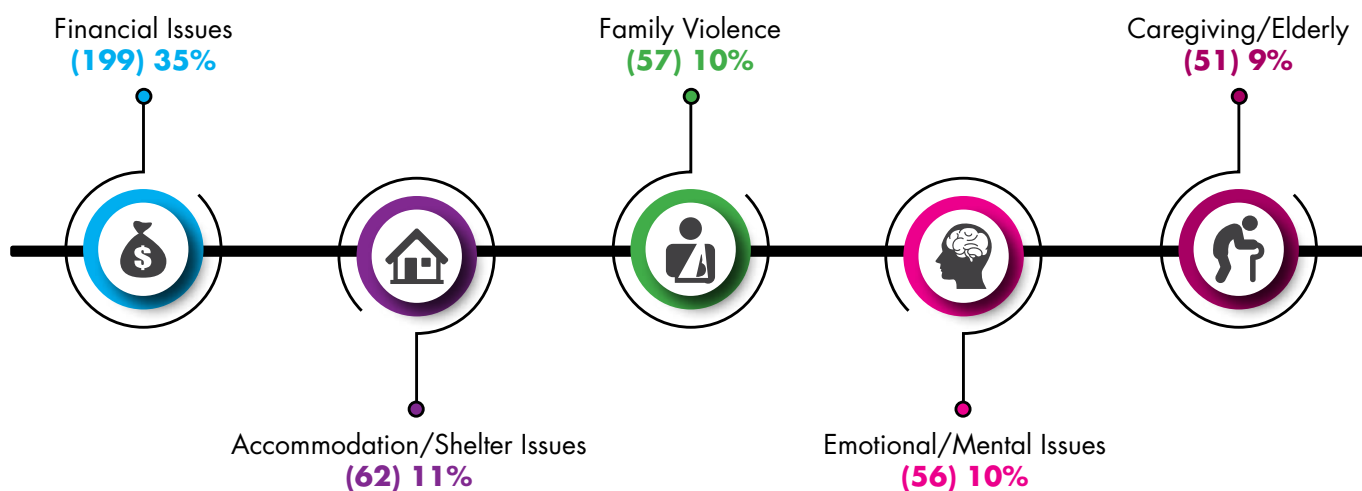
For FY2019/2020, we had successfully linked approximately 60% of the clients to the appropriate agencies for assistance. 80% of the clients achieved at least 50% of goals set out for them. 86% of them also saw their self-reliance and resilience capacity enhanced at case closure.

Case Complexity/Risk Grouping	Average Percentage
Group 2	54.3%
Group 3	40.7%
Group 4	5.0%

We had also, over the year, seen a high proportion of cases with multiple needs and risk. The proportion of Group 3 and 4 cases are generally higher than sector's average. This meant that our workers needed to be able to assist with a cross spectrum of needs and in this respect, we have been focusing on developing their skills in the management of cases with risk.

Rough sleepers is a group that has been our concern and being in Central Singapore, our community appears to have more rough sleepers congregating. The ongoing COVID-19 situation has pushed those who did not want to seek help previously to be more receptive to workers going in to provide assistance. This presented an opportunity to engage the rough sleepers as well as having formal systems responding much quicker to address their accommodation needs.

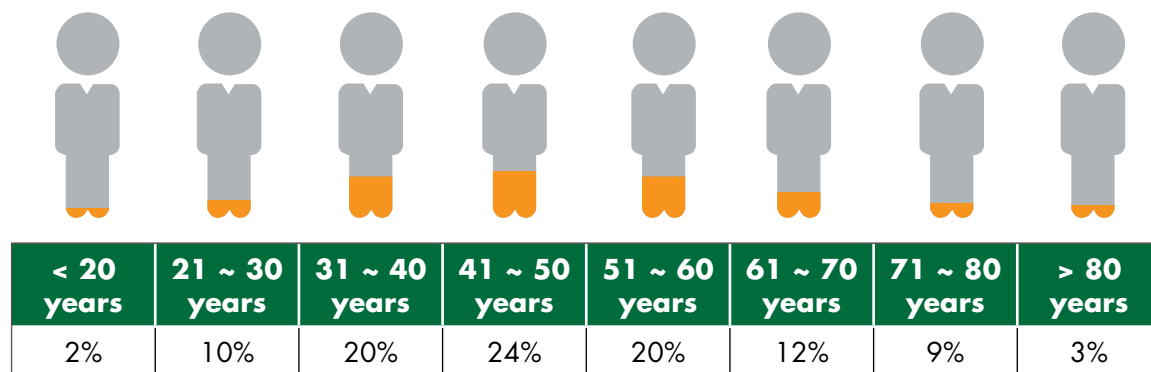
Top 5 Presenting Issues



Housing Type



Age Group



Stories Lived

The Group Work Team embarked on the 3rd updated run of groupwork for elderly persons titled - Stories Lived. The initiative was helmed by social workers Tan Yan Shen, Tan Wen Shi, Dorcas Koh and Loo Kay-Enne, in collaboration of My Centre @ Moulmein. A total of 10 elderly participants took part in the four sessions that were held from October to December 2019. The group goals were co-constructed with inputs from the participants and they included: creating meaningful interactions through sharing of life experiences; cultivating new friendships while strengthening existing ones; staying active; and being more involved in recreational activities. A unique facet of the sessions in this run was the exploration and discussion of their strengths using the Clifton Strengths Theme as a guide. These strengths were identified across their lifetime in three broad categories of: Childhood Strengths, Adulthood Strengths and Present-Day Strengths. The participants gave positive feedback of the sessions in the areas of improved Social Networks, Personal Fulfillment in participating in the group through their life stories as well as being actively involved in the session activities and growing more friendships.



The Community Work Team is dedicated to the Strength and Asset based approach in partnering with residents and the local community partners, in an effort to encourage community ownership and asset building in local community.

2019 is a year that the Team took extra effort in building relationships with several key community partners such as Beyond Social Services (BSS), the Tibetan Buddhist Society, Wesley Youth Centre and IndieMAMA Enterprise to strengthen community social capital. Positioning ourselves as the “connector” and applying collaborative approach in working with these partners brought about greater synergy in engaging our residents and designing initiatives that serve them better.

Highlights

Youth Stories – Drug Awareness Programme

“Youth Stories - Drug Awareness Programme” is a collaborative effort between KKFSC and BSS to engage youths between the ages of 10 to 16 years old within the low income/high risk community to explore issues of substance abuse from community perspectives.

A professional trained in drama theory facilitated the programme by helping the youths narrate their stories of substance abuse and the impact of these abuse on them and their families. These stories were further used by the youths to co-script a drama. The programme culminated in a community theatre to showcase their own stories to the professionals in the community. Over the 12 sessions, the youths were able to forge a collective identity as they work together, and also built stronger relationships among themselves as well as with the professionals.



IndieMAMA Craft Talent

The Indie Mama Craft Talents Enterprise Programme is a community programme which gathers a group of craft talents and connect them to relevant coaches to upskill their enterprise capabilities. Craft talents will also be supported with seed money and an unique online marketing platform to start small home-based businesses of their own.

As a community work initiative, the programme connects talents and serves to build human capital within our community by:

- Connecting craft talents of the community to coaches and corporate organisations
- Enhancing capability and skillsets of craft talents to make and sell their crafts
- Uplifting self-worth and self-efficacy of craft talents in the process

As of FY2019/2020, the programme had nine coaches and had benefitted seven talents.



Learning Conversation – COVID-19 Outreach

The Team had, in view of the public health crisis, decided to take the opportunity to bring together our local community partners to reach out and psycho-educate the residents the importance of fighting COVID-19 together as a community. A total of 40 volunteers from KKFSC, the Tibetan Buddhist Centre, A Little Change Singapore, BSS and Youth Stories participated in the door-to-door outreach, covering at least 550 units in three rental blocks. More than 270 residents were engaged during the visit and received care packs that consisted of Dettol bar soaps, Clorox bleach wash, surgical mask, and an educational flyer on COVID-19. 150 care packs, containing surgical masks, hand wash, hand sanitizer and Vitamin C pastilles, provided by Central CDC were also distributed to the residents during the outreach.



Spotlight

Spotlight kicked off in September 2019 with a total of 17 participants aged nine to 12 years old. Through a series of six sessions, the programme aimed to raise children's awareness of community needs as well as impart new skills to address these issues. This included photography and interviewing workshops taught by students from the National University of Singapore (NUS), and a photography trail around Jalan Besar. The children also took action on the problem of community cleanliness by doing a clean-up of the playground next to Block 2 Kitchener Road in November 2019. To showcase their work and raise awareness of the issue, their photographs and craftwork were displayed at Kampong Play in the same month. The programme ended off with a Christmas party at Life Church to celebrate with their families in December 2019.



Trying their hand at interviewing and photography



Closing in on the object



Cleaning up the playground



Maintaining cleanliness of the block

AGAINST ALL ODDS

- Madam Sharifah Norma Binte Said Abdul Hamid



Madam Sharifah, the mother of two amazing teenagers, has been receiving services from KKFSC since 2016. Madam Sharifah became a full-time caregiver for her gravely ill auntie in 2015. When her family first approached KKFSC, it was to apply for the School Pocket Money Fund to tide them through their difficult financial situation. In 2017, KKFSC introduced Madam Sharifah to IndieMAMA, a home-based sewing business, with the hope that the programme might provide an additional avenue for her to supplement the household income. Since then, Madam Sharifah has worked her way up to become a key figure in the business, first through the mentoring of two other KKFSC clients in sewing skills and thereafter, to work directly with customers and also to manage logistics and finance for IndieMAMA. We at the KKFSC are proud of Madam Sharifah's achievements!



WHAMPOA FAMILY SERVICE CENTRE (WFSC)

WFSC moved to our permanent office in July 2018 and our official opening on 2 May 2019 was celebrated with our clients and community partners in a simple and intimate ceremony. All guests were given a specially commissioned coaster designed by Whampoa resident, Ms Choo. The places featured on the coaster included Sing Hon Loong Bakery, Whampoa Colour Centre, Whampoa Makan Place and dragon fountain which are iconic and fondly remembered by those familiar with the area. In recent years, new HDB flats and condominiums have been mushrooming within the estate. This juxtaposition of the old and new is presented to showcase the uniqueness of Whampoa.

The COVID-19 pandemic that swept through the nation during the last quarter of FY2019/2020 impacted the way we work with clients and we had to modify our existing methods of attending to their needs and keeping in touch. With face-to-face contact and sessions minimised, phone calls, emails, SMS and Whatsapp text messages became the primary modes to serve the clients remotely. For high-risk cases, we maintained close contact with the families and individuals by checking in regularly as well as working closely with relevant partners for monitoring and support.

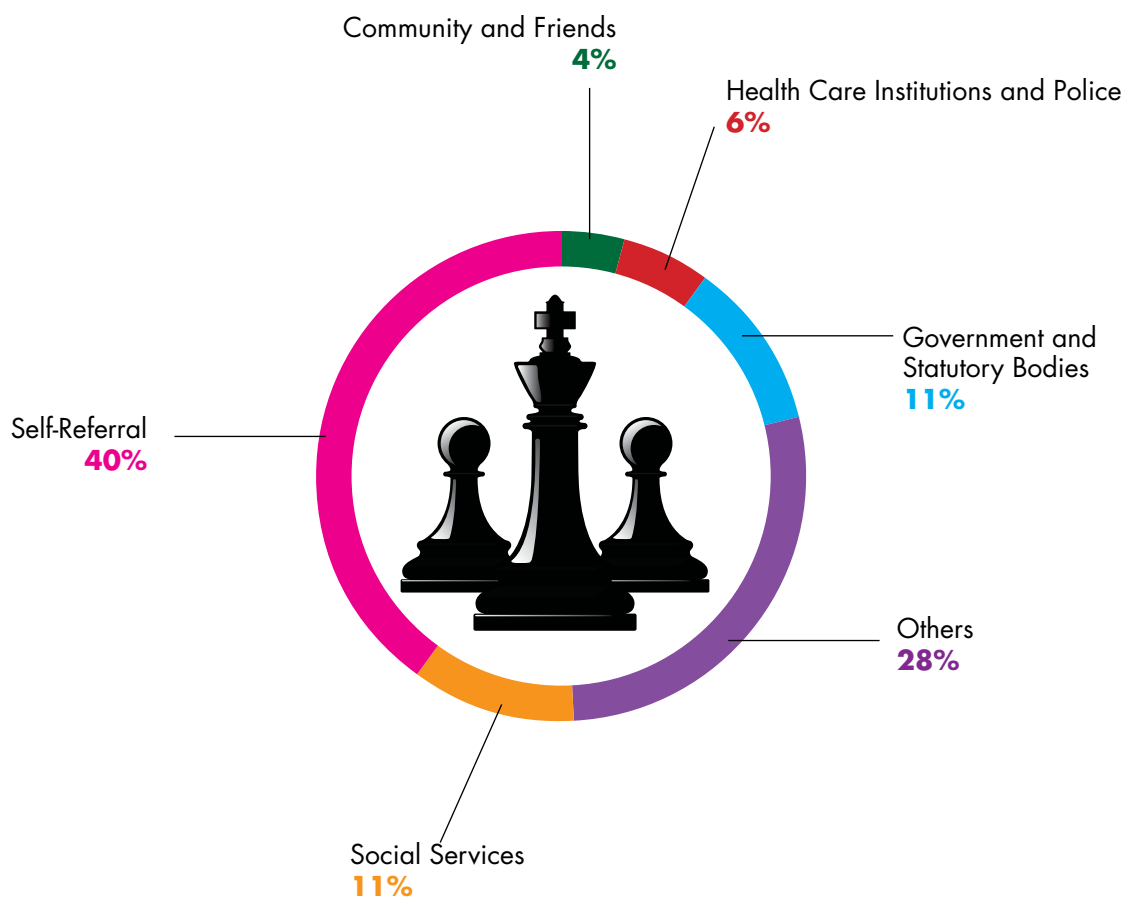
In the coming FY, we will continue to serve our clients and help see them through the difficulties they might be facing as the pandemic situation persists. We will, at the same time, strengthen our core services of Casework, Group Work and Community Work and develop Support Programmes so as to better serve the needs of the residents and community when the pandemic situation eases. We aim to build up the competencies of social work practitioners and counsellors to better meet the growing demands arising from family violence and mental health issues. We look forward to foster closer ties with our community partners in building up the capacity within the community.

INFORMATION & REFERRAL (I&R)

WFSC attended to a total of 280 enquiries in FY2019/2020, of which 169 were referred by partners and the rest were walk-ins or self-referred. Among these enquiries, 17% were serviced with the provision of information, short consultations as well as linking to appropriate external services. 5% of the enquiries did not require our services after first contact. More than half i.e. 52% of the remaining enquiries were assessed to be suitable for casework and counselling services to provide more in-depth work. 26% of the enquiries were pending an outcome at time of this report.

As the I&R Team is among the first to engage clients, in-house trainings were organised to help the Team manage the diverse range of needs presented and increase the capabilities of the Team to conduct preliminary assessment of needs and risks.

Sources of Referrals



CASEWORK & COUNSELLING SERVICES

Total number of cases	422
Total new cases	124
Total number of sessions	2827

WFSC served a total of 422 families and individuals in FY2019/2020. Of these clients, 28% reside in HDB rental flats, 58% reside in HDB purchased flats and 9% reside in private condominiums. These reflected the changing demographics in the Whampoa area, which has more purchased HDB flats and private residences.

33% of clients presented with financial issues but often there were other underlying issues. We continued to see a significant number of family violence cases (15%) as well as clients emotional/mental health issues (10%). Due to the significant numbers in these two areas, we will continue to focus on equipping the Team to ensure

adequate and up to par service delivery. With the view of cultivating new workers, we will also focus on in-house training for all workers in the areas of mental health and working with children who have experienced trauma.

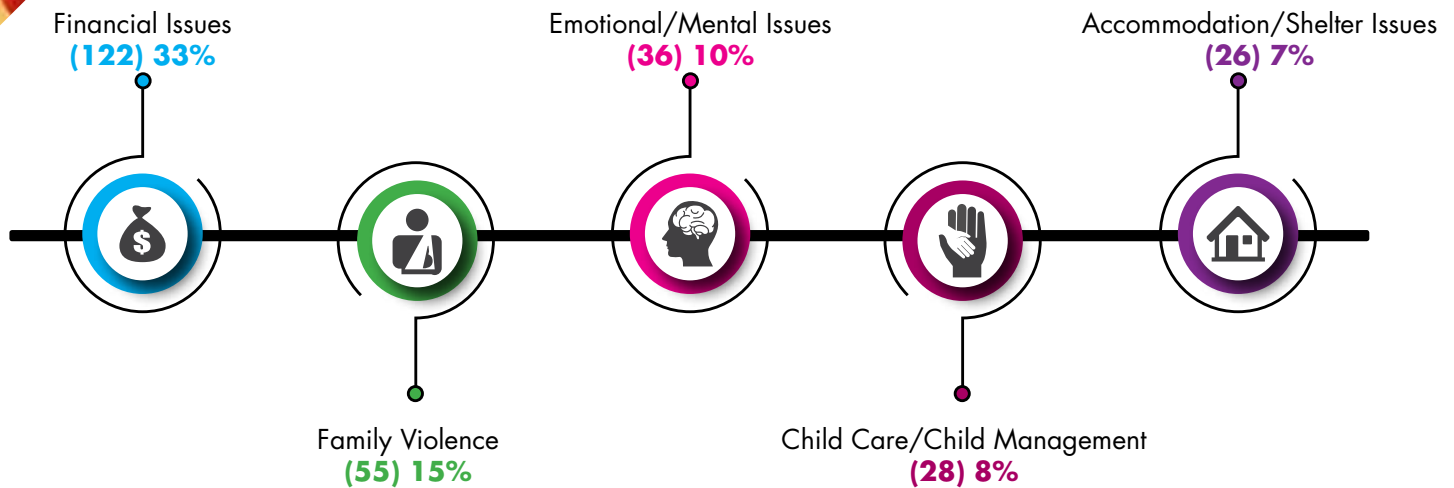
We managed to link up approximately 73% of the clients to the appropriate agencies for assistance in FY2019/2020. We were also heartened that 90% of the clients had been able to achieve at least 50% of goals set out for them. 77% of these clients also saw their self-reliance and resilience capacity enhanced at case closure.

Case Complexity/Risk Grouping	Average Percentage
Group 2	60.5%
Group 3	36.4%
Group 4	3.1%

As we continue to see cases with higher needs and risks, our workers are required to be able to assist with a cross spectrum of needs and in this respect, we have been focusing on developing their skills in the management of cases with risk.

To help facilitate the monitoring of vulnerable adults and children in the community as well as to create better synergy with the Community Work Team, both Teams will be working on a three-year plan to achieve better engagement together to provide a more thorough network of monitoring.

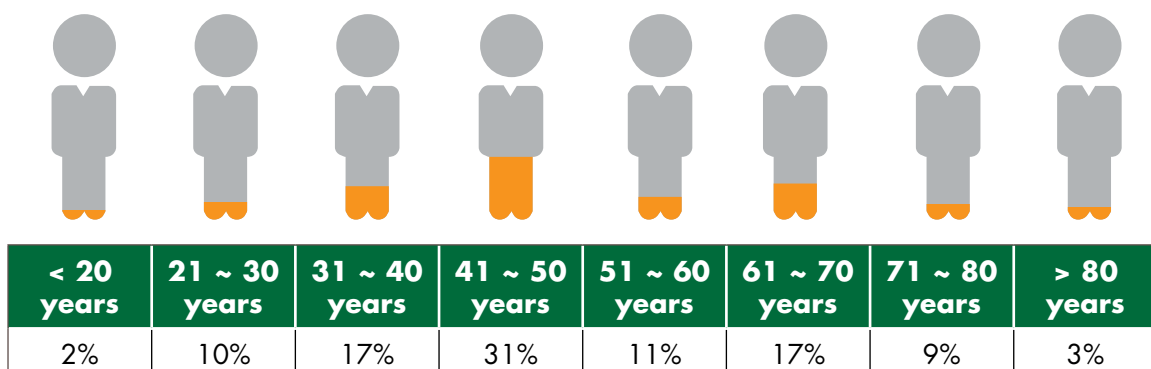
Top 5 Presenting Issues



Housing Type



Age Group



Safe Me! – A Protective Behaviours Groupwork

WFSC started a groupwork on protective behaviours for children between the ages of 10 to 12 years old. The topic for the groupwork was decided after conducting surveys and a focus group discussion with children to find out their needs in the community. Many children highlighted issues of bullying and safety in schools and in their neighbourhood, which made them feel unsafe. To address this need, Safe Me! was born to empower children living in the Whampoa community with resilience and safety awareness.

A briefing was held for parents before the start of the groupwork to provide information about the programme and give them practical ways of supporting their children's learning during the course of the groupwork.

Through a structured eight weeks programme, children would learn to identify situations where they feel unsafe and worried, and explore the practical methods to keep themselves safe. The sessions were adapted from a programme taught in schools in Western Australia. Activities and games, along with interactive discussions were used to emphasise the two main themes of protective behaviours, which are:

- 1) We all have the right to feel safe all the time
- 2) We can talk with someone about anything, even if it is awful or small

The children appeared to have enjoyed themselves and look forward to attending the sessions to come.



Having settled into our new premises in July 2018, the Community Work Team spent FY2019/2020 connecting with the residents in the community, in particular those living in Jalan Tenteram. The budding relationship with the residents has enabled the Team to catch a glimpse of life in Jalan Tenteram, as well as to hear first-hand of the strengths, interests and issues within.

Highlights

The Team spent the last FY walking and befriending residents from Jalan Tenteram. Through honest and open conversations with them, the team of social workers uncovered issues which the residents felt troubled with, such as the estate's hygiene, high-rise littering and difficult relationships between the elderly and the youth populations. They also felt listened to as they were unsure who they could share those thoughts with. While these issues have brought about challenges for the residents in the community, we were heartened to learn that they are open to the idea of organising themselves to tackle the issues.

Moving ahead, the Team will continue to partner the residents to form task groups and explore creative ways to manage with the issues they surfaced. This method of community organising is new to the residents and understandably, would require some time for them to get used to. However, we firmly believe in the idea of residents taking the lead as they are the experts of their own community.

Sexual Harassment

WFSC was invited by BSS to be part of the group to look into the issue of sexual harassment with the community. The group also comprised residents and the representatives from the Singapore Police Force. In September 2019, the group had its first meeting where residents and staff of the agencies came together to share experiences and contribute ideas to stem the issue.



Group activity



Participants of the Conversation on Sexual Harassment

The residents shared their own experiences, as well as those of their friends-cum-neighbours' who were also victimised. Beyond that, some also gave suggestions on how they wish to be supported by the various professionals present in the meeting. Constructive ideas and feedback were given by the participants to come up with ways to stem the issue.

The group agreed to continue with this conversation and partner one another in efforts to tackle the issue of sexual harassment.

Da Vinci Mentoring Programme

WFSC partnered Whampoa Community Club and Whampoa Community Development and Welfare Fund for the Da Vinci Mentoring Programme. Under the programme, some children from the families served by WFSC were paired up with tertiary student volunteers for academic and mentoring support. The programme garnered rave reviews from parents and children alike. The parents found it helpful for their children to be supported in their academics whereas the children appreciated the volunteers' support beyond academics.

Project Hutang-Free

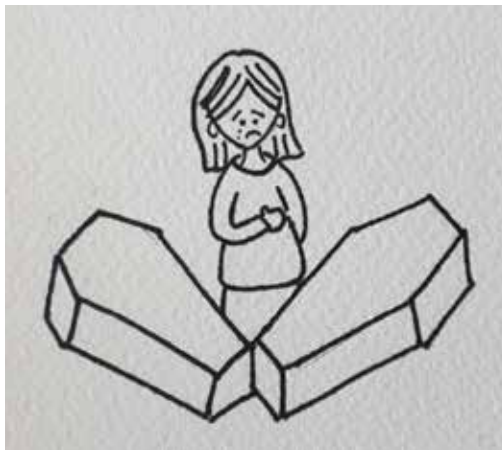
Project Hutang-Free is WFSC's pilot signature programme. The Project aims to support vulnerable families with chronic arrears issues and helps them to clear their arrears in essential services such as utilities, housing, Service & Conservancy, and childcare. The Project will match the families' payment for their arrears in incremental value over a six-month period and families can also participate in the matching-saving scheme for children for the following three months. During this period, families will be going through specialised counselling sessions tailored to enhance their knowledge in budgeting, increase awareness of their spending habits and help them prioritise their spending. The Project hopes to help these families to be more self-reliant and more resilient in the future. As at 31 March 2020, five families have registered to participate in the Project.



A Client's Journey

~through the eyes of a social worker, Ms Jen Goh~

I first met Madam Cheryl and her seven months old baby, Elizabeth at the hospital on 2 August 2017. Elizabeth was losing her fight to a genetic disorder. Her old sister, Bernie, had also passed on at five months old due to the same genetic disorder. I felt Madam Cheryl's love for Elizabeth as she caressed the latter speaking softly to her. Elizabeth passed away two days later in the arms of her mother. Her father was unable to be at the hospital due to a traffic accident in July 2017.



Since the death of Elizabeth, Madam Cheryl and her husband, Mr Theodore, battled with low spirits, leading to many conversations with God seeking to know why their two beautiful girls were taken away from them so soon. Madam Cheryl was then working as a midwife and it was tough for her as she was reminded of Bernie and Elizabeth at every birth. She resigned from her job and took a pay cut to be a nursing aide at a nursing home.

The couple's dream of a family has always been one with children and the passing of both Bernie and Elizabeth were extremely difficult for them. They were advised by doctors not to conceive naturally due to the increased risks of genetic disorder, and their efforts in exploring options and tests were also futile. The couple were distraught but they did not give up: their third child, Alexander, was born in February 2019 and he is a healthy baby, clear of any genetic disorder.

Throughout their grief journey with the loss of Bernie and Elizabeth, I saw the resiliency of the couple and how they held on to their dream of having a child. Their journey had been tough and sad, fraught with uncertainties and worries but the couple remained strong and positive throughout.

The couple's journey taught me to embrace the resiliency and strength of all the clients I serve. It helped me to see beyond the narratives of my clients and use their resiliency and strength as we journey together in this passage of life.



SAFE & STRONG FAMILIES- PRESERVATION (SSF-P)

The SSF-P Team entered its third year since its inception in April 2017, working with families and children referred by Ministry of Social and Family Development (MSF). SSF-P started off working with moderate risk cases and as the Team matured in the work, more complex and higher risk cases were also overseen by the Team.

The Team learned greatly from these families that we served: there were many high points where a celebration with the family was called for; there were many low points where the Team mourned the pain for the family we worked with and had stayed vigil with them. Through a closer collaboration with families, the Team saw exponential growth in a family's motivation to maintain change and be a better parent/caregiver for the children. SSF-P is not limited to just keeping children safe, but also to improve family functioning and quality of relationship with one another.

The Team does not work alone in achieving this; working closely with community networks also yield another benefit for the family. In most of the cases that the Team manages, active collaboration with partners, including FSCs, family violence specialist centres, child protective specialist centres, schools, student care, child care services and many other informal networks further ensure the safety of both the child and family alike.

The old African adage "it takes a village to care for the family" became alive in the work we do.

FY 2019/2020	Numbers
Total families referred	15
Total case closed	20
Total case opened	16
Total current active cases	8

Stronger Together

- A Collective Effort in Preserving the Family Unit



Mr Sam, Madam June and their four children were introduced to the SSF-P because many of the community partners were concerned with the poor supervision of the children, especially two of the boys who have special needs.

Madam June is the sole breadwinner with a cleaning job that provides a daily-rated wage. Mr Sam, on the other hand, stays at home to take care of the children. Mr Sam, however, struggles with health issues - heart problem and mental illness. He was

thus unable to manage all four children together at the same time and especially the two boys with special needs. As such, the boys were often seen loitering around the neighbourhood and even late into the night. They were also involved with a series of thefts, vandalism and other acts of mischief. These series of mischief caused concerns in the community where the family is residing. Members of the community were constantly on the lookout for the boys and had even extended their help to Mr Sam and Madam June.

During the course of SSF-P's work, a critical incident revolving the children resulted in a need for the children to be placed away from the parents temporarily. The incident put things into perspective for the Team, who realised that re-integration plans start from the day that the children have to be placed out of their home. The Team also had to manage and resolve other considerations and issues, such as, "How long should this out of home placement be?", "Are there extended family members who can help to look after children?" and "How can we continue to work with and support parents to care for their of children?".

Fortunately, the community stepped forward to rally around the family. The MSF helped to source for temporary placement and the children stayed at the designated place of safety for a period of time while the Team worked with the parents, the schools and student care to come out with a concrete plan to re-integrate the children back to the family progressively.

The community of partners (community agency, schools, school counsellors and FSC) did not stop engaging the family during this period of time. In fact, they continued in their efforts to ensure that the family is taken care of throughout. The collective efforts of the Team and the community partners ensured that a care arrangement for the other children was worked out quickly so that Madam June could continue working with minimal disruption, while Mr Sam continued to learn positive disciplinary methods to manage the boys when they return home eventually. The active community involvement allowed the Team to focus on providing intensive home-based intervention to support the caregivers.

With the commitment and hard work by the parents and the community partners, the children were returned home progressively within two months. While the Team's work with the family had ended, this network of community partners remains active and connected, and they continue to be a part of the family's safety and support network and look out for the children and parents.

OUR PEOPLE



CASEWORK SPECIALISATION TEAMS

Casework Specialisation Teams focus on broadening and enhancing the capabilities and skill sets of the workers in each of the particular areas, to ensure that they are better equipped to address the specific needs arising from the communities that we serve.

ELDERLY SERVICES

This year, the Elderly Service Team participated in various community initiatives that addressed the common needs and challenges faced by elderly in the community. KKFSC contributed to the community practice wisdom through the following avenues:

In March 2019, the Team conducted a single session reminiscent activity with AWWA Integrated Home and Day Care Centre to explore creative interventions with clientele of higher care needs. Several sensory elements were explored for therapeutic recollection of past experiences. Seniors were engaged to meaningfully recall past experiences through the stimulation of visual, sounds, smell, touch, taste. The activity benefited 12 elderly and we received positive feedback from the partnering agency.

In July and August 2019, social workers Lorna Goh and Khoo Yun Wei conducted a sharing session with community partners in the Kallang-Rochor region to create awareness of KKFSC's support for elderly experiencing abuse and mental health concerns. Our workers also presented case examples as well as intervention methods to support these needs. Over 60 people attended and benefited from both sessions.


FAMILY VIOLENCE

Social workers Jessica Chan and Tan Wei Wen conducted three half-day sessions on the topic: "Safe and Together Model to Work with Families with Children on Family Violence Issues" for the Family Violence Team and the senior social workers handling family violence in May 2019. A three-hour training on "Theoretical Orientations and Practice Framework in working with Family Violence" was also conducted for 21 supervisors on 6 September 2019 by Ms Seah Kheng Yeow, a practitioner with many years of experience in family violence.

Some of the programmes planned by the Team in upcoming year include a "Love Is..." workshop; training on "Understanding Men Who abuse and Men Who Survive"; and "First Responder Training for Disclosure of Sexual Abuse". The Team will also provide support to the Intake Team on Family Violence assessment and intervention.

FAMWORKS

In April 2019, the Parent Team conducted a survey with 23 social workers from KKFSC and WFSC whose clients include families with children below six years of age. The workers shared their concerns and one common issue brought up by the workers was on how to engage parents to talk about parenting issues. To address this concern, the Parent Team adapted and modified checklists which the workers can refer to as a communication tool to be used when they engage with the parents, and will also be conducting training for them to further develop their skills in this area in the FY2020/2021. The Parent Team also recognised the importance of strengthening the attachment bond between parent and child and has, in the pipeline, plans to run a play group for parents from vulnerable families, in hopes of providing them a platform to play and have fun with their children.



The Children Team had in the FY2019/2020 been on a learning journey of exploration, gathering knowledge and information as well as conducting visitations to relevant services in the sector that work with children who are affected by traumatic episodes. The Team thereafter presented our learnings to our fellow colleagues over two lunch time sharing sessions on Trauma in Children in February 2020.

The Team has decided to focus on and to provide counselling for children in our community, who have had experienced traumatic episodes that impacted them. The Team will also continue to share resources with fellow colleagues on ways to support parents/ caregivers whose children are impacted by traumatic episodes.



MENTAL HEALTH

The key focus of the Mental Health Team is to increase the mental health literacy among the workers, which we achieved by adopting bite-sized training to improve our workers' competency in mental health issues. Two one-hour talks on the topics: "Mood Disorders" and "Engaging Our Clients with Mental Conditions Effectively using Narrative Therapy" were held in April and October 2019, respectively. We also had a successful collaboration with the NUS to conduct a one-day workshop on the topic: "Identification and Treatment of Schizophrenia Spectrum Disorders in Adults". Twenty-six KKCS staff participated in the Workshop and provided positive feedback. A Mental Health Corner, with quarterly updates of tips and best practice guidelines on selected mental health topics, had also been set up at both KKFSC and WFSC to offer workers easy access to these resources.



Workers who attended the Workshop "Identification and Treatment of Schizophrenia Spectrum Disorders in Adults"

The Team also attended networking sessions with major community partners and through these sessions, we learnt of and decided to take part in the Peer Specialist Support Project in February 2020. The programme, launched by the National Council of Social Service, provides competency-based training for persons with mental health conditions to leverage their lived experience to support others in their recovery from similar conditions. KKCS is hosting a participant in this programme to do the practicum at KKFSC.



The Workshop "Identification and Treatment of Schizophrenia Spectrum Disorders in Adults" facilitated by the NUS

WELL

It has been a slow start for the Team of four in Well. We served a total of five clients, of which three were existing clients and the remaining two were referred by external agencies. Sadly though, four passed away and although it was an expected outcome, the Team still felt a lingering sense of sadness. Memories of the client listening to Christian songs, finding a niche with the client and fulfilling some of their final wishes will be kept with the respective workers. The work does not stop when the clients are no longer around as we continue to work with their families to help them through their loss.

We are not alone in this journey and the Children's Cancer Foundation, HCA Hospice Care, Dover Park Hospice as well as Methodist Welfare Services Home Hospice were among those we worked with, and we hope to expand this as we continue to serve clients who are in the final stage of their journey.

Moving forward, we hope to reach out to more partners and as a Team, we want to build our capabilities in skills and knowledge to meet the challenges in the coming year.

Casework Consultation

Growth Teams

KKCS continued with the conduct of four Growth Teams (GT) sessions for the entire clinical staff. Three GTs were facilitated by external facilitators, namely, Ms Foo Soo Jen and Ms Jade Lim from the Care and Counselling Centre, as well as Ms Seah Kheng Yeow and Mr Tan Boon Huat, both of whom are independent practitioners. The GT sessions covered various topics of clinical growth and expansion depending on the needs of the various teams. Live Supervision, Taped Supervision as well as Supervision of Supervision were some of the methods employed. Growth Team 1 had a learning component built in where they explored foundation and intermediate helping skills and knowledge. The positive feedback obtained from the GT participants affirmed its effectiveness and the sessions will continue in the FY2020/2021.

Asian Academy of Family Therapy (AAFT) Conference 2019

The 6th AAFT Conference was held in July 2019 and a number of workers from KKCS: Lorna Goh, Freda Choi, Tan Wen Shi, Denise Edna Jeevan Ponnampalam, Indujaa Krishnamoorthy and Hazel Tan attended the Conference in Batam, Indonesia. The theme of the Conference: "Shades of Spirituality and Beyond: Family Therapy Practice in the 21st Century Asia" was in line with and relevant to the work done at KKCS. Another worker, Ashley Lim, attended the post-Conference Workshop of "Researching from within Living Mo(ve)ments of Practice" that was held in Singapore. The delegation reported positive feedback of the learning and connections they were able to make with the Family Therapy fraternity both in Asia and beyond.



Our workers at the AAFT Conference 2019

OUR STAFF

(as at 31 March 2020)



Corporate Office

Executive Director

Lee Yean Wun

Practice Director

Udhia Kumar s/o Mukaya

Operations Manager

Richard Lee

Admin Accounts Executive

Nang Win Kyar

Corporate Services Executive

Joscelyn Tan

Ong Ai Hui

Whampoa Family Service Centre

Centre Director

Christina Ng

Professional

Chua Minrui

Danny Ch'ng

Dorcas Koh

Jaslyn Chin

Jen Goh

Joanne Chien

Linda Lim

Ooi Zhi Heng

Sapna Mathews

Shane Lim

Tan Jia Wei

Tan Limin

Tan Yan Shen

Travis Lee

Yeo Hwee Keng

Administrative

Lily Lim

Tan Mui Gek

Kampong Kapor Family Service Centre

Centre Director

Lee Yean Wun

Professional

Adrena Binte Adnan Lee Abdullah

Chew Jia Hui

Devika Kumarasamy

Freda Choi

Guan Jiaying

Khoo Yun Wei

Liao Liwen

Lim Meng Han

Kathy Lo

Loo Kay-Enne

Lorna Goh

Lynette Tham

Navin Nathaniel Kirinaris

Nel Lim

Patrice Lim

Stella Wong

Tan Wei Wen

Tan Wen Shi

Tay Shu Wen

Therese Chan

Wee Yep Peoh

Zulhakim Bin Mustar

Administrative

Anna Chio

Irene Lim

Safe & Strong Families - Preservation

Head/ Lead Social Worker

Jessica Chan

Professional

Ashley Lim

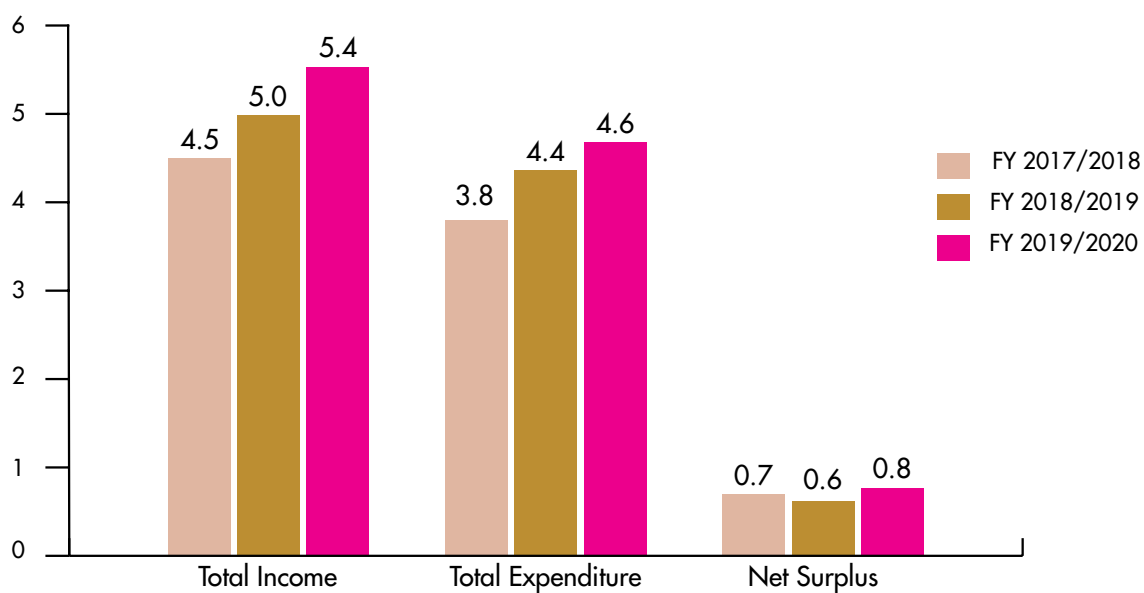
Fedora Tan

Gwendoline Ng

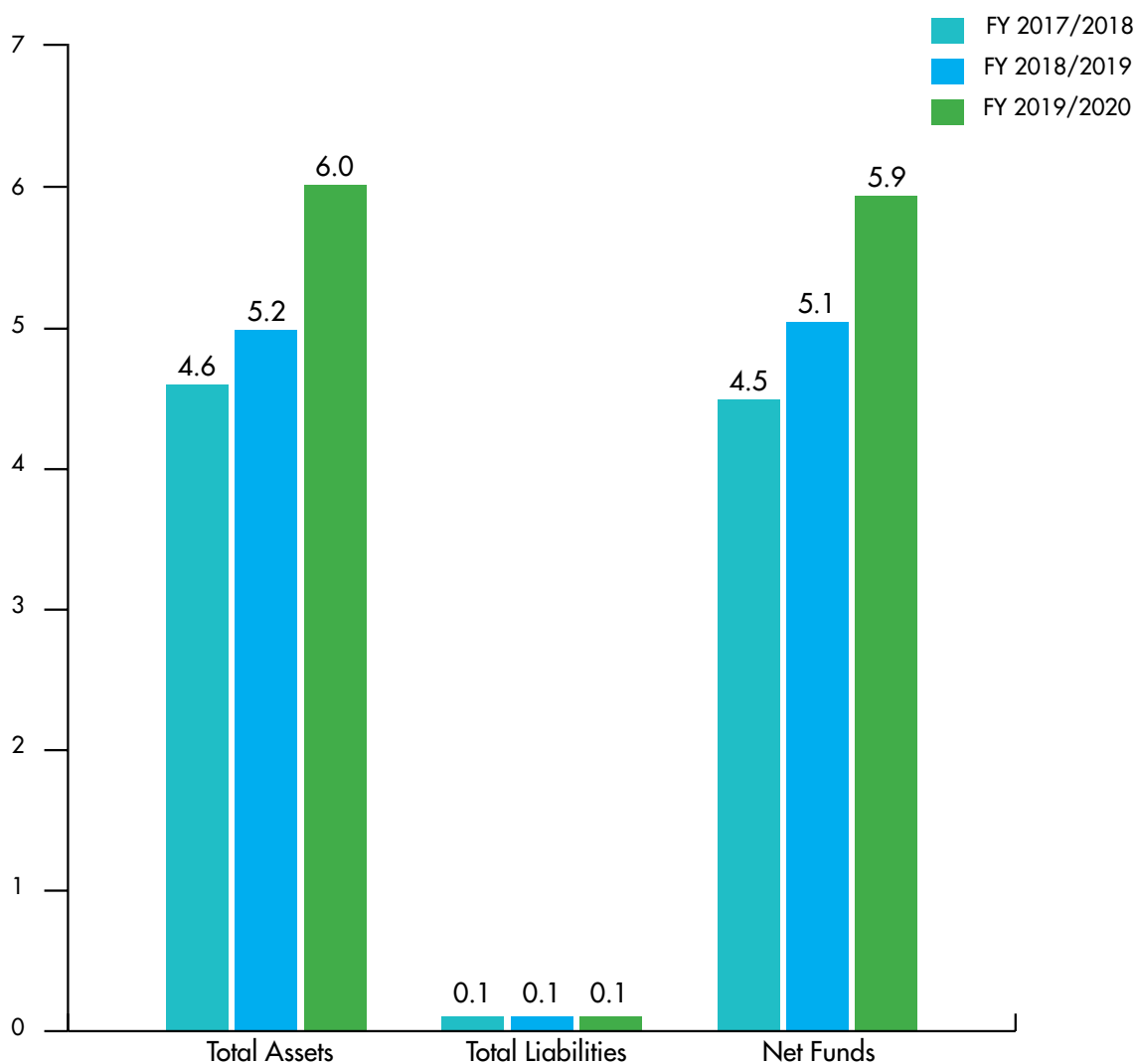
Renganathan s/o

Panneer Selvam

Income & Expenditure (\$M)



Balance Sheet (\$M)



KKCS has complied with all the applicable guidelines of the Code of Governance Evaluation Checklist for the Institutions of a Public Character (IPCs). The full checklist may be viewed at www.charities.gov.sg.

Disclosure & Transparency

Management Committee (MC) Attendance Listing

Name of MC member	Current Designation (Appointment Date)	Attendance at MC meeting
Mr Yeo Oon Chye	Chairperson (wef 1 April 2016)	6 of 6
Mr Wong Quek Hin	Vice-Chairperson (wef 1 April 2016)	5 of 6
Mr Lim Fang How	Honorary Secretary (wef 1 April 2016)	5 of 6
Mr Chia Ping Kheong	Honorary Treasurer (wef 1 April 2018)	6 of 6
Ms Goh Poh Gek	Assistant Honorary Treasurer (wef 1 April 2018)	5 of 6
Mr Richard Fong Keng Thong	Member (wef 1 April 2010)	5 of 6
Ms Yvonne Tan Peck Hong	Member (wef 1 April 2010)	1 of 6
Mr Koh Tien Gui	Member (wef 1 April 2010; until 30 September 2019)	0 of 3
Mr Ho Chee Nen	Member (wef 1 April 2010; until 30 September 2019)	1 of 3
Mr Andrew How Wai Mun	Member (wef 17 May 2018)	4 of 6
Ms Dorothy Ching Pui Wah	Member (wef 17 May 2018)	4 of 6
Mr Lim Tanguy Yuteck	Member (wef 1 October 2019)	3 of 3
Mr Evan Law Yew Kwong	Member (wef 1 October 2019)	2 of 3
Mr Victor Lai Kuan Loong	Member (wef 1 October 2019)	2 of 3
Mr Andrew Cheong Kwok Onn	Member (wef 1 October 2019)	3 of 3

The MC do not receive any form of remuneration.

The remuneration band of the top 3 Executives for FY 2019/2020:

Remuneration Band	FY2019/2020	FY2018/2019	FY2017/2018
\$100,001 to \$200,000	3	3	3

There is no paid staff, being a close member of the family belonging/related to the MC and/or the Executive Director of KKCS, who has received remuneration exceeding \$50,000 during the Financial Year.



Conflict of Interest Policy

A system of checks and accountability is in place to ensure corporate governance. KKCS has a conflict of interest policy to provide guidance in the decisions made by the MC, Sub-Committees and Senior Management.

Procedure Regulating Supply and Provision of Goods and/or Services by Related Parties

Any member of the MC or KKCS employee who desires to supply or provide goods and/or services, either directly or indirectly, must declare his/her interest in writing to the Chairperson, with a copy extended to the Treasurer.

Reserve and Restricted Funds Policy

Reserves are maintained to provide working capital and enable KKCS to develop over the longer term. They are not expected to exceed the equivalent of 2 years of KKCS' expenditure.

Designated Funds and Restricted Funds are donations or grants received that are set aside for specific projects and expensed, in accordance with the donors' wishes or stipulated by government ministries.

Institution of A Public Character Status and Donations

KKCS is an Institution of a Public Character and is able to issue tax deductible receipts for qualifying donations to donors. KKCS however does not engage in any commercial fundraising activities or solicit donations through external platforms. Any donation to the KKCS is therefore unsolicited and will be used to fund its operations and programmes.

Loans

KKCS does not make out loans to the MC, employees, any related parties or third parties.

Anti-Money Laundering Policy

KKCS has an Anti-Money Laundering and Countering Financing Terrorism Policy in place, with proper guidelines and procedures established to detect, prevent, identify and escalate potential money laundering and/or terror financing activities related to the organisation.

Code of Conduct

KKCS has set out a Code of Conduct policy for the MC, employees and volunteers.

Managing Risks

The MC has established procedures and systems to identify, monitor, review and manage any major risks that KKCS may be exposed to.

Whistleblowing Policy

KKCS is committed to the highest standard of ethical behavior and sound corporate governance. The whistleblowing policy is intended to provide guidance to those who have concerns about possible irregularities or wrongdoings within KKCS.

Corporate Communications

KKCS has a communications policy that establishes procedures related to the release of information to the stakeholders, media and the public.

ACKNOWLEDGEMENT

We wish to thank the following institutions and companies for supporting our efforts to help families in need.

A Little Change Singapore
Agency for Integrated Care
Beyond Social Services
Boys' Brigade Singapore
Carehut (Stamford Primary School)
Chong Hua Tong Seniors Activity Centre
City Missions Church
Enfant Educare Pte Ltd
EngineeringGood
FoodBank Singapore
Heart Warmers Volunteer Group
Hope Centre
Indie MAMA Enterprise and Volunteers
Jalan Besar Community Club
Kampong Glam Community Club
Kampong Kapor Methodist Church
King George's Avenue Senior Activity Centre
KWS Care @ Jalan Besar
Lorong Limau Residents' Committee
MWS Wesley Senior Activity Centre
My First Skool
PCF Sparkletot
Peace Connect
Project Stable Staples
Silver Generation Office
Singapore Police Force
Singapore Polytechnic
Singapore Red Cross
Social Service Office @ Jalan Besar
St Vincent De Paul
Stuff'D
The Good Space
Thye Hua Kwan Moral Charities
Tibetan Buddhist Society
Wesley Youth Centre
Whampoa Community Club
Whampoa Community Development and Welfare Fund

Reaching Out, Touching Lives

— Every piece in a chess game
can be the deciding factor