



Annual Report 2020/2021

Riding the COVID Storm with KKCS Spirit



Kampong Kapor
Community Services

Affiliated to Kampong Kapor Methodist Church

ABOUT US

Kampong Kapor Community Services (KKCS) is a social service organisation registered with the Registrar of Societies. We are a member of the National Council of Social Services and a charity with an Institution of a Public Character (IPC). We started our journey in 1978 with the Kampong Kapor Methodist Church reaching out to the children living around the church by providing academic support. 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 crisis.

OUR VALUES



Trust



Respect worth &
dignity of people



Uncompromising
Integrity



Service to All



Teamwork

Organisation Information

UEN : T10SS0030D
Auditor : Baker Tilly
Registered Address : Block 2 Kitchener Road #03-89 Singapore 200002

Kampong Kapor Family Service Centre (KKFSC)

Address : Block 2 Kitchener Road #03-89 Singapore 200002

Whampoa Family Service Centre (WFSC)

Address : Blk 78A Lorong Limau #01-01 Singapore 321078

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MESSAGE FROM THE CHAIRMAN

FY2020 was an “annus horribilis extraordinarius”. The pandemic left virtually nothing untouched. Kampong Kapor Community Services (KKCS) is no exception. The upheaval it wreaked, has compounded the issues and stresses faced by the vulnerable in our community – from loss of jobs and income, to ensuing financial difficulties, to intensified strains during the “Circuit Breaker” brought on by safe management measures.

That caused a sharp rise in the demand for KKCS services. New cases jumped up by 26% over the previous financial year, with a spike in March-May 2020. The top three presenting issues were related to financial difficulties, the need for accommodation, and emotional and mental stresses.

Unfortunately, the pandemic has also caused child abuse cases to jump 20% in Singapore, as recently reported in the press. This has kept our Safe and Strong Families-Preservation team very busy, working with affected families to protect the children at risk.

Team KKCS has performed very commendably to meet the extraordinary challenges. Their work was made all the more difficult due to the restrictions imposed by the pandemic measures. But these did not prevent our social workers from actively reaching out to the vulnerable, and finding creative ways to render assistance and support to families and ensure they stayed safe. At the same time, faced with higher stress at their work, the team gave crucial attention to self-care and provided one another with mutual support.

In such a difficult year, one might have expected the pandemic to slow down the growth of KKCS. Yet in FY2020, we took on further opportunities to serve the community. Supported by SGCares (under MCCY), KKCS established a Volunteer Centre in November 2020. Its mission is to build up and manage a pool of volunteers who will be deployed at social service agencies in our region that require volunteer resources. Besides this, another major and new service programme to further strengthen families, is in the pipeline for FY2022.



These additions to the KKCS suite of services will enhance the impact that we make in the community. It is imperative that we grow our organisational capability at a commensurate pace, so as to enable us to continue to deliver our services effectively. It is not just in staff strength, which grew from 53 in the previous year to 63 in FY2020, but also in our capability maturity and development of new leaders. Having significantly strengthened our governance systems in FY2020, we will be embarking on a few organisational development projects that will further strengthen KKCS.

This pandemic is not going away in FY2021; at the time of writing, Singapore has been placed on “Heightened Alert”. But I have every confidence that no matter what new challenges await, Team KKCS will continue relentlessly to pursue our Mission, and make the difference in the lives of the vulnerable around us.

Yeo Oon Chye
Chairman, 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

MANAGEMENT SUBCOMMITTEES

HUMAN RESOURCE COMMITTEE

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

NOMINATION COMMITTEE

Chairperson	Mr Lim Tanguy Yuteck
Members	Mr Andrew How PS Tay Kay Leong

AUDIT COMMITTEE

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

MANAGEMENT TEAM (as at 31 March 2021)

Executive Director, KKCS	Mrs Lee Yean Wun (wef 1 June 2017)
Centre Director, KKFSC	
Centre Director, WFSC	Ms Christina Ng Choo Hon
Head, Safe & Strong Families – Preservation	Ms Jessica Chan Rho Szu (until 30 June 2020) Ms Ashley Lim (wef 1 July 2020)
Practice Director, KKCS	Mr Udhia Kumar s/o Mukaya
Lead Social Worker, WFSC	Ms Jen Goh
Head, Corporate Services	Ms Yu Chin Hsia

OUR SERVICES



RIDING THE STORM - OUR RESPONSE, OUR SHARED EXPERIENCE

The storm of Covid-19 has changed the world, and our organization bears no exception in having to ride the winds of change. During the circuit breaker period, almost overnight we had to change how we deliver services to our clients - from connecting face-to-face to virtual contact. Since then, we have adapted to the new normal and evolved the ways in which we serve the vulnerable. We routinely checked in with clients via phone, video calls and text messages as anxieties flared over the unsettling situation. Conversations were intense, difficult and tiring. We remember how we worked together as a team to source for our clients not only for meals but for digital resources like laptops and internet access which had now become basic necessities. In the midst of chaos, we hear heartwarming stories of neighbours helping neighbours, and an abundance of ground-up initiatives to help those in need.

The challenges of moving quickly into digital ways of working was made easier with our more tech-savvy colleagues stepping up to help everyone learn and adjust. We were pushed to innovate and be creative in moving everything online, from meetings, client sessions, groupwork sessions, workshops with children and even team bonding. We are thankful for our hardworking and supportive teammates, without whom we would not have been able to stay motivated for our clients and serve our community. We fostered closer ties with stakeholders as we worked through existing work processes. We tapped on one another's strengths so that we could deliver timely assistance



to our clients. We cheered one another on and sent encouraging notes and little gifts. At times it could get difficult, as cases mount and challenges appear insurmountable, yet we persevered to work together respectfully. We have learnt to be kinder and more patient to ourselves and to one another.

Covid-19 is here to stay, and it will continue to change our lives and affect how we work. We will ride out the storm together with our community, clients and staff and embark on more creative ways to serve in the journey to brighter days ahead.

INFORMATION & REFERRAL

PEOPLE; KEEPING PEOPLE IN THE HEART OF ALL WE DO
– OUR CLIENTS, COMMUNITY, STAFF



In FY2020/2021, KKFSC attended to a total of 587 enquiries while WFSC attended to a total of 359 enquiries. The top 3 presenting issues for KKFSC were accommodation issues, followed by financial issues and family violence. For WFSC, the top 3 presenting issues were financial issues, followed by accommodation issues and emotional issues.

When Covid-19 affected Singapore, the circuit breaker lockdown period ensued in April and May 2020. Those sleeping on the streets, often referred to as “rough sleepers”, were strongly encouraged to seek shelter. Another vulnerable group that emerged from this situation were those that had to return from overseas with no family support or financial means, and therefore found themselves homeless. KKFSC saw a two fold increase of this presenting issue quarter-on-quarter after the lockdown period, from 22% to 45%. This figure did not drop significantly even in the last quarter of this year. This is a complex phenomenon that requires speedy response, close collaboration with various partners as well as in-depth intra-personal work. One social worker from the team had to serve Stay-Home Notice (SHN) as she had spent substantial time with a rough sleeper who was later tested positive for Covid-19, while facilitating his admission into a temporary shelter. The risk of being infected by COVID-19 was a reality but the team did not stop our work with clients even during the lockdown.

The Singapore economy was affected by the lockdown and a portion of the community we serve were also affected. A quarter of intakes presented with financial concerns in both KKFSC and WFSC. The team continued to open our doors to this vulnerable population and extended practical assistance during these trying times. When the Covid-19 Support

Grants started rolling out, part of the team lent a helping hand to our partner, the Social Service Office @ Jalan Besar to better serve the community.

In the past year, there has also been an increasing number of intakes related to family issues and/or violence. The nation-wide lockdown and school closures in Singapore may have contributed to individuals and families experiencing more stress, hence leading to more tension within the family. WFSC noticed the number of intakes presented with family violence doubled during the lockdown. The team continued to monitor the well-being of families with risk concerns through innovative, non-conventional ways such as video-calls and Zoom intake sessions.

While we are gradually reopening, there is a likelihood that accommodation and financial issues will continue to be prevalent in the community in FY2021/2022. The team may face difficulties in assisting clients to obtain temporary shelter or accommodation through formal systems as they are possibly also facing an increase in the number of rough sleepers. It would therefore be a good opportunity for the team to network with non-traditional informal resources and even advocate for growth of such resources.

Another emerging trend is a possible increase in the number of intake cases with violence as the presenting issue. The launch of the National Anti-Violence Helpline (NAVH) in January 2021 might lead to an increase in awareness of child abuse and family violence at the national level. Therefore, there could be an increase in members of the public reporting possible abuse. It is therefore essential for the team to be proficient in managing these referrals and responding to the persons-in-distress with sensitivity.

INFORMATION & REFERRAL (I&R)

Intake/Enquiry			
KKFSC		WFSC	
710		436	



Self-Referral			
KKFSC		WFSC	
216	30%	156	36%

Community and Friends			
KKFSC		WFSC	
20	2%	22	5%



Health care Institutions and Police			
KKFSC		WFSC	
43	6%	20	5%



Government and Statutory Bodies			
KKFSC		WFSC	
68	10%	41	9%



Social Services			
KKFSC		WFSC	
122	17%	48	11%



Others			
KKFSC		WFSC	
240	34%	148	34%



FUTURE TRENDS & CHALLENGES



“TO LIVE WELL IN THE PRESENT, WE NEED TO KNOW THE PAST AND HAVE A SENSE OF THE FUTURE.”

HENG SWEE KEAT

Looking back on FY20/21, our team at KKCS had faced some tough times together with the communities we serve. We have seen a rise in caseloads with issues like family violence, child protection concerns, mental health issues and homelessness. We often found that complex cases are further compounded by multiple systems already in the picture, working with the families/ individuals. Everyone, be it professionals or clients, must relearn new ways of interacting through online platforms, create new ways of being together and finding new anchoring points in uncertain times.

Riding the Covid storm has highlighted the importance of relationships, of connection and of being human. We survived the high caseloads, the many meetings on multiple online platforms, stayed connected and engaged with our clients and teammates.

Our team observed that mental health is a concern that will need more attention in the coming years. The tension and anxiety during such uncertain times can be overwhelming for all of us. The use of

violence during conflicts in intimate relationships – familial and non-familial seem to be on the rise as well. The community’s limited capacity to regulate highly intense emotions may manifest into symptoms that contribute to complex cases and multi-stressed families, impacted by trauma. The impact of Covid-19 on the economy and way of life will likely create a whole new group of clients with financial needs, who are not used to struggling with financial difficulties and have heavy family financial commitments.

As we brace ourselves for the coming new year, we tread in uncertain waters. The challenge will be coming up with different and innovative intervention methods as we have learnt that to survive, change we must, learn we must. Another challenge will be building up resources for our teammates to heal, to rest; creating holding space for mistakes to happen and tense emotions to release. Let’s keep each other safe and well so that we can face the uncertainty together with the community.

“THERE IS A GLORIOUS RAINBOW THAT BECKONS THOSE WITH THE SPIRIT OF ADVENTURE. AND THERE ARE RICH FINDINGS AT THE END OF THAT RAINBOW. TO THE YOUNG AND THE NOT TOO OLD, I SAY LOOK AT THE HORIZON, FIND THAT RAINBOW, GO RIDE IT. NOT ALL WILL BE RICH; QUITE A FEW WILL FIND A VEIN OF GOLD; BUT ALL WHO PURSUE THAT RAINBOW WILL HAVE A JOYOUS AND EXHILARATING RIDE AND SOME PROFIT.”






LEE KUAN YEW

CASEWORK & COUNSELLING SERVICES

	KKFSC	WFSC
Total number of cases	711	436
Total new cases	256	139
Total number of sessions	4470	2906
	100%	100%

Complexity and Risk Level	Average Percentage	
	KKFSC	WFSC
Group 2 (Low)	57%	65%
Group 3 (Medium)	38%	32%
Group 4 (High)	5%	3%
	100%	100%

Top 5 Presenting Issues

	Financial /Employment Issues			
	KKFSC		WFSC	
	131	18%	156	36%
	Accommodation/Shelter Issues			
	KKFSC		WFSC	
	117	16%	37	9%
	Family, Caregiving and Marital Issues			
	KKFSC		WFSC	
	98	14%	84	19%
	Emotional /Mental Health			
	KKFSC		WFSC	
	67	9%	37	9%
	Family Violence			
	KKFSC		WFSC	
	62	9%	50	11%

Age Group



	< 20 years	21~30 years	31~40 years	41~50 years	51~60 years	61~70 years	71~80 years	> 80 years
KKFSC	2%	8%	18%	23%	20%	17%	8%	3%
WFSC	1%	9%	17%	23%	19%	17%	10%	3%

Housing Type

KKFSC	68%	◀	1-2 Room HDB	▶	39%	WFSC
	19%	◀	3-4 Room HDB	▶	46%	
	1%	◀	5 Room & above HDB	▶	3%	
	2%	◀	Condominium & Landed	▶	7%	
	2%	◀	Homeless	▶	0%	
	2%	◀	Crisis Shelter & Institution	▶	0%	
	6%	◀	Others	▶	4%	

FY20/21 is indeed a memorable year for all of us at KKCS. The team at KKCS has always placed clients and the community we serve as top priority and this has been the KKCS spirit for many years.

April 2020 saw Singapore entering into Circuit Breaker and we experienced firsthand the effect on our clients and the community. As case workers, referrals and enquiries saw an increase which we had to manage. On top of this, we also had to assist clients managed the impact in their jobs, deal with Home Based Learning, manage the children at home, marital issues and stress as the world seemed to cave

in for them. As case workers, we came together to harness the KKCS spirit and supported our clients by ensuring connection and that the work can continue safely. We worked with partners and donors to send care packs to families, elderly and persons with mental health to ensure that the connection is maintained.

It is indeed a memorable journey for the case workers, but this journey has been an enriching one as we brave the Covid storm together with our clients, community and as a team, drawing strength from each other.

GROUPWORK HIGHLIGHTS

GROUPWORK REPORT

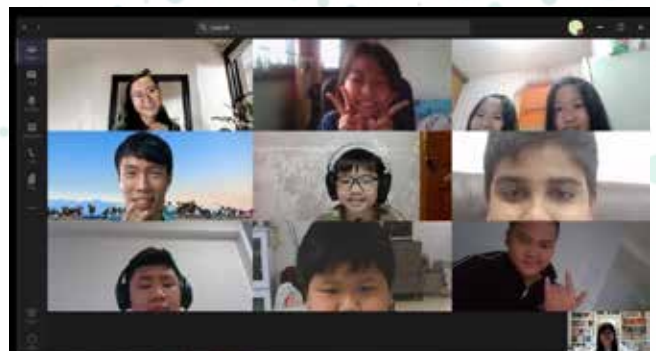
Acknowledging the challenges of doing groupwork during the pandemic restrictions the various teams involved worked creatively to enable 3 initiatives to occur. The first was Safe Me, a psycho-educational intervention programme for children between the ages of 9 to 12 from Whampoa FSC on protective behaviour. 11 children attended the programme and gave very positive feedback about the knowledge and skills learned to enable them to be safe with strangers. At KKFSC, the Spotlight groupwork focused on increasing awareness of homelessness, which had increased significantly for the agency during the lockdown and post lockdown phases. A group of 9 children between the ages of 9 to 12 embarked on a journey of learning about the



issue of homelessness in their own community and coming up with some possible actions to assist. The last initiative was to address the possibility of stress build-up amongst children as a result of the impact of COVID restrictions and changes in school and home life. A 4-session psychoeducation programme was conducted with 14 children between ages 9 to 12 in partnership with a Secondary 2 class from Raffles Girls School. Overall, the children enjoyed all three initiatives and parents gave positive feedback that their children were equipped with new knowledge and tangible skills learned through the sessions.



Parent briefing for the Safe Me Groupwork.



Participants Online for Safe Me Groupwork.

COMMUNITY WORK HIGHLIGHTS

On 17th and 18th December 2020, WFSC community work team collaborated with NTUC Health Senior Activity Centre (Whampoa) and Republic Polytechnic to engage seniors in the rental estate to spread some festive cheers. Meals and goodie bags were distributed by the Republic Polytechnic student and staff volunteers to 57 seniors.

In the process, all parties involved took extra effort to innovate and coordinate the event in accordance with the safety measure guidelines, to ensure meaningful interaction takes place with the seniors' safety interests in mind.

Indeed, the event proved to be a hit for the young and seniors alike, as the student volunteers appreciated the opportunity to connect with and better understand the lives of the seniors. Conversely, the seniors appreciated the students' effort in reaching out to them and shared their hope to have more of such opportunities to interact with the younger generation in the future.

Through such collaboration, a stronger community bond emerged from the parties involved, paving the way for further partnership in supporting the community.



In times of Covid-19, creativity helps the Youth Stories Team to think out of the box, bringing social activities and interactions online through Instagram chats and Whatsapp Group Chat. The space allows the Youths to share their thoughts and feelings in this new normal. Over and above, it provides space for them to show care for one another.

Challenges were met while using online platforms initially, but with much effort, the team eventually saw the fruition of their hard work.

In view of bringing awareness of youth mental health wellness in the community and hoping to have the community to support and protect the youths' mental wellness, care packs that include writing materials, snacks and educational brochures on mental health are used to outreach to specific families with youths. The team partner with IMH CHAT group to provide resources as well. To encourage the spirit of "care for one another", the youths are encouraged to bring a pack to gift one of their friends.



"ALONE, WE CAN DO SO LITTLE;
TOGETHER, WE CAN DO SO MUCH."
HELEN KELLER



HIGHLIGHTS DUIT DO-IT, SPOTLIGHT & CHILDREN'S CLUB

The COVID-19 pandemic was a blow to Singapore and its residents. Many of our clients faced financial difficulty as their employment had been negatively affected. We were able to support our community by adapting to the new ways of operation and demonstrating tenacity in our work.



Duit Do-it

The pandemic meant that many of our families lost income sources and had to adapt to lower household budgets. Our team collaborated with MoneySense to run the "Basics of Money Management" workshop on Saturday, 27 February 2021 to cultivate good financial habits and introduce ways to stretch the dollar.



Hearts@78A

Our team behind the Hearts@78A Children's Club adapted in innovative ways to the new operating norms when COVID-19 struck in March 2020. They had to find new ways to connect to the children in the neighbourhood when physical sessions were replaced by online meetings. Despite these difficulties, the club managed to engage the children in various topics on emotional regulation, cyber-safety, and even conducted a Christmas parent-child activity via Zoom. The club hopes to reach out and empower more children within and beyond the boundaries of Whampoa.



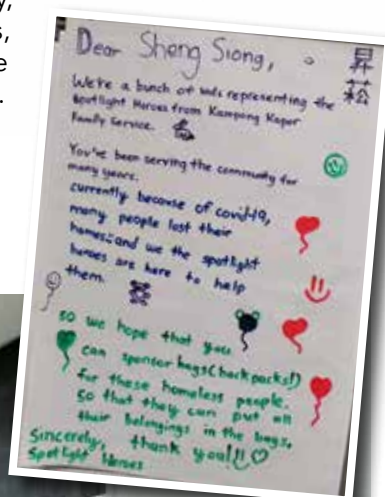
The 13 participants attended the workshop at our centre while 2 more attended via Zoom. Most participants felt that the workshop enabled them to do a stock-check of their financial habits and lifestyles. They made firm decisions to spend less on their 'wants' during open discussions.



Spotlight

The Spotlight team encouraged 9 participants between 9-12 years old to think beyond their own needs during the pandemic. They had been curious about the rough sleepers in their community but had no experience interacting with them. Through the programme, the children gained a deeper understanding and empathy towards rough sleepers through arranged telephone interviews with staff of the Catholic Welfare Services and rough sleepers. The children also advocated for the rough sleepers to receive basic items from various organizations.

KKCS is proud to serve and work together with the community to address immediate needs. Our people: our community, our staff, and clients, continue to be at the heart of all that we do.



Children in the Spotlight programme

SHARED EXPERIENCES DURING UNPRECEDENTED TIMES



The unprecedented COVID-19 circuit breaker and lockdown measures took all of us by surprise. As many agencies prepared to suspend their services, we knew we had to press on and innovate to remain available for our community during this difficult period. Limited by the tight measures, financial assistance processes were modified to ensure efficient disbursement and staff scheduled on-site did not hesitate to assist one another to meet our clients' needs. We have also witnessed ground-up support from residents, community partners and donors rallying behind us.

As a volunteer coach, Liyi shared that she was personally unsure how to proceed, but KKCS continued to confidently and conscientiously steer the inaugural Indie Mama Craft Talents Enterprise Programme with leadership and compassion. "There were structure, feedback mechanisms, processes and safeguards all put in place. I was most impressed and grateful for the overall dedication by KKCS to make things work, and to march ahead with the same positive and collaborative spirit, even in dispiriting times. It's really the spirit of people like them that keeps everything together, keeps things going, when things could just fall apart."

SAFE & STRONG FAMILIES - PRESERVATION (SSF-P)

OVERALL SUMMARY

2020 was a year where the team was stretched not just in terms of skills but also in terms of creativity. Covid-19, circuit breaker, quarantine, social distancing, compulsory masking made up the most used buzzwords in 2020. These buzzwords also inevitably morphed into work restrictions.

With these restrictions in place, the usual operandi of visiting families at home became impossible. Not only that, the team is further challenged to think of new ways to continue this piece of critical work with family and at the same time ensure that children remain safe.

Amidst the work from home and split team arrangements, the team quickly brainstormed and came up with creative ways to engage children and continue the engagement with key people in the childrens' lives who hold the keys to their safety during this period; where the team is unable to reach, the team would utilise partners in the community to help. It is during this period, the team also realised it is impossible to work in silo, disconnected from the outside world. Not only must the team shed the cloak of comfort, but also to constantly think of ways to continue this work without compromising their safety and safety of the family.



Covid-19 changed the way the team works, from the usual face-to-face home visits to the unknown and untested territories of video conferencing.

a) Key developments & future directions

The use of technology becomes the main feature in the work with the family. The advent of facetime, video calls, social medias also allowed the team to play games with children as part of engagement, have session and at the same time, learning to build rapport by exploring interest that can only be made possible during this period.

As technology has been integrated in the intervention process of SSFP work, this would continue to be the main stayer post Covid-19.

b) Data in infographics

Total families referred	16
Total cases closed	12
Total cases opened	12
Total cases active	9



SHARED EXPERIENCES

c) Team's shared experiences:

SSFP Worker/s	Reflection/s
Gwendoline Ng Theme: keeping balance	<p>Working in split team started earlier for SSFP team in Feb 2020. I had to adjust to work in a smaller team and not seeing the rest of the colleagues in the other team at work and socially outside of work.</p> <p>We had to increase the use of technology in our work when we cannot go down for home visits or to have face to face meetings with our colleagues. Having to use video calls as the primary mode of interaction with families especially during the circuit breaker. Other than the mode of interaction, nothing much changed.</p> <p>I reminded myself to draw boundaries to switch off from work mode especially when the home had also turned into the office.</p>
Fedora Tan Theme: missing the human touch	<p>It's my first time working in a pandemic and it is definitely different. The biggest difference would be the split team arrangement and working from home as I like and need the human interactions at work. Relationships at work helps and motivates me. I guess what has supported is the technology and it helps that support is still given in sessions via videocalls etc. It has helped to unlock a whole new world of working with families and colleagues in creative ways. Technology is quite amazing but I still like face-to-face more with the human touch.</p>
Rachel Tan Theme: grappling with the unseen and unknown	<p>This is my first time working in a pandemic. It hinders me from reading cues from whole body of other person and increases anxiety in interactions with non-familiar persons. In spite of the trepidation I feel, it is still a convenient alternative to meeting clients when they can't meet in person sometimes. As I joined the team during the pandemic period, I am not able to see how team members are like on day-to-day basis, do not know their personality and have to guess rationale behind comments and opinions based on limited contacts. As such, it took much longer time to forge connections.</p>
Renganathan Theme: temporal inconvenience	<p>This is my 2nd time encountering a pandemic situation. The first time was SARS. It occurred when I was in the Air Force. During the pandemic situation, I learnt about adapting to situations and to 'expect the unexpected'. I feel that Singaporeans have the tendency to take things for granted. When they react to unexpected situations, they tend to over-react and over-exaggerate things.</p> <p>I generally felt that this pandemic situation has taught us not to take things for granted. Secondly, one should be creative in finding for solutions whenever you face challenges in one's lives. Thirdly, one should always remember that 'pain is temporary'. Likewise, the pandemic is temporary too!</p>

While working hard is part of the DNA of the team, the team also learned to self care during this period by taking time to indulge in activities that will allow opportunities to bond with each other, and at the same time exercise our creative juices.

VOLUNTEER CENTRE (VC)

"WE MAKE A LIVING BY WHAT WE GET, BUT WE MAKE A LIFE
BY WHAT WE GIVE."

WINSTON CHURCHILL

OVERALL SUMMARY



The COVID-19 pandemic has impacted us in ways we could not have imagined. It was during this period when many 'heroes' rose above the challenges created by the pandemic, to reach out to vulnerable and disadvantaged Singaporeans and helped them.

SG Cares Volunteer Centre @ Jalan Besar (VC@JB), a partnership between KKCS and SG Cares, started operation in the times of COVID-19 pandemic on 23 November 2021. VC@JB was tasked to spearhead the effort in finding more 'heroes' and increasing the rate of volunteerism to make an impact on the vulnerable and disadvantaged residents in the Jalan Besar Town.

Key developments & Future directions

VC@JB started out on engagement of Social Service Agencies (SSAs) and other stakeholders in the Jalan Besar Town, to understand the services and programmes provided and their volunteer needs and establish working relationship with them. In addition, VC@JB also hopes to secure a steady stream of volunteers from the corporates, schools, and religious organisations to support the SSAs and other stakeholders.

In January 2021, VC@JB collaborated with the Singapore Swimming Association and Neo Garden Catering Private Limited on a meal delivery project. Neo Garden received donation to prepare more

than 300 "Curry Bombs" (bread stuffed with chicken curry). These were delivered to beneficiaries from 6 different SSAs over a period of 2 weeks. Some of the volunteers included national swimmers from Singapore Swimming Association.

When the Circuit Breaker measures were in place in 2020, many activities were affected. Services and programmes had to be adjusted and modified according to the restrictions. Big events were banned initially but has been allowed to resume in phases and this led to changes in the volunteering landscape. This made us realize that we have to start leveraging on technology to ensure the delivery of services and programmes to vulnerable and disadvantaged Singaporeans would not be hampered. One of our major efforts in this area has been the engagement of Bantu as our Volunteer Management System vendor. This technology would allow VC@JB to recruit and manage its volunteers more effectively. VC@JB hopes to explore and create more innovative volunteering opportunities in the future.

Indicators:

Number of Volunteers: 107

Number of Regular Volunteers: 13

Number of Volunteer Hour = 637.5

Number of Beneficiaries Served = 702

Number of SSAs/stakeholders/community partners engaged: 47

QUOTES FOR VOLUNTEER CENTRE



"RP STUDENTS ARE A DELIGHTFUL LOT AND IT'S SUCH A JOY TO HAVE THEM AROUND AND THE STUDENTS FOUND THE SESSION MEANINGFUL."

HANDICAPS WELFARE ASSOCIATION

"THE BENEFICIARIES WERE VERY HAPPY TO SEE THE CURRY BOMBS BEING DELIVERED AND WERE VERY EXCITED WHEN THEY FIRST SMELLED THE FRAGRANCE OF THE CURRY! THEY ENJOYED THE TASTE VERY MUCH TOO AND WE WOULD LOVE FOR THEM TO EXPERIENCE IT AGAIN'. WE WOULD LIKE TO THANK YOUR SIDE FOR THE GENEROSITY AND ALL THE HELP TO MAKE THIS CAMPAIGN POSSIBLE."

KWONG WAI SHIU

"THE CURRY BOMBS WERE VERY YUMMY AND FOR SOME IT WAS QUITE A NOVELTY AS THEY HAVE NEVER SEEN/KNEW THE DISH CAN BE DONE THIS WAY. THEY ARE THRILLED AND THANKFUL AND IT'S CERTAINLY A RARE OCCASION THAT FOOD ARE DELIVERED TO THEIR DOOR STEP....PIPING HOT! THE CURRY BOMBS CAMPAIGN HOME DELIVERY PROVIDED AN OPPORTUNITY FOR FAMILY BONDING AND A GREAT BOOST FOR HOMEBOUND SENIORS.

THANK YOU DAWN FOR COORDINATION"

PEACE CONNECT

OUR PEOPLE



STAFF DEVELOPMENT & CARE

Staff Training The pandemic had a huge impact on the conduct of trainings as many courses were put on hold at the initial period of lockdown. However, with online training gaining momentum staff continued to attend trainings online and to develop themselves. A total of 1149 Hours of Training over 171 Courses were clocked by the agency. An internal agency wide training on Child Sighting was conducted in August 2020 with follow ups at the Growth Teams (GT) level. Tan Wei Wen and Khoo Yun Wei embarked on the Post Graduate Diploma in Family and systemic Therapy and Graduate Diploma in Counselling respectively in 2020. Overall training remained a priority and was encouraged by the agency to ensure continued learning and skills upgrading.

Growth Teams (GT) The GTs have continued for their 3rd Year in running and have maintained the structure of group supervision with both internal and external consultant facilitators. The GTs for the younger staff have also included training components on topics like Trauma Work, Using Genograms Differently and Using Systemic Ideas in Family Social Work practice. The GTs were all conducted online throughout the year and it was not an easy transition initially as it challenged the traditional notion of having a group physically present for supervision and learning. However, the teams adapted well and have used the online interaction to explore and expand on how supervision can still be done using technology. This showed the can do and adaptability spirit of the teams.

SPECIALIST TEAMS REPORT

The various Specialist Teams continued with their work despite the challenges posed by the pandemic restrictions. Initial plans involving larger groups of people and face to face interactions were modified to ensure safety and adherence to the disease control protocols. These activities took into consideration the need for safety for both clients and staff but did not compromise on the care and dedication to of service to those in need and vulnerable. Here are some highlights of the activities done by the Specialist Teams as well as a table summarizing all activities.

The Elderly Specialist Team conducted a 2 day Brighten Your Day event where they had gone to visit 20 frail and mobility restricted elderly with practical gifts and to spend time checking in on their needs and concerns during the lockdown period. A high light of their gift package was the small transistor radio which they were overjoyed to receive as it brought back memories and was a form of connection to the past.

Mental Health Specialist Team conducted an In-House Training for 20 staff over a 10-month period on understanding the various mental health issues and how they can be worked with at the community level. The sessions were conducted by Principal Medical Social Worker Ms Chan Lay Lin from the Institute of Mental Health.



List of Activities Conducted by Specialist Teams for Staff and Clients

Specialist Team	Activity	Duration	Reach
Elderly	Brighten Your Day. An outreach to give essential supplies for COVID safety as well as to connect with them to ensure their visibility in the community.	2 Days during Apr-May Lockdown	20 Frail and Isolated Elderly
Mental Health	In House Mental Health Training Series by IMH PMSW.	10 3-Hour Teaching Sessions from May 2020-Mar 2021	17 Staff Participants
	Peer Support Specialist Programme A joint internship programme with NCSS to place individuals who are on their own mental health recovery to share their lived experiences with professionals and clients.	Feb-Jun 2020	1 Intern placed at KKFSC
Family Violence	COVID 19 Virus vs Violence Virus Internal Sharing on the impact of the lockdown on Family Violence.	May 2020	29 Staff Participants
FamWorks Parents	Survey on Parenting Needs and Challenges	June 2020	30 Parents
	Internal Sharing on Home Based Parenting. Staff were trained on using Home Safety Checklist and Developmental Checklist for intervention.	Sep 2020	12 Staff



Some of the gifts from the first day outreach. Old time sweets and pictures to jog their memory

Staff Outreaching to an Elderly for Brighten Your Day



OUR FINANCIALS



KAMPONG KAPOR FAMILY SERVICE CENTRE
STATEMENT OF FINANCIAL POSITION
At 31 Mar 2021

	2021 \$	2020 \$
Non-current asset		
Plant and equipment	74,124	92,170
Current assets		
Inventories	1,380	1,800
Other receivables	498,898	309,181
Fixed deposits	5,554,862	4,040,773
Cash and bank balances	1,673,298	1,588,750
	<u>7,728,438</u>	<u>5,940,504</u>
Total assets	<u>7,802,562</u>	<u>6,032,674</u>
Current liability		
Other payables	477,759	105,644
Net assets	<u>7,324,803</u>	<u>5,927,030</u>
Funds		
<i>Unrestricted Fund</i>		
Accumulated fund	1,413,453	1,403,036
<i>Restricted Fund</i>		
KKFSC Programme Fund	3,175,457	2,514,232
WFSC Programme Fund	2,139,647	1,598,563
SSFP Programme Fund	249,782	76,173
VC Programme Fund	(9,472)	-
School Pocket Money Fund	31,075	14,390
Financial Assistance Fund	291,010	271,433
Comcare Fund	8,960	5,597
Capital Grant	2,109	3,374
Care & Share Grant	22,782	40,232
Total Funds	<u>7,324,803</u>	<u>5,927,030</u>

Financial statements for the year ended 31 March 2021 can be found on our website www.kkcs.org.sg

KAMPONG KAPOR COMMUNITY SERVICES

STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ended 31 March 2021

	2021 Total Funds \$	2020 Total Funds \$
Income		
Donations	76,696	27,566
Grants from National Council of Social Service	1,151,696	1,090,844
Grants from government	4,273,259	4,023,549
Grants from government – Job Support Scheme	841,494	-
Other grants from government	352,899	164,180
Other income	48,923	85,701
Amortisation of capital grant	1,265	2,224
School pocket money fund	141,480	64,360
	6,887,712	5,458,424
Less expenditure		
Expenditure on manpower	4,670,706	3,915,281
Other operating expenditure	819,233	713,372
Total expenditure	5,489,939	4,628,653
Net surplus/(deficit) for the financial year	1,397,773	829,771

Financial statements for the year ended 31 March 2021 can be found on our website www.kkcs.org.sg

GOVERNANCE POLICIES

Kampong Kapur Community Services (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)	6 of 6
Mr Richard Fong Keng Thong	Member (wef 1 April 2010)	6 of 6
Ms Yvonne Tan Peck Hong	Member (wef 1 April 2010)	3 of 6
Mr Andrew How Wai Mun	Member (wef 17 May 2018)	6 of 6
Ms Dorothy Ching Pui Wah	Member (wef 17 May 2018)	5 of 6
Mr Lim Tanguy Yuteck	Member (wef 1 October 2019)	6 of 6
Mr Evan Law Yew Kwong	Member (wef 1 October 2019)	5 of 6
Mr Victor Lai Kuan Loong	Member (wef 1 October 2019)	6 of 6
Mr Andrew Cheong Kwok Onn	Member (wef 1 October 2019)	6 of 6

Members serving mid-term of current board term will step down at AGM in September 2021.

The MC do not receive any form of remuneration.

The remuneration band of the top 3 Executives for FY 2020/2021:

Remuneration Band	FY2020/2021	FY2019/2020	FY2018/2019
\$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, Subcommittees and Management Team.

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.

Reserves 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 (IPC) 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.

GOVERNANCE EVALUATION CHECKLIST

INTRODUCTION TO GEC

The Governance Evaluation Checklist (GEC) covers the key guidelines in the Code of Governance for Charities and IPCs ("the Code"). Charities should read the GEC in conjunction with the Code and consider all applicable principles and guidelines.

It is mandatory under the Charities (Accounts and Annual Report) Regulations 2011 ("Regulations") for all registered charities and IPCs to file their GEC as part of their annual submissions for financial years starting on or after 1 January 2018. This requirement does not apply to (a) an exempt charity which is not an IPC; (b) a self-funded grantmaker which is not an IPC;

or (c) any registered charity which is not an IPC and whose gross annual receipts, or the total expenditure if higher, in any of the 2 financial years preceding the current year, is less than \$50,000.

Some editorial refinements to the wordings in the GEC have been made to ensure alignment and consistency with the amended Regulations that was introduced in April 2018. These refinements do not change the intent of any of the Code guidelines. The Code still operates on the principle of 'comply or explain'.

SUBMISSION FORM FOR GOVERNANCE EVALUATION CHECKLIST (ENHANCED TIER)

Please note that this checklist is based on the Code of Governance (2017).

Instructions: Please fill out the boxes. Input the explanation if the selection is non-compliance for each field.

Applicable to large charities with gross annual receipts or total expenditure of **\$10 million or more**;

And IPCs with gross annual annual receipts or total expenditure **from \$500,000 to less than \$10 million.**

S/ N	Code guideline	Code ID	Response <i>select whichever is applicable</i>	Explanation <i>if Code guideline is not complied with</i>
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	<i>Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if "No")</i>		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
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		
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	
	<i>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")</i>		Yes	On 1 April 2020 members are serving mid term of current board term. They will step down at coming AGM in September 2021.
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	
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.	6.2.1	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All donations in kind received are properly recorded and accounted for by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
24	The charity discloses in its annual report — (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		
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		
	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. OR 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. OR 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.	8.4	Complied	
Disclosure and Transparency				
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	

ACKNOWLEDGEMENTS

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
Engineering Good
FoodBank Singapore
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
NTUC Health Senior Activity Centre (Whampoa)
NTUC Enterprise
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

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