Kampong Kapor Community Services

Affiliated to Kampong Kapor Methodist Church

2025/2026
ANNUAL REPORT

LOOKING FORWARD

ABOUT US

At KKCS, we are committed to strengthening families and building resilient communities. Since 1978, we have journeyed alongside individuals and families in need, beginning with Kampong Kapor Methodist Church's outreach to support children's education in the neighbourhood. Today, we are a registered charity, an Institution of a Public Character, and a member of the National Council of Social Service. While our roots remain closely connected with Kampong Kapor Methodist Church, our impact has grown, extending holistic support that uplifts lives, restores hope, and empowers communities across generations.

Mission

The mission of KKCS is to reach out in Christian love to the surrounding community, by providing programmes and services to help families in need, irrespective of language, race or religion. KKCS serves to promote and improve the well-being of individuals at every stage of life and be a part of a community that cares for 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.

Values

KKCS is guided by five core values represented by the acronym **TRUST.**

T	R	U	S	T
Trust	Respect worth & dignity of people	Uncompromising Integrity	Service to All	Teamwork

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MESSAGE FROM CHAIRMAN

"Sustainable change comes not only from meeting immediate needs, but from building resilience, self-reliance, and dignity across the life journey."

Evan Law Yew Kwong
Chairman

Bridging Purpose and Progress Toward Vision 2030

As Kampong Kapor Community Services (KKCS) reflects on 2025, we recognise the year as both a meaningful milestone and a powerful turning point. It marked the successful completion of our *Envisioning 2025* strategic journey while laying firm foundations for the next horizon—*Vision 2030*. Standing at this intersection of reflection and renewal, we move forward with gratitude for how far we have come and with confidence in what lies ahead.

Path to Maturity

Throughout a period of profound social change, KKCS has remained steadfast in its mission: to serve families and individuals with excellence, integrity, and compassion, grounded in our heritage with Kampong Kapor Methodist Church. As Singapore navigates increasing social complexity—an ageing population, rising mental health challenges among youth, and the growing needs of transnational families—we have responded not by standing still, but by evolving with purpose.

Our strategic direction reflects a deep commitment to meaningful, long-term impact. KKCS is moving beyond fragmented service delivery toward integrated, multi-disciplinary approaches that strengthen families as whole systems. We believe that sustainable change comes not only from meeting immediate needs, but from building resilience, self-reliance, and dignity across the life journey. In this way, every service touchpoint becomes an opportunity to restore hope and unlock potential. A major priority for the coming year is the implementation of "User Journey Mapping." By seeing our services through the eyes of our beneficiaries, we can remove barriers to access and improve the user experience across all touchpoints.

Strong governance and organisational trust continue to anchor our progress. Over the past year, we strengthened our operational foundations through comprehensive risk reviews, robust business continuity planning, and significant advancements in data protection and cybersecurity preparedness. Our Board has played a critical role in guiding these efforts, ensuring that KKCS remains resilient, accountable, and future-ready. These investments in governance are not merely safeguards—they are enablers that allow our mission to grow with confidence.

Financially, 2025 represented a meaningful shift toward sustainability. Through intentional fundraising, deeper corporate engagement, and strengthened donor communications, we continue our process to diversify our resources to support long-term impact. This evolution reflects our belief that strong relationships—with partners, donors, and the community—are as vital as sound financial stewardship. Together, they sustain our ability to serve with excellence.

Looking Ahead with Hope and Gratitude

The transition from *Envisioning 2025* to *Vision 2030* marks a decisive move from building internal capacity to scaling purposeful impact. Three guiding pillars shape our future: quality and scalable practice, an evidence-informed organisation, and a strong, capable workforce. At the heart of this strategy is the integration of our Impact and Innovation Team, supporting service units to transform daily "practice wisdom" into shared knowledge that informs decision-making and strengthens outcomes. By embedding service users' voices into our design and evaluation processes, we ensure that those we serve remain central to everything we do.

Our greatest asset, however, remains our people. In line with Singapore's national emphasis on lifelong learning, KKCS has committed boldly to workforce development. The establishment of a $250,000 Strategic People & Leadership Development Fund from FY2026 signals our belief that empowered, skilled professionals are essential to lasting social change. By investing in facilitation, data-driven practice, and user-centric design, we are equipping our team not only to adapt to the future, but to help shape it.

We recognise that growth is not without challenge. Bridging competency gaps, transitioning legacy service models, and balancing immediate needs with long-term health demand courage, patience, and clarity of purpose. Difficult decisions—including the closure of services that no longer align with our direction—have been guided by a steadfast commitment to mission integrity and sustainable impact. These moments, while challenging, are signs of organisational maturity and intentional leadership.

Looking ahead, 2026 and beyond offer renewed opportunity. Through initiatives such as user journey mapping, closer collaboration with sector partners, and discussions on regional coordination, KKCS seeks to deepen accessibility, continuity, and quality of care. Our "Practice DNA"—the shared values and principles underpinning our work—will continue to unite our service units and guide daily practice with clarity and compassion.

Above all, our future is built on partnership. We extend heartfelt appreciation to our staff, management committee, church partners, donors, and collaborators whose belief and dedication make this work possible. As we step confidently into the next chapter, we do so with hope—hope rooted in faith, strengthened by learning, and carried forward by a shared vision of a resilient, empowered community.

With gratitude,

Evan Law Yew Kwong
Chairman
Kampong Kapor Community Services

MESSAGE FROM EXECUTIVE DIRECTOR

"We are building a community where every voice matters—and where our service users' voices shape how we work."

Lee Yean Wun
Executive Director

Looking Forward

The past year has been many things.

A time of reflection as our vision set in 2020, "Envisioning 2025", reaches completion. A time of building hopes and dreams for our current team as we put together what KKCS 2030 will look like. A time of preparation for the changes to come. It is also a time of celebration and loss.

As we review our last 5 years, we have attained most of what we had set out to achieve. Key funded services like Strengthening Families Programme (FAM) and KidSTART were intentionally added to increase how KKCS supports families. We established the Family Development Team, which runs preventive and developmental programmes that do not receive direct government funding. The Playful Hut, a child-centred play-based therapeutic intervention programme, was started in January 2026 to support children from complex (multi-stressed) families who experienced traumatic episodes and chronic issues (ACEs) that significantly impact their behavioural, emotional, academic, and social functioning.

Our Impact & Innovation team was a critical part of fulfilling Envisioning 2025 where we committed ourselves to build our capacity in impact and evaluation to improve impact and outcomes of services. This team has helped us to establish a strong foundation for how we capture data and has built KKCS's ability to ensure all new programmes are backed by a theory of change with monitoring, evaluation and learning structures built in. Our core leadership remains fully intact and we have been able to add a team of young leaders to expand our leadership team. Under HQ and Corporate Services, we invested in additional headcount and digitalised our HR and Finance systems in the last 5 years.

This past year has been a year of preparation. With the family service review on-going, our Integrated Casework team was launched to explore how a team-based, integrated intervention model can look like. In the next year we hope to share our learnings and to propose a viable model of team-based intervention and supervision. Staff development is increasingly shifting towards one where we not only build knowledge, but also support staff to translate the knowledge into applied practice. We reviewed the services competency roadmap to enable us to be intentional and focused on how and what we strive to build. We worked on expanding the types of work opportunities KKCS can offer to attract more talent. We embarked on a project with Mercer and Ministry of Manpower to reimagine flexible work for mature workers, focusing on how we can redesign the jobs of social workers and counsellors to encourage mature workers to continue to contribute through flexible arrangements.

We have been blessed and have many things to be grateful for. In the year we saw the completion of the renovation of Kampong Kapor Family Service Centre and the opening of a new premise at Connect@City Square Mall. With the

renovation, a new community space was sponsored by OUE Limited. This space will allow our community to become part of the FSC. Having premises at City Square Mall extended the ease of access by our service users to our activities and expanded our reach to new ones. We celebrate the start of The Playful Hut, the growth of FAM (Jalan Besar) and KidSTART programme that expanded the impact of our work in the community.

Our Vision 2030; ***"KKCS a Voice that Matters. Building a community where all voices matters."*** We desire to be a voice for quality service and practice in holding ourselves accountable to our service users. We will work towards having our service users' voice embedded into KKCS practice, structure, and delivery. KKCS will continue our journey to be evidence-informed. By 2030, a unified engine of evidence will drive our practice, integrating data, and codified wisdom to ensure consistent, high-impact interventions for every client. We are a value-based organisation and the people we have make KKCS what it is today. Our final pillar in Vision 2030 focuses on people and leadership. We seek to build a team that is grounded in our TRUST values, and supported by a competent leadership that provides clarity, stability, and direction. We build a team equipped with the necessary skills, knowledge and competencies to perform their roles effectively.

It has also been a year of loss; we handed back the operations of the SG Cares Volunteer Centre @ Jalan Besar to MCCY as we no longer felt that it aligns with our direction. We are thankful for the team, both past and present, who had worked hard and held the programme faithfully for the five years. On 8 March 2026, the head of that team, Mr Eric Hu, passed away from cancer. It was not expected and is a huge loss for us at KKCS. His kindness and posture of others before self in some ways exemplifies the ethos of KKCS. We started out to serve as a little homework centre for the community; it is the call to serve, to share and to grow that provides us with where and why we go forward. I am thankful for the group of like-minded and passionate people that have banded together.

To go forward we look at connecting the dots of our past and trust that it connects to the direction we desire for our future.

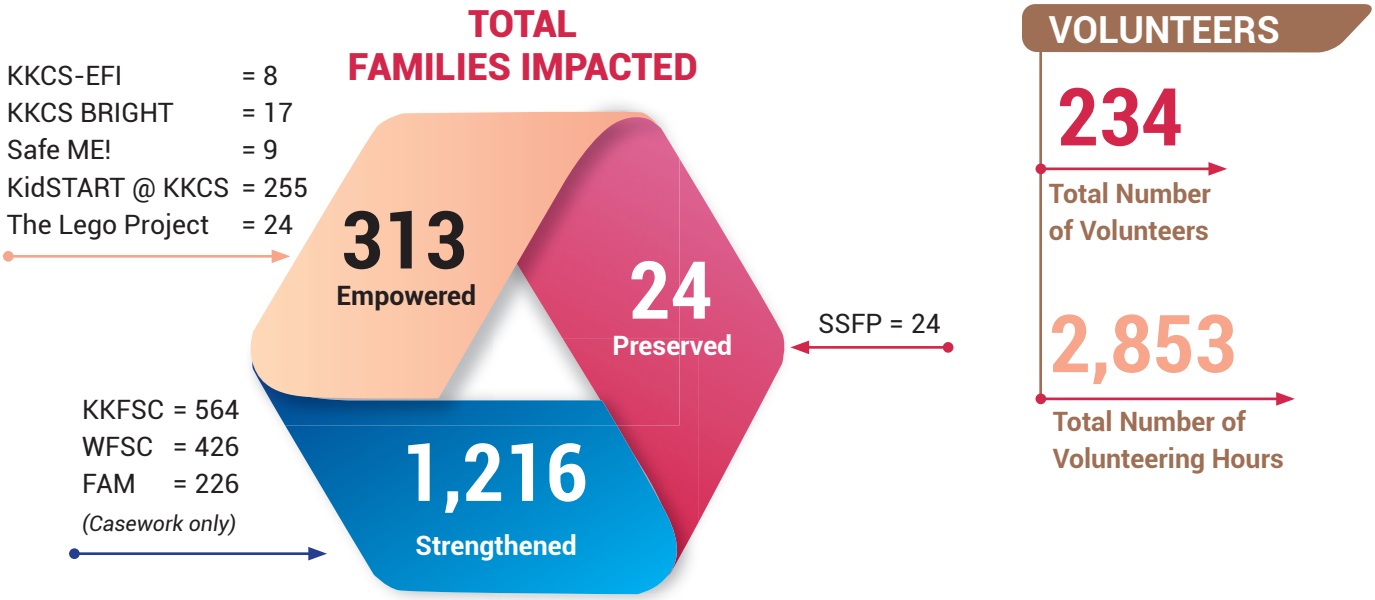
Lee Yean Wun
Executive Director
Kampong Kapor Community Services

STATISTICS

Our Impact at KKCS

Guided by our commitment to dignity, care, and accountability, KKCS measures impact by how lives are meaningfully changed — for families and for the wider community. We organise our work around empowering, strengthening, and preserving of families, and the building of our community, reflecting our belief that people thrive when they are supported at different moments of need.

This approach allows us to stay true to our values while clearly demonstrating how entrusted resources translate into stronger families, safer relationships, and more connected communities.



Statistics are from Nov 2024 to Nov 2025

IMPACT DELIVERED: EMPOWERING FAMILIES

Empowering Families focuses on early support and capability building. These initiatives help children and parents develop the skills, confidence and resilience needed to thrive. The intent is preventive and developmental – equipping families early so that challenges can be managed before they escalate.

KKCS-Empowered Families Initiative (EFI)

Developed by Empowered Families Initiative Ltd., EFI is delivered by KKCS in our community, bringing this evidence-informed model to the families we serve. It is a 6–month programme that empowers lower-income families to take ownership of their journey and make steady progress toward their goals — whether it is building financial sustainability, starting a home-based business, strengthening employment, or upskilling for better income.

EFI is much more than a programme. It is a community of encouragement, shared learning, and dignity.

Families journey together in a safe group setting facilitated by KKCS social workers and EFI alumni — graduates who have walked this path themselves. Seeing peers make progress gives participants confidence and hope. The group becomes a powerful source of strength, motivation, and shared problem-solving.

Impact 2025

10 participants who successfully worked towards their goals through completing the programme.

2 KKCS-EFI alumni who supported in co-facilitation to empower others to grow.

Our Partner:

Empowered Families Initiative Ltd.

I live with my wife and our two young children — a toddler and a baby. Because of my muscular dystrophy, there are many things I cannot do easily. Carrying my children can be risky, so my wife takes on most of the caregiving. To me, she is truly a superwoman.

I am not employed at the moment, as my condition makes many jobs difficult. Some days are very tough. There were times I asked myself, "Why me?" What kept me going was my wife and children. They gave me a reason to keep myself safe and keep trying.

I was introduced to KKCS-EFI by my ComLink officer. At first, I was hesitant and unsure if I could do it. But because of my children, I decided to try. Before this, I was working on building a YouTube channel but struggled with resources, time, and confidence. Participating in KKCS-EFI gave me support, connections, and a push to keep going.

Since joining, I feel more confident and less alone. I am proud to be part of this community, even though I am still on the journey. One day, I hope to grow my platform and create spaces for others to share their stories.

My message: Network when possible, and don't forget to help others along the way. Everyone has their own problems, but what you give often comes back to you in ways you don't expect.

Hisyam, Participant of KKCS-EFI

KKCS BRIGHT

At KKCS BRIGHT—Building Resilience. Igniting Growth. Harnessing Togetherness—we walk alongside families to support children aged 7–9 in thriving both at school and in life. KKCS BRIGHT is a comprehensive and collaborative programme designed in-house to improve children's academic outcomes by providing holistic support to under-resourced families. The programme addresses the needs of both children and their caregivers through structured interventions:

Children receive weekly one-on-one literacy lessons using Learning Vessels's Early Learning Programme literacy curriculum to strengthen foundational literacy skills.

Children receive weekly group social-emotional learning (SEL) sessions delivered by 32 Pages to build social-emotional competencies.

Caregivers participate in regular home visitations, which aim to build their knowledge and skills in emotionally and educationally supportive practices, while also strengthening their belief in their ability to contribute meaningfully to their children's learning.

Impact 2025

17 families embarked on this journey to help their children shine academically, socially and emotionally.

23 children are being supported in building their literacy skills, social-emotional competencies and a positive sense of self.

44 volunteers made this journey for under-resourced families and children possible.

Our Partners:

32 Pages
Learning Vessels
Centre for Evidence and Implementation (CEI)

At 59, Joyce, a mother and retiree, took a chance to volunteer with BRIGHT, which currently supports 23 children through an integrated approach combining literacy, social-emotional learning and caregiver engagement.

New to teaching literacy through phonics, Joyce stepped into a structured, multi-sensory approach focused on building children's English foundation through phonics and whole-word recognition.

Since the programme began in January 2026, Joyce has been a consistent weekly presence for her paired child. The child appeared happy and increasingly engaged during sessions, responding to activities and participating more actively. Joyce also maintained a calm and positive presence when sessions were unexpectedly disrupted, showing sensitivity to caregivers' circumstances. She went beyond her sessions to develop simple stories and activities to reinforce learning and shared these with the caregiver to support practice at home.

Joyce is one of 44 volunteers contributing weekly across BRIGHT's sessions. From planning to delivery to ongoing refinement, volunteers form a core pillar of the programme, working within a structured, child-centric approach to support both children's progress and caregivers' involvement. Together, these efforts support children's learning while helping caregivers take a more active role at home, as BRIGHT continues to learn and refine this pilot.

KKCS BRIGHT Team

IMPACT DELIVERED: EMPOWERING FAMILIES

"Through both sponsorship and volunteer efforts, Edrington Singapore Pte Ltd supported the distribution of milk powder, helping to ease the burden on KidSTART families and ensure children's essential nutritional needs are met."

Safe ME!

Safe ME! continues to equip children with essential life skills in a supportive and empowering group setting. Through interactive activities and guided group discussions, participants strengthened their understanding of protective behaviours and how to recognise and respond to unsafe situations in the community.

Post-programme assessments and observations reflected improved safety awareness, confidence, and help-seeking skills among participants.

The team continues to seek new partnerships to expand the reach of Safe ME!, enabling more children in the community to be equipped with the skills to stay safe, recognise unsafe situations, and seek help when needed.

Impact 2025

9 children acquired essential life skills.

KidSTART (Jalan Besar and Toa Payoh)

KidSTART journeys with low-income families with children 0 to 6 years old to build strong relationships with their children, by co-creating parenting practices and approaches using evidence-based parenting strategies and child development knowledge. Through home visitation, practitioners engage parents in discussions around parenting concerns, caregiving goals and key topics relating to child's development.

In end-2025, we conducted our first exploratory user feedback survey, with slightly more than half of eligible families responding. Respondents reported high satisfaction with the programme and shared that KidSTART practitioners were responsive and supportive. Families also reported stronger parent–child bonding, greater confidence in managing children's behaviour, and improvements in children's adaptive functioning and communication skills.

Impact 2025

255 families and 360 children are empowered with skills to build stronger relationships.

"KidSTART has taught me how to communicate with my daughter more effectively. It also helped me stay calm and respond better when she has tantrums. *N really enjoyed her time with Felicia, especially playing together whenever she came for visits. She also loved attending the story-telling and fun activities organised for her. Since receiving KidSTART services, I feel more patient and calmer when interacting with my child. I have noticed that our time together is more positive and enjoyable, and my child seems happier and more engaged."

Parent of N, KidSTART family

**Name changed to preserve anonymity.*

The Lego Project: Playful Parenting

In partnership with LEGO and Community Chest, the year-long project harnesses the power of play to strengthen parent-child relationships, enhance parenting confidence, and improve the quality of daily interactions.

By the end of the project, parents exhibited an increased frequency of high-quality interactions with their children during play activities. Post-project ratings also indicated improvements in children's responsiveness during play, including increased follow-through and positive feedback such as smiling and vocalisation. These outcomes are likely associated with enhanced caregiver support and reduced caregiver interruption, suggesting that more responsive and less intrusive caregiving behaviours contributed to stronger child engagement.

Impact 2025

24 families acquired skills in quality interactions and learning through play.

*P's mother's perception of parenting centres mainly on meeting her children's basic needs. She understands her parenting role as ensuring that her children have sufficient food and a safe, clean living space. Emotional availability, responsive engagement, and quality parent–child interactions are not highlighted in her own conceptualisation of parenting. On her off days, she typically spends her time watching videos on the phone or catching up on sleep. As a result, even when physically present at home, she usually lets P and his older sister play by themselves.

During Lego play activities facilitated with the family, P's mother was supported to "put on her observation lens" in her engagement with P across different sessions. Initially, she appeared unsure about what to focus on when observing her child. Her comments about P seemed vague, for example, "he happy… he good boy…", suggesting difficulty in identifying and describing specific behaviours, cues, or emotional expressions.

Over time, as she became more familiar with the use of smalltalk conversation cards, there was a noticeable improvement in the clarity and specificity of her observations. Her statements became more detailed and behaviour-focused. For instance, she shared, "He always shake the butt and make funny faces when I say he good." This indicates that she is becoming more attuned to P's unique responses and is better able to pick up and articulate his cues. P's mother appears more confident in noticing and describing her child's behaviour, which reflects some increase in parenting capacity in terms of her observational skills and potential for strengthening the quality of parent–child interactions.

KidSTART Team

**Name changed to preserve anonymity.*

IMPACT DELIVERED: STRENGTHENING FAMILIES

Strengthening Families focuses on supporting families who are experiencing challenges or stressors. Through casework, counselling and structured programmes delivered by our 3 centres, we work alongside families to stabilise their situation, improve family relationships and strengthen their ability to cope with difficulties.

Centres

Kampong Kapor Family Service Centre	Whampoa Family Service Centre	Strengthening Families Programme (FAM) - KKCS
564 Cases Served	**426** Cases Served	**226** Cases Served
79% Improved	**94%** Improved	**94%** Improved

1,216 families served, with most showing improvement in coping capacity and self-reliance.

Family Service Centres

Our Family Service Centres continue to serve as trusted pillars of support within the community by walking closely with families and engaging them in their own growth journey to strengthen resilience, preserve family relationships, and enhance self-reliance.

Kampong Kapor Family Service Centre

Jalan Besar & Kampong Kapor

Beyond direct intervention, the centre actively partners residents, volunteers, and community stakeholders through Hut of Kasih Sayang (refer to Page 23) to foster a caring kampong spirit where families are supported not only by services, but by a connected and compassionate community.

"I found a safe space where I could heal, reflect, and rebuild myself without being rushed."

Service User of WFSC

Whampoa Family Service Centre

Whampoa, Balestier and Novena

Places emphasis on purposeful group and family centred programmes – HEARTS@78A Family Club (refer to Page 22) that strengthen parent child relationships and build social support networks, moving towards a more secure and hopeful future.

I am a resident of Maude Road, would like to share my awesome experiences with KKFSC , where my social workers Ms Bavani and Ms Mei Qi have given all support to my family in every challenging period of our life. Their unmatched professionalism, empathy, understanding, their non-judgmental support and consistent efforts helped to improve our situation so much. Ms Bavani's consistency and belief in me helped to build up my self-esteem, mental strength and confidence. As a result, I have managed many areas of life with no hesitation. Ms Mei Qi never gave up on my children which helped them to get rid of guilt, blames and low esteem emotions. She always tried to engage in emotion building programmes. They both understood our needs and provided financial support from different resources and agencies. I am very grateful for their patience and understanding during the time of my harsh words or reactions. Honestly, me and my family have progressed very well with their guidance and incredible support. Ms Bavani and Ms Mei Qi are assets to the social work field. I really wish and recommend them highly to every needy family. God bless them.

Service User of KKFSC, Mdm A

Together, our Family Service Centres embody KKCS's values of respect, empathy, and partnership—supporting families not only to cope, but to thrive.

"Counselling gave me permission to reparent myself—to recognise my self-worth and choose happiness as I shape my own life."

Service User of WFSC

"I was introduced to the centre in 2021, first with Shane, then Linda, and now Siyan. It has been a long-drawn journey of continual personal discovery and growth with the centre. Each social worker has helped me gain insights into my family situation with respect to my husband's psychological condition, as well as support me through helping me process the events at home and imparting relevant life skills to help me cope.

My husband has been physically and verbally abusive since day 1 of marriage, yet it didn't dawn on me the impact his behaviour has/is having on my children and I until I encountered the centre. I remembered when Siyan first shared with me about the Adverse Childhood Experiences (ACEs), I was very much shaken within, and I knew I could not let things remain as it is for the sake of my growing children. Yet, I didn't have the courage to take action by myself, after having stayed home with no personal income for many years.

A critical turn took place when the Whampoa FSC escalated a violent episode which involved one of my children, to the Child Protection Services, resulting in my children and I being ushered to stay in a shelter for a year. I was also given a Personal Protection Order by the Family Court following the 1-year stay. This move drastically changed our family dynamics. To fast forward the story, my children and I have since moved back to our house.

Although my husband is still living with us, and he remains unchanged in his personality disorder, there no longer was the violent episode that used to take place at home. This is mainly because he has experienced the seriousness of the consequences of his behaviour first hand. Meanwhile, since Siyan took over my case, she has also been meeting up with my 3 children to check in on their well-being. All in all, I would say the Whampoa FSC, and in particular Siyan, has had a tremendous impact in bringing stability to my home, for which I am most grateful."

Service User of WFSC

Strengthening Families Programme (FAM) - KKCS

KKCS's Strengthening Families Programme (FAM) supports individuals and families navigating marital, parenting, separation, and post-divorce challenges. Through counselling, mediation, structured group programmes, and court-mandated interventions, FAM helps families manage conflict constructively and prioritise children's well-being. Grounded in evidence-informed practice and delivered with empathy and respect, FAM empowers families to make informed decisions, strengthen co-parenting relationships, and move forward with greater stability and resilience.

*M, a 52-year-old male, sought counselling at FAM following a period of significant emotional distress. He presented with symptoms of low mood, rumination, and passive suicidal thoughts after discovering that his wife was involved in an extramarital affair. The revelation deeply affected his sense of self and left him feeling overwhelmed and uncertain about the future of his marriage. M also struggled with the dilemma of whether to pursue divorce or attempt reconciliation, while considering the well-being of his three school-going children.

Over the course of one year of counselling, M demonstrated gradual but meaningful progress in his emotional well-being and coping abilities. Through ongoing support from the FAM worker, he began to rebuild his sense of stability and self-confidence. He also took proactive steps to support his mental health, including reconnecting with his church community and engaging in sports and other positive activities. These changes have contributed to improvements in his overall mood and outlook. M is now in a more stable emotional state and feels ready to thoughtfully consider the future of his marriage and the next steps for himself and his family.

Ryan Nge, FAM-KKCS Team

**Name initial used to preserve anonymity.*

Programmes

Beyond casework, programmes are intentionally curated to support the diverse and evolving needs of families.

Healing Space (Divorce Support Programme)	Mandatory Co-Parenting Programme (CPP)	Children-in-between (CiB)	PALS	The Playful Hut
15 Individuals Served	567 Individuals Served	21 Individuals Served	4 Families Served	11 Individuals Served

Healing Space (Divorce Support Programme) and Mandatory Co-Parenting Programme (CPP) by FAM-KKCS

For families affected by divorce, from pre-divorce to post-divorce, we provide counselling services and programmes that aim to alleviate distress and help the families achieve greater stability. For individuals navigating the challenges of divorce, our FAM-KKCS team started support groups for divorced men and women – Healing Space – which provided a safe environment for them to share their experiences, receive emotional support, and develop coping skills.

Mr *S and his ex-spouse, Ms S, and their two children, ages 15 and 12, were referred by Family Justice Courts for co-parenting counselling. They were experiencing ongoing challenges in their co-parenting relationship, characterised by tension and unresolved differences, as well as strained parent-child relationships between the children and Ms S due to strict parenting and stressful access arrangement.

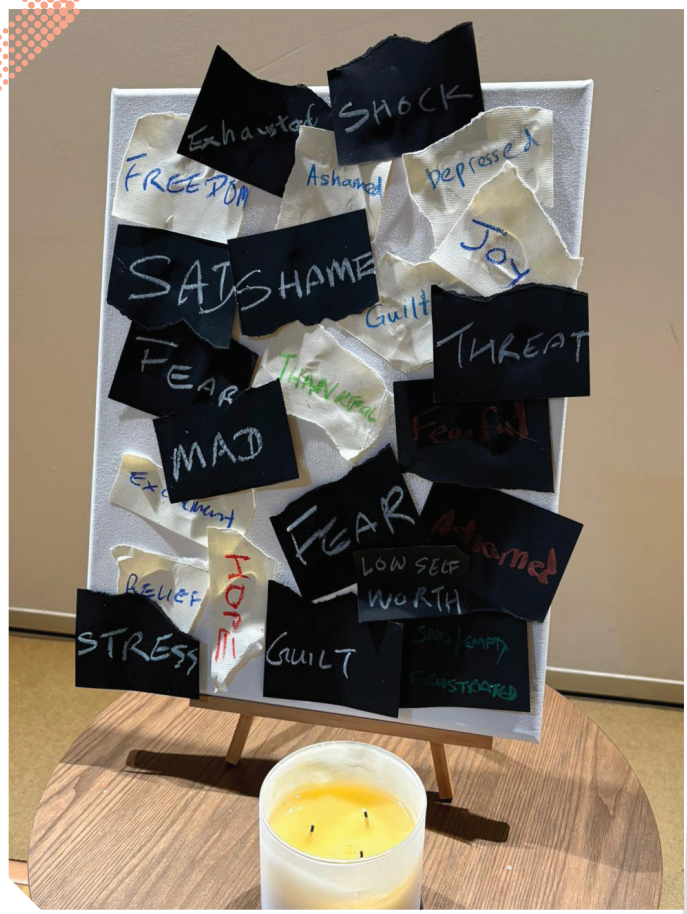
Despite the initial inability to discuss amicably in a co-parenting session, parents have been observed to be able to better regulate and participate in co-parenting sessions to review and consider adjustments to existing court orders, including those relating to access arrangements, child maintenance, and tuition support.

As a result, their children can engage in open conversations with Ms S and they reported feeling happier with the change in access and care arrangements. The younger child who was overwhelmed and was diagnosed with adjustment disorder had also shown positive adjustments.

Mr Ng expressed appreciation for the support provided by his Counsellor, noting that it has helped improve communication, resolve conflicts, and enhance his children's well-being.

Nurul Ashikin Lee, FAM-KKCS Team

**Name initial used to preserve anonymity.*



"Connecting with others on similar journeys helped me feel less alone and gave me strength to move forward."

Mdm L*

**Name initial used to preserve anonymity.*

Children-in-between (CiB)

Our FAM team ran Children-In-Between (CIB), a skills-based programme designed for divorcing or divorced parents and their children. It aims to reduce the negative impact of divorce, especially on children.

Play and Learn Support (PALS)

Play and Learn Support (PALS) is an additional support programme initiated by our KidSTART practitioners to augment home visitation. Some caregivers may have limited capacity to provide consistent and meaningful stimulation at home, resulting in high exposure to screen time.

To address this, volunteers are recruited to do weekly/biweekly home-based sessions over a total of 10 sessions to engage the children meaningfully through book reading, craft activities, play, and community outings (e.g., library visits). Through these sessions, parents are also encouraged to participate in the planned activity with their child. The intended outcomes are for (1) children to be meaningfully engaged in activities that support their development, and (2) for parents to gradually take on these simple, developmentally supportive activities with their child at home.

Although only four families benefited from this service in FY2025, the outcomes observed were meaningful. A volunteer noted that a young single-parent began to participate more actively alongside her son. Parents also provided feedback that their children were moderately engaged during the sessions, reflecting sustained interest and positive participation.

Moving forward, the team intends to extend the activities to outdoor experiences, supporting children's exposure to new environments and opportunities for learning.

The Playful Hut (TPH)

The Playful Hut (TPH) is a new programme that was launched in Q4 25/26 under the Clinical Director's Office (CDO) to provide timely, child-centred play-based therapeutic interventions. This programme was specially designed to support children between the ages of 3 to 12 years old who may be coping maladaptively after a stressful event. With these interventions, children would be provided a safe space to understand, regulate, and use their emotions effectively in managing difficulties. They would also gain a greater sense of confidence from having autonomy to decide their activities within the session.

Some families may lack the time or financial resources to access similar services, hence TPH aims to make therapeutic interventions more accessible through coordination with schools and existing KKCS service units, and the provision of subsidised therapy services. By providing specialised emotional support for children, TPH hopes to help our KKCS colleagues to focus on other family concerns as part of their casework and counselling programmes.

As of March 2026, there was a total of 11 referrals, of which 8 are currently active cases with weekly sessions. 6 of these cases are seen at the Cove playroom at Connect @ City Square Mall, where the room has been collaboratively furnished with Singapore Children's Society (SCS) and The Salvation Army (TSA) with additional items to aid with children's sensory input and regulation.

IMPACT DELIVERED: PRESERVING FAMILIES

Preserving Families focuses on families facing more significant risks or crises. These services work intensively with families to protect children, address complex needs and support families in remaining safe and together whenever possible.

Safe & Strong Families – Preservation (SSFP) Programme

SSFP supports families with moderate to high risks to ensure that children remain safe and well at home. Referrals are made by the Ministry of Social and Family Development's Protective Service (PSV), and each family receives sustained, home-based intervention up to 12 months.

By working directly within the home environment, our team builds trust with families and supports them in real-life situations. This approach enables deeper engagement, helping families open up about their challenges and take active steps toward change. Through consistent support, families begin to strengthen relationships, improve parenting practices, and create safer and more stable home environments for their children.

Recognising that no single service can meet all needs, SSFP works closely with community partners to coordinate support across different domains. This collective effort strengthens the network around each family, increasing the likelihood that children can continue to grow up safely within their own homes.

For families who have experienced trauma, rebuilding trust and a sense of agency is critical. Through guided support, parents are encouraged to make decisions, reflect on their choices, and gradually regain confidence in their roles. Over time, many families demonstrate stronger emotional attunement to their children, improved communication, and a renewed sense of stability.

Impact 2025

24 families and 58 children experienced family preservation work so that they have a stronger family they can return to, a home they can feel safe in.

A Family's Journey

A and B entered parenthood at a young age, unprepared for the demands of marriage and raising a child. Their son, C, was often left in the care of others and showed signs of developmental delays, alongside behaviours shaped by exposure to conflict at home.

Through sustained engagement, the SSFP team worked closely with the family to strengthen their understanding of C's needs. By helping C express himself and guiding his parents to recognise the impact of their actions, the family began to see the situation differently. This marked a turning point.

With continued support, A and B developed stronger parenting skills and became more attuned to C's emotional needs. They also began to address their relationship dynamics, learning to communicate more openly and reduce conflict. Over time, the family moved towards a safer, more stable environment, with renewed confidence in their ability to care for their child.

SSFP Team

**Name changed to preserve anonymity.*

IMPACT DELIVERED: COMMUNITY

Strong communities are built not only through services, but through relationships, shared ownership and collective action. At KKCS, our community work brings together residents, volunteers and partners to create accessible spaces of support, strengthen connections, and enable individuals to both receive and contribute. Through initiatives that support the community ecosystem, mobilisation, community spaces, and giving back, we seek to foster a community where care is mutual, support is within reach, and individuals are empowered to play an active role in shaping the environment around them.

Hub of Community Connection (by WFSC)

WFSC continues to deepen its presence in the community through sustained outreach and engagement efforts. By combining door-to-door outreach, partner collaboration and digital platforms, the team seeks to build accessible and trusted pathways to support for residents.

Through outreach, whether through direct conversations at their doorstep or through follow-up communications, our services became more visible and approachable, especially for residents who may not otherwise seek help.

At the same time, community partnerships were strengthened through regular networking sessions, bringing together service providers to better coordinate support for families. A growing WhatsApp community now serves as an ongoing touchpoint, enabling residents, partners and staff to stay connected, share information and respond more quickly to emerging needs.

Together, these efforts contribute to a more connected ecosystem — where support is not only available, but easier to access, navigate and sustain within the community.

Impact 2025

13 sessions held with community partners to connect and collaborate.

820 family units outreached to create awareness of where they can seek help when they need it.

600 members connected through our Community Whatsapp Group.

"I engaged an elderly couple living in the area where the wife, a Japanese Singapore Permanent Resident, is the main caregiver to her husband, who is wheelchair bound with multiple chronic health conditions. Through the conversation, it became evident that the household was facing significant financial strain and challenges navigating various social support systems. The client required help applying and appealing under several schemes.

Ongoing casework support is currently being provided to help the household stabilise financially, address administrative barriers, and ensure access to the schemes they are eligible for. This case highlights the value of community outreach in identifying hidden needs and connecting vulnerable residents to timely support."

WFSC Team

"Outreach showed us that support already exists quietly within the community—we are here to notice, connect, and affirm it."

WFSC Team

HEARTS@78A Family Club (by WFSC)

In June 2025, Whampoa Family Service Centre launched HEARTS@78A Family Club, expanding on the long-running Children's Club to better support the evolving needs of families in the Whampoa community. Recognising the growing challenges faced by teenagers and parents, the programme was redesigned to engage the whole family unit through three interconnected platforms — Children's Club, Teens Club and Parents Club.

Each month, families come together at the centre, with members participating in age-appropriate sessions. The Children's and Teens Clubs draw from the Social, Emotional and Ethical (SEE) Learning framework, equipping participants with skills to build healthy relationships with themselves, others and the wider community. At the same time, the Parents Club provides a safe space for parents to reflect on their parenting approaches, learn practical strategies, and support one another through shared experiences.

By engaging families collectively while addressing their different life stages, HEARTS@78A strengthens family relationships, builds emotional resilience, and creates opportunities for early support before challenges escalate.

Impact 2025

35 participants from 10 different families experienced family bonding at our year-end event.

32 children, 8 youths, 17 parents uplifted through the monthly Get Together programme.

33 volunteers provided support to the community through the HEARTS.

Mdm. *T, a Whampoa resident who was previously not known to the FSC, came to know about the newly rebranded Family Club and decided to sign up for a Parents Club session. It was during the session that she started to reflect more deeply on her parenting struggles. After the session, she connected with the group facilitators to understand more about how the FSC can support her. Subsequently, Mdm. T decided to approach the FSC about her family issues and seek help for herself and her children, and the whole family is now receiving casework and counselling support at the FSC, proactively working through their difficulties to grow together as a family. The children are also current active members of the Teens Club. This story illustrates how the expansion of the programme to include the whole family has enabled WFSC to reach more people in need, bringing holistic support to the community.

WFSC Team

**Name changed to preserve anonymity.*

Thanks to the generous donation from OUE Limited, our community space is being renovated and transformed into a safer, more welcoming, and more functional environment that better supports the families and individuals we serve.

Hut of Kasih Sayang (by KKFSC)

For over 30 years, Kampong Kapor Community Services has been part of the Jalan Besar community — growing from a small homework centre into a network of services supporting families with complex needs. The launch of Hut of Kasih Sayang marks a significant milestone in this journey: a dedicated community space shaped not just for residents, but with them.

More than a physical space, Hut of Kasih Sayang is a platform for community ownership and connection. It reflects our belief that strong communities are built when residents are not just recipients of support, but active contributors in shaping the environment around them.

Impact in the Community

Enabling community-led initiatives

What began as a community fridge initiative supporting over 500 residents has grown into a broader ecosystem of mutual support. Residents are now stepping forward with ideas for interest groups, skills-sharing and peer support — signalling a shift from receiving help to contributing to the community.

Building confidence and purpose

Through Kasih Sayang, individuals are given opportunities to contribute meaningfully. Many have rediscovered confidence, developed new skills, and formed relationships that extend beyond programmes.

Strengthening networks of care

The space brings together residents, volunteers, partners and donors into a shared ecosystem. These connections make it easier for individuals to seek help, knowing that support can come from multiple touchpoints within the community.

Fostering a culture of giving

From residents who volunteer their time, to donors who quietly sustain initiatives, Hut of Kasih Sayang reflects a growing culture where care is mutual and collective.

Looking ahead, Hut of Kasih Sayang represents a shift in how we work with communities — from delivering services to enabling community-led change. As the space continues to grow, it will be shaped by the voices, ideas and aspirations of the residents it serves.

Building a Space by the Community

Before renovation began, residents were invited to write and draw on the walls of the existing space — expressing memories, frustrations and hopes. What could have been a simple renovation became a shared moment of reflection and closure for the community.

During the rebuilding process, residents continued to shape the space. They voted on its name, choosing "Hut of Kasih Sayang", and contributed ideas that informed the final mural design. After the renovation, many returned to help paint the mural over several sessions, bringing together different elements of their drawings into a single shared artwork.

Today, the space carries not just a new look, but the collective imprint of the community — a place that reflects their voices, experiences and sense of belonging.

Re-decorated wall after having kids throw paint water balloons before moving out of the office.

Quiet Acts of Giving

Since 2020, a mother and daughter family have been quietly supporting the community fridge with regular donations of fresh groceries. What began as a simple act of giving has become a sustained commitment, with their contributions growing over time.

They first encountered the initiative through community outreach efforts and were struck not just by the needs on the ground, but by how residents themselves took ownership in running and supporting the space. This sense of shared responsibility resonated with them.

Choosing to remain anonymous, they continue to contribute week after week — a quiet but steady presence behind the scenes. Their story reflects how trust and authenticity within a community can inspire sustained generosity.

Finding Purpose Through Giving Back

A long-time client, who had once led an active life, found herself increasingly limited by multiple health conditions and regular dialysis. When a group of residents expressed interest in learning English, she was invited to teach — an opportunity she initially hesitated to take on.

With encouragement, she began conducting small sessions. Over time, what started as a simple learning group became something more. The participants grew in confidence, using English more comfortably in their daily interactions, while she rediscovered a sense of purpose and identity beyond her illness.

Even when her health declined and she was no longer able to continue the sessions, the relationships endured. Participants continued to check in on her, offering support and companionship — a reflection of how giving back had come full circle within the community.

Impact 2025

4,601 portions of fresh groceries distributed to benefit the dietary health of our local community.

556 members of the community benefited from food distribution by our partners through the Hut.

13 active volunteers provided support to the community through the Hut.

13 members of the community engaged for Community Space Art Mural Activation.

IMPACT DELIVERED: COMMUNITY

Hands of Care (by SG Cares Volunteer Centre @ Jalan Besar by KKCS)

Over the past year, the SG Cares Volunteer Centre @ Jalan Besar continued to strengthen a culture of giving by connecting volunteers, community partners and residents in meaningful ways.

Beyond mobilising volunteers, the centre played a key role in building capability within the sector. In partnership with Maybank, Care Corner Singapore and New Hope Community Services, a capability development session was co-organised to support non-profit organisations in engaging corporates more meaningfully in volunteerism. The session brought together around 70 participants from over 30 organisations, strengthening shared learning and practice across the sector.

In February 2026, Kampong Kapor Community Services concluded its role as the operator of the SG Cares Volunteer Centre @ Jalan Besar, as part of a broader organisational reprioritisation.

We remain deeply appreciative of the partnerships, volunteers and community members who have journeyed with us over the past five years. Their contributions have not only enabled service delivery, but have also strengthened a collective spirit of care within the community.

Impact 2025*

4,673 members contributed as volunteers to this community.

27,849 hours invested to impact lives through volunteerism.

25,214 lives impacted by our volunteers.

249 partnerships brokered to benefit the community.

Statistics are from Nov 2024 to Nov 2025

IMPACT DELIVERED: SECTOR

Beyond our direct work with families and the community, KKCS also contributes to strengthening the wider social service sector. We do this through sharing practice insights, participating in cross-agency collaborations, and contributing to sector initiatives that build capability and support learning.

These platforms allow us to learn alongside partners, share our experiences, and co-develop approaches to emerging needs. We remain committed to playing our part in building a more connected and effective social service ecosystem in Singapore.

Becoming Evidence-Informed: Building Within, Sharing Beyond

At KKCS, the question of whether our work makes a difference is one we have chosen to take seriously. The Impact & Innovation team exists to do exactly that: to build the systems, frameworks, and capabilities that help the organisation understand and improve what it delivers. This is work that has been building steadily, and this year, its reach grew.

More service units were supported and more programmes brought into structured development across 18 projects. The team's involvement moved further into how services are designed, measured, and understood. The intent is consistent and the direction is clear: we are moving towards every programme being able to account for its own impact, with the frameworks, data, and support to make that possible. Every team should have what they need to improve.

That same intent carried beyond the organisation. Across six engagements spanning practice, policy, and academia, KKCS shared findings from its study of Scribe, an AI-assisted documentation tool. The sharing was practical and honest, addressing what responsible AI adoption looks like in social work and what implementation genuinely requires. These were questions the sector was already sitting with. KKCS brought what it had learned and offered it in full.

The foundations are in place. The work now is to deepen, scale, and grow our contribution to how the sector learns.

Impact 2025

6 sharing engagements on AI-assisted documentation in social work.

18 projects supported across KKCS service units.

Presenting at International Childhood Trauma Conference

"How many of you ask your clients about their poop?" This was a question posed by an esteemed psychiatrist specialising in trauma to a hall filled with more than 1,000 social service and healthcare professionals who were gathered in Melbourne, Australia for the International Childhood Trauma Conference 2025 from 17 to 22 August 2025. The point was clear, overwhelming stress and trauma affect our minds and bodies in profound ways but can show up in our daily activities that we sometimes take for granted.

Journeying alongside clients through moments of crisis such as domestic violence, disclosures of abuse or mental health struggles is a critical role for FSC workers. Beyond the stress of making multiple complex decisions under pressure, the emotional weight of witnessing or hearing about clients' traumatic experiences can also linger long after the crisis has passed. This gives rise to a simple but important question: How do we care for our workers so that they may care for our clients?

This question quickly grew into a practice research project to explore how workers experienced crisis management through a trauma-informed lens – what helped, what hindered, and what it meant to feel safe, supported, and empowered in the work. What started out as a conversation over lunch grew into open sharing of experiences among colleagues and eventually brought a team of 3 workers from KKFSC to present their insights and learnings at the conference where peers from around the world connected and exchanged ideas. Connections were also forged with other representatives from Singapore such as KK Hospital, PPIS, Melrose Home and MWS.

Through the 5 days of learning, networking and long conversations over food, it became a clear reminder that trauma-informed work cannot be sustained alone but by communities of practice that support, challenge and learn from one another.

NCSS Volunteer Management Capability Development (VMCD) Consultancy Project

To strengthen our volunteer engagement and partnership practices for the years ahead, KKCS embarked on the NCSS Volunteer Management Capability Development (VMCD) 8.0 consultancy journey. Through this initiative, we collaborated closely with Empact to co-create key deliverables that enhance how we engage, support, and sustain volunteer relationships.

A core focus of the consultancy was Relationship Management—building structured, intentional approaches that recognise volunteers as valued partners in community care. This work supports KKCS's commitment to developing volunteer practices that are people-centred, sustainable, and aligned with our service values, ensuring that volunteers are well-supported and meaningfully connected to the communities they serve.

IMPACT DELIVERED: STAFF

Our staff are at the heart of KKCS, and our impact begins with how we support and grow our people. We continue to invest in building a positive and enabling work environment through staff engagement efforts, training and development opportunities, wellbeing initiatives, and enhancements to our physical spaces.

These efforts reflect our commitment to nurturing a workforce that is supported, equipped, and valued in their work with the community.

Employee Engagement and Wellbeing Townhall 2026

This year's townhall gathering was designed as a dedicated space for us to listen deeply to each person and each team's aspirations as we cast the vision ahead for the next 5 years. In true KKCS fashion, we worked very hard and played very hard.

As a team, we reflected on our DNA. What makes KKCS uniquely us? We honoured the milestones that we have crossed together as a team, got a rare up close and personal glimpse into the mind of our ED who was placed on the hot seat by our guest host, and unpacked vision 2030 through a World Café experience, as we steer the ship towards a common shared purpose.

There is much to do ahead of us. In ED's words - her biggest fear is that we settle for what is needed and do not find it within ourselves to strive to go the extra mile for the families we serve.

We are grateful for the dedicated people of KKCS who choose to show up and serve each day with heart, for the leaders who choose to show up with humility and a service mindset and for the families that we serve that continue to inspire us to be the best that we can be.

Employee Engagement Survey (EES)

Overall Engagement Score: 74%

KKCS performs above national and public sector benchmarks and is similar to the social service sector benchmark. This indicates strong overall engagement, while highlighting opportunities to further strengthen alignment with leading organisations in the sector.

Nonetheless, KKCS' positive Employee Net Promoter Score (eNPS) reflects a healthier balance of employee advocates over detractors compared to all benchmark groups, indicating strong staff willingness to recommend KKCS as a place to work.

Key Insights

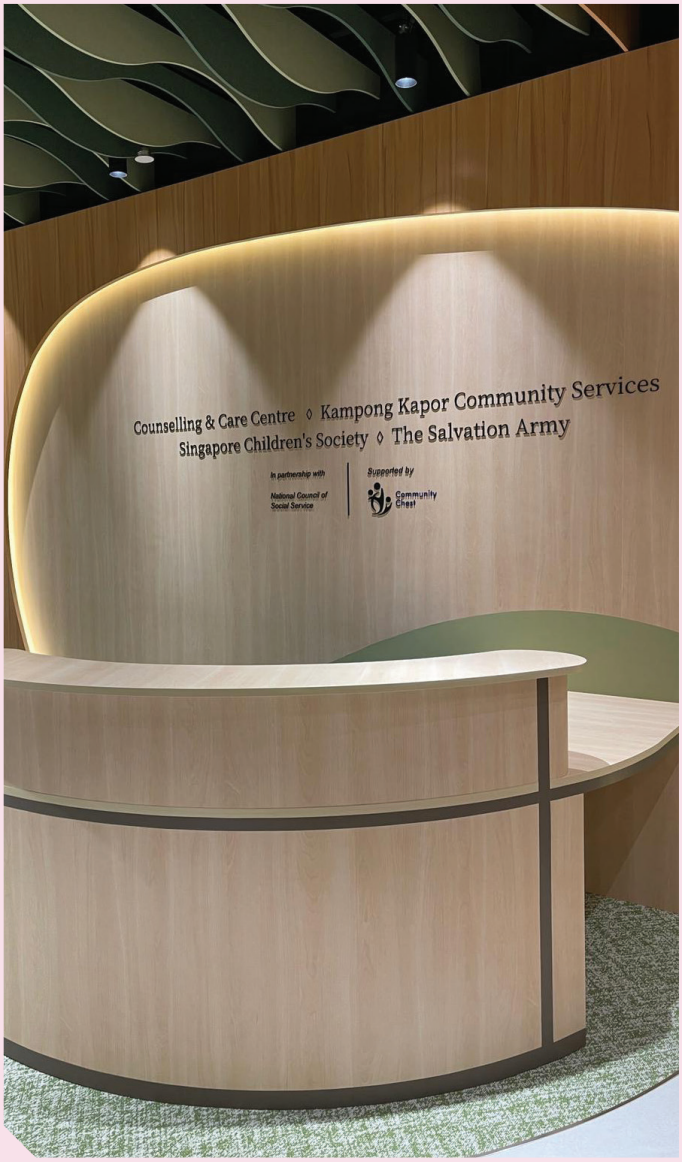
Strongest areas: Commitment to Organisation and Immediate Manager Effectiveness, reflecting strong organisational loyalty and positive supervisory relationships.

Development areas: Performance Enablement and Well-being, suggesting opportunities to further strengthen systems, workload support, and employee experience.

Care Team-Led Engagement & Wellbeing Initiatives

Staff engagement and wellbeing were further strengthened through a range of Care Team-led initiatives that foster connection, appreciation, and community across KKCS.

A key highlight was KKCS Fun Day 2026, held at Sentosa, where staff participated in team-based, time-bound challenges designed to encourage collaboration, healthy competition, and cross-team bonding. The event also introduced a friendly leadership ranking element, adding energy and excitement while strengthening organisational camaraderie.



Workplace Enhancements

As part of ongoing efforts to support staff wellbeing and operational effectiveness, KKCS continues to invest in improving our physical work environments.

The launch of CONNECT @ City Square Mall and the renovation of Block 2 Kitchener Road have provided refreshed and more conducive workspaces for staff, with attention to ergonomics, accessibility, and overall comfort. In parallel, ongoing space planning efforts are underway to support growing manpower needs and ensure sufficient capacity for service delivery.

In addition, a Work Enablement Review is being undertaken to strengthen system access, physical access, and print access. This supports our broader vision of enabling a more connected and flexible working environment, where staff can collaborate and work effectively across the KKCS ecosystem.

Employee Learning and Growth

KKCS remains committed to the continuous growth and professional development of our staff. Beyond engagement and wellbeing, we invest in building capability through structured training, practice development, and learning opportunities that strengthen both individual competencies and organisational effectiveness.

In FY2024 and FY2025, external training and development remained a key area of investment, with a total of about $160,000 spent supporting clinical and non-clinical learning opportunities externally. This benefited 71 staff in 2024 and 68 staff in 2025, with a corresponding 5,600 hours of external learning recorded across the two years. These opportunities enabled staff to deepen their professional competencies and stay updated with sector practices and emerging needs.

In addition, internal training and development efforts focused primarily on clinical capability building. A total of $16,000 out-of-pocket expenses was invested into internal training over the two-year period, supporting 78 staff in 2024 and 73 staff in 2025. This resulted in more than 1,200 hours of structured internal learning, reinforcing practice consistency and strengthening core service delivery capabilities within teams.

Beyond training, KKCS also continued to invest in staff wellbeing through structured welfare provisions. This includes the Employee Assistance Programme (EAP) and taxable benefits, with a total of about $50,000 invested in both FY2024 and FY2025. These efforts supported staff wellness and provided additional layers of care for employees navigating work and personal demands.

Collectively, these investments reflect KKCS' ongoing commitment to building a capable, supported, and resilient workforce equipped to meet evolving community needs.

GOVERNANCE AND STEWARDSHIP: MANAGEMENT COMMITTEE

The role of the Management Committee (MC) is to provide strategic direction and oversight of KKCS' services and objectives and to steer the charity towards fulfilling its mission through good governance. The MC also forms sub-committees with specific functions to assist in discharging its duties.

MC members do not receive any form of remuneration. To enable succession planning and steady renewal in the spirit of sustainability of the charity, the MC has a term limit of ten years. In particular, the Chairman has a term limit of three consecutive two-year terms and Honorary Treasurer has a term limit of two consecutive two-year terms.

The MC would like to record their gratitude for the services rendered by Mr Andrew Cheong Kwok Onn, Dr Darius Pan Shaw Teng, Dr Joseph Leong Jern-Yi and Mr Victor Lai Kuan Loong, who stepped down from the Management Committee at the 2025 Annual General Meeting. They had contributed enormously through their various MC appointments and in their personal capacity.

Appointment of Management Committee on 25th Sep 2025 at the Annual General Meeting for a two-year term:

Mr Evan Law Yew Kwong
Chairman

Retired CEO

Mr Andrew How Wai Mun
Vice Chairman

Partner, Mercer

Mr Lim Tanguy Yuteck
Honorary Secretary

CEO, Pro Bono SG

Mr Oon Jin Gee
Honorary Treasurer

Freelance Consultant

Mr Adrian Chan Kwong Shing
Honorary Assistant Treasurer

Executive Director,
KPMG Services Pte Ltd

Mr Chin Soon Theen
MC Member

Commander Cluster C,
Singapore Prison Service

Ms Dorothy Ching Pui Wah
MC Member

Executive Director,
Transformational Business
Network Asia

Mr Dyfrig Maredudd Wilson
MC Member

VP, Head of Regulatory,
Emerging Markets,
Viatris Asia Manufacturing
Pte Ltd

Ms Cynthia Wong Yuen Chinn
MC Member

Nonprofit
Board Member

Mr Ivan Wong Wei Hann
MC Member

Adjunct Lecturer,
Maple Commerce

No MC member has served more than 10 years. A total of six MC meetings and one AGM were held during the financial year. Details of the MC members including their meeting attendance are as follows:

NAME	MC MEMBER SINCE	ATTENDANCE AT FY25 MC MEETINGS
Mr Evan Law Yew Kwong	19 Sep 2019	6/6
Mr Andrew How Wai Mun	17 May 2018	5/6
Mr Lim Tanguy Yuteck	19 Sep 2019	5/6
Mr Oon Jin Gee	21 Sep 2023	4/6
Mr Adrian Chan Kwong Shing	25 Sep 2025	4/4
Mr Chin Soon Theen	1 Oct 2023	6/6
Ms Dorothy Ching Pui Wah	17 May 2018	4/6
Mr Dyfrig Maredudd Wilson	25 Sep 2025	4/4
Ms Cynthia Wong Yuen Chinn	25 Sep 2025	3/4
Mr Ivan Wong Wei Hann	25 Sep 2025	3/4
#Mr Andrew Cheong Kwok Onn	19 Sep 2019	2/2
#Dr Darius Pan Shaw Teng	16 Sep 2021	1/2
#Dr Joseph Leong Jern-Yi	16 Sep 2021	2/2
#Mr Victor Lai Kuan Loong	19 Sep 2019	0/2

#Stepped down from the Management committee at the AGM held on 25 September 2025

Management Team

The work of the Management Committee is supported by the staff team led by the Executive Director.

Ms Lee Yean Wun
Executive Director
Appointed on 1 Jun 2017

Mr Martin Ho
Director
Corporate Services
Appointed on 1 Mar 2023

Ms Jessica Chan
Clinical Director
Clinical Director's Office
Appointed on 1 Apr 2024

Ms Jen Goh
Centre Director
FAM
Appointed on 1 Jul 2022

Ms Christina Ng
Centre Director
Whampoa Family Service Centre
Appointed on 1 Aug 2018

Ms Chew Jia Hui
Programme Head
Family Development Team
Appointed on 2 Jan 2025

Mr Dominic Soh
Programme Head
Impact and Innovation
Appointed on 27 Oct 2022

Ms Bavani Pillai
Centre Head
Kampong Kapor Family Service Centre
Appointed on 25 Mar 2023

Ms Fenni Sim
Programme Head
KidSTART
Appointed on 1 Apr 2023

Ms Ashley Lim
Programme Head
Safe & Strong Families - Preservation
Appointed on 1 Jul 2022

Governance and Stewardship: Sub-Committees of the Management Committee

In accordance with the KKCS Constitution, the Management Committee (MC) is empowered to delegate appropriate responsibilities to sub-committees to support the effective governance and stewardship of the organisation. These sub-committees are made up of volunteers who provide oversight, professional guidance, and strategic input to strengthen KKCS' operations and impact. As at 31 March 2025, the MC is supported by the following sub-committees:

Audit and Governance Committee

The Audit and Governance Committee supports the MC in fulfilling its governance and oversight responsibilities. It provides independent guidance on the effectiveness of KKCS' governance systems, including risk management, internal controls, and compliance practices. While it works closely with the MC and Honorary Treasurer, it maintains a clear advisory and assurance role to strengthen organisational accountability.

Mr Chin Soon Theen	Chairperson
Ms Dorothy Ching Pui Wah	Member
Mr Lim Tanguy Yuteck	Member

Human Resource Committee

The Human Resource Committee provides oversight and strategic guidance on KKCS' human resource policies and practices. The Committee also provides direction on senior management recruitment and succession planning, ensuring alignment with organisational strategy. In addition, it advises the MC on key people-related matters and oversees processes relating to leadership development and HR-related governance.

Mr Andrew How Wai Mun	Chairperson
Mr Evan Law Yew Kwong	Member
Mr Dyfrig Maredudd Wilson	Member

Nomination Committee

The Nomination Committee supports the MC in ensuring strong and effective board composition. It reviews the structure and balance of the MC to ensure a suitable mix of skills, experience, and perspectives. The Committee identifies and evaluates potential candidates for board membership and recommends individuals for election to the MC. It also provides guidance on board succession planning and may advise on the formation of sub-committees and nomination processes to support effective governance continuity.

Mr Dyfrig Maredudd Wilson	Chairperson
Mr Evan Law Yew Kwong	Member
Mr Oon Jin Gee	Member

Programme and Services Committee

The Programme and Services Committee oversees the development, delivery, and evaluation of KKCS' programmes and services to ensure alignment with the organisation's mission and strategic direction. It provides guidance on new programme development, monitors the effectiveness of existing services, and supports service innovation and improvement.

Ms Dorothy Ching	Chairperson
Mr Adrian Chan Kwong Shing	Member
Mr Chin Soon Theen	Member
Dr Trina Tan	Member
Ms Cynthia Wong Yuen Chinn	Member
Mr Ivan Wong Wei Hann	Member

GOVERNANCE AND STEWARDSHIP : CORPORATE GOVERNANCE POLICIES

KKCS continues to uphold strong governance standards as a large Institution of a Public Character (IPC), guided by the Charities Act and the Code of Governance for Charities in Singapore. As we grow in scale and complexity, we remain committed to strengthening accountability, transparency, and stewardship across all areas of our operations. Our governance framework is supported by a comprehensive suite of policies that guide ethical conduct, safeguard resources, and ensure the responsible delivery of services to our stakeholders. The following key governance policies are in place:

Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) Policy

KKCS has established an Anti-Money Laundering and Countering the Financing of Terrorism Policy to detect, prevent, and escalate any suspected money laundering or terrorism financing activities. The policy provides clear procedures to ensure compliance with regulatory requirements and safeguard the integrity of the organisation.

Code of Conduct

KKCS maintains a Code of Conduct applicable to Management Committee members, staff, and volunteers. It sets out expected standards of professional behaviour, integrity, and accountability in the performance of duties and service to beneficiaries.

Communications Policy

The Communications Policy governs the release of information to stakeholders, media, and the public. It ensures that all external communications are accurate, consistent, and aligned with KKCS' values and organisational positioning.

Conflict of Interest Policy

All MC members, staff, and relevant stakeholders are required to declare actual or potential conflicts of interest on a regular and need-to basis. Where conflicts arise, individuals are required to abstain from related discussions and decision-making to ensure transparency and impartiality in governance processes.

Data Protection Policy

KKCS is committed to safeguarding the personal data of clients, partners, donors, volunteers, and employees. Our Data Protection Policy outlines how personal data is collected, used, and disclosed in accordance with the Personal Data Protection Act (PDPA) of Singapore.

Fundraising and IPC Governance Framework

As an IPC, KKCS is authorised to issue tax-deductible receipts for qualifying donations. We adhere to fundraising guidelines established by the National Council of Social Service (NCSS) and the Charity Council to ensure ethical fundraising practices, donor accountability, and proper stewardship of donations.

Loans Policy

KKCS maintains a strict policy of not granting loans to Management Committee members, staff, related parties, or external parties.

Risk Management Framework

The Management Committee oversees a structured risk management framework to identify, assess, monitor, and manage key organisational risks. This ensures that KKCS remains resilient and able to respond effectively to operational, financial, and strategic risks.

Reserves and Restricted Funds Policy

KKCS maintains reserves to ensure financial stability and long-term sustainability of its operations. Reserves are managed prudently and are not expected to exceed the equivalent of two years of operating expenditure.

Restricted funds refer to donations or grants designated for specific programmes or purposes. These funds are managed in accordance with donor intent and are not expected to be in deficit except due to timing differences, which will be addressed through unrestricted funds where necessary. Details of fund balances are disclosed in the audited financial statements.

Volunteer Management Policy

KKCS has in place a Volunteer Management Policy that provides structured guidance on the recruitment, onboarding, training, supervision, and recognition of volunteers. The policy ensures that volunteer engagement is aligned with organisational needs, safeguarding requirements, and governance standards.

Whistleblowing Policy

KKCS is committed to maintaining the highest standards of integrity and accountability. The Whistleblowing Policy provides a safe and confidential channel for reporting concerns related to suspected misconduct, malpractice, or irregularities. All reports are reviewed independently, and appropriate follow-up actions are taken in accordance with established procedures.

GOVERNANCE AND STEWARDSHIP : ESG

KKCS is committed to strengthening Environmental, Social, and Governance (ESG) principles as part of our broader responsibility to ensure sustainable, accountable, and values-driven operations. These efforts are embedded across our day-to-day practices, organisational policies, and staff engagement initiatives.

Environmentally Responsible Practices

We continue to make steady progress in integrating environmentally responsible practices into our operations. Across our sites, we have adopted more mindful approaches to resource use, resulting in incremental reductions in printing, water, and electricity consumption. While the changes may be modest, they reflect a growing organisational awareness and commitment to reducing waste and improving resource efficiency. As we undertake space renovations, we intentionally reduce storage spaces to inculcate the habit of moving towards a lower paper and print usage.

During the extensive renovation of our Block 2 Kitchener Road office, we also created opportunities for community engagement through a flea market initiative. Staff and community members were invited to give and take items based on need, extending the lifecycle of usable assets and promoting a culture of reuse. This initiative reflects our intent to embed sustainability not only within operations, but also in how we engage with the community.

Social Responsibility

KKCS continues to strengthen our social impact through staff-driven community involvement. Through our Staff Volunteer Day, each staff member is given dedicated time annually to volunteer with causes of their choice. This initiative encourages personal ownership of community engagement and allows staff to contribute meaningfully to a range of social causes beyond their daily work.

Other staff engagement and community-building activities are also reflected in the respective sections of this report.

Governance and Stewardship

Strong governance remains a cornerstone of KKCS' stewardship of resources and accountability to our clients, funders, donors, and the wider community. We continue to uphold and strengthen our policies and practices in alignment with sector best practices and regulatory expectations.

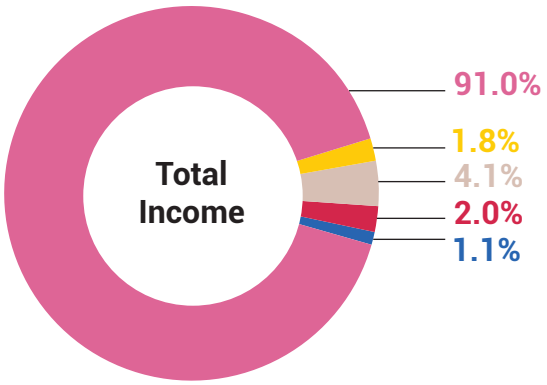
As a growing Institution of a Public Character (IPC), we are committed to continuously improving our governance systems, identifying gaps, and strengthening our organisational maturity. This ensures that KKCS remains accountable, transparent, and well-positioned to deliver sustainable impact.

GOVERNANCE AND STEWARDSHIP: FINANCIAL OVERVIEW

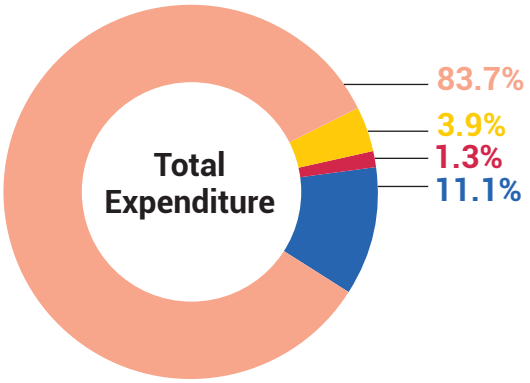
Summary of Financial Performance

Income & Expenditure

Total Income	$
Direct Services	10,637,330
Other Govt Grants (General)	210,924
Additional Project Grants	481,275
Donation and Non-Govt Programme Grants	239,355
Other Income	123,348
	$11,692,232

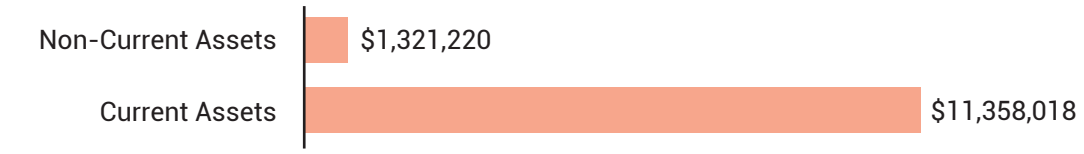


Total Expenditure	$
Expenditure on Manpower	9,789,242
Staff Training and Other Benefits	458,236
Specific Financial Assistance	149,234
Other Operating Expenses	1,294,142
	$11,690,854

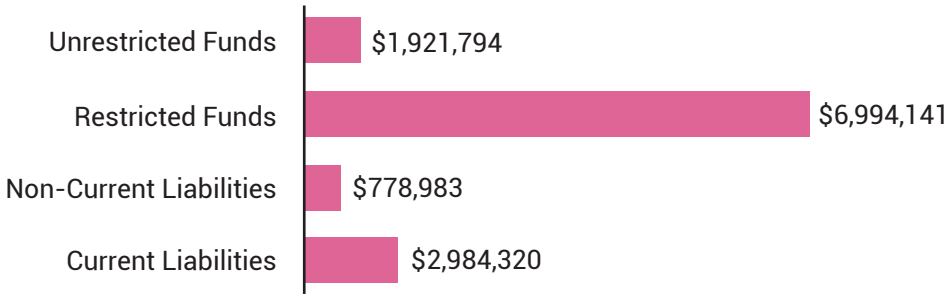


Balance Sheet

Assets $12,679,238 (Total)



Funds and Liabilities $12,679,238 (Total)



Financial statements for the year ended 31 March 2026 can be found on our website www.kkcs.org.sg

Disclosures

Kampong Kapor Community Services was registered under the Societies Act in Singapore on 10 February 2010. The Society is a registered charity under the Charities Act since 1 April 2010. The Society is also an approved Institution of a Public Character (IPC) under the Income Tax Act 1947. The current IPC status is granted till 28 February 2027. KKCS is also a full member of the National Council of Social Service.

Corporate Information

UEN:	T10SS0030D
Registered Address:	Block 2 Kitchener Road #03-89 Singapore 200002
Auditor:	Baker Tilly TFW LLP
Bankers:	OCBC Bank and DBS Bank
Governing Instrument:	Constitution
IPC period:	1 April 2024 to 28 February 2027

Disclosure of Remuneration of three highest paid staff

Staff Strength (as of 31 March 2026): 103

Disclosure of annual remuneration of three highest paid staff who each receives more than $100,000, in bands of $100,000:
Between $100,000 to $200,000 – 1 staff
Between $200,000 to $300,000 – 2 staff

None of the above staff serve in the Management Committee (MC) of the charity. The charity has no paid staff who are close members of the family of the Executive Director or MC members.

GOVERNANCE AND STEWARDSHIP : GOVERNANCE EVALUATION CHECKLIST

(TIER 2) FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

SN	Call for Action	Code ID	Did the charity put this principle into action?
PRINCIPLE 1: THE CHARITY SERVES ITS MISSION AND ACHIEVES ITS OBJECTIVES.			
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes
PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT.			
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re- appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes

SN	Call for Action	Code ID	Did the charity put this principle into action?
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re- appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re- elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes
PRINCIPLE 3: THE CHARITY ACTS RESPONSIBLY, FAIRLY AND WITH INTEGRITY.			
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes

SN	Call for Action	Code ID	Did the charity put this principle into action?
PRINCIPLE 4: THE CHARITY IS WELL-MANAGED AND PLANS FOR THE FUTURE.			
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes
PRINCIPLE 5: THE CHARITY IS ACCOUNTABLE AND TRANSPARENT.			
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes

SN	Call for Action	Code ID	Did the charity put this principle into action?
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding $100,000, in incremental bands of $100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than $100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds $50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of $100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than $50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes
PRINCIPLE 6: THE CHARITY COMMUNICATES ACTIVELY TO INSTIL PUBLIC CONFIDENCE.			
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

RESOURCES RECEIVED: DONORS AND FUNDERS

During the financial year, KKCS received cash donations totalling **$126,025**. Fundraising Efficiency Ratio is at **0.9%** — a testament to our commitment to stewarding every gift wisely and making the most of our supporters' generosity.

Donors Acknowledgement

We deeply appreciate the unwavering support of our donors and partners. Your generosity has empowered us to impact the lives of individuals and families, helping to build stronger communities.

Organisations and Corporates

Amriteswari Society Singapore
CHIJ Secondary School (Toa Payoh)
City Missions Church Grace Mission
De'Hills Risk Services Pte Ltd
Edrington Singapore Pte Ltd
Hilton Garden Inn Singapore Serangoon
Hinghwa Methodist Church
Kampong Kapor Methodist Church
Lee Foundation
LEGO Foundation
MayBank
OUE Limited
Rabobank
Raffles Girls' School (Secondary) Girls' Brigade (45th Company)
Raffles Institution Boys' Brigade (60th Company)
Reliance Pte Ltd
Serangoon Alumni
Singapore Shipping Agencies Partnership
SMU - Centre for Social Responsibility (C4SR)
Stamford Land Management Partnership
Stephanie Zeng & Friends
The Boys' Brigade Singapore
The Girls' Brigade Singapore
The LEGO Group
Tibetan Buddhist Centre
Toa Payoh Seu Teck Sean Tong

Individual

Alexander James Kennedy
Andrew Ang Uun Loong
Ang Siew Ling, Mellissa
Ang Soon Huat
Angeline Neo
Cheong Kwok Onn
Chew Chee Seng William
Chiang Shu Lee
Chin Soon Theen
Derrick Seah Shiao Yong
Diana Lai Ngiik Chui
Dr Leonard Lee
Felize Lee-Sim Fenni
Freda Choi
He Zixiang, Eddy
Heng Jee Min, Melissa
Ho Beng Yew
Hsu Zhi Ming, Spencer
Joseph Leong Jern-Yi
Joshua Wong
Kee Yong Wei
Lee Jeremy Adrian
Lee Li Yun, Jessalyn
Lee Yean Wun
Lim Cheng Kuan
Lim Kaibin
Lim Kok Soon
Lim Wei Jie
Loh Soon Bock
Loo Kay-Enne
Martin Ho Tze Cheng
Melinda
Melissa
Nathan Lau Kok Gim
Nave Fabio
Navin Nathaniel Kirinaris
Neo Wan Yan, Lucinda
Ng Tian Ho
Ng Wei Chiang, Jason
Ng Wei-Cher
Nge Aik Kai
Phoebe Impens
Phoon Wai Kit
Preeti
Rachel Yap Tsuen Whee
Randall Marty Robert Takashi
Ron Chew
Sarah Tai Beishan
Seethalakshmi
Seow Hui Xian
Shue Wei Swee
Sim Hoon Lu
Tan Kie Chuan
Trina Tan Li Lian
Wang Yinzhuan
Wee Chin Chin
Winston Lau Leong Wee
Yap Xiao Wei
Yin Min Khin
Zhou Siyin
Other Anonymous donors

Funders Acknowledgement

Community Chest of Singapore
KidSTART Singapore Ltd
Ministry of Culture, Community & Youth
Ministry of Social and Family Development
National Council of Social Service
Singapore National Employers Federation
Singapore Totalisator Board
The Majurity Trust Limited – Wonder Arc Fund

We also extend our sincere appreciation to donors who have chosen to remain anonymous. Your generosity and trust mean a great deal to us.

We have made every effort to ensure the accuracy of this list. If we have inadvertently omitted any names, we sincerely apologise and would appreciate your understanding.

We are also grateful to all who have supported KKCS in other meaningful ways—through volunteering, partnerships, and advocacy. Your contributions continue to make a difference in the lives we serve.

RESOURCES RECEIVED: STAFF

Corporate Services:
Baoyan, Cher, Joscelyn, Lilie, Marcus, Martin, Nang, Terence and Yean

Clinical Director's Office:
Jessica and Joanne

Impact and Innovation:
Dominic, Jasmine and Kiev

Kampong Kapor Family Service Centre:
Andy, Ashley, Asyura, Bavani, Bernard, Bryan, Cayyin, Hindran, Jamie, Khairunisa, Kumar, Li Yi, Lily, Liwen, Mei Qi, Mr Wee, Natalie, Raudhah, Shila, Sing Er and Wei Lin

Whampoa Family Service Centre:
Aalia, Annicia, Christina, Clarissa, Danny, Dayana, Eileen, Elijah, Harry, Jessica, Jia Wei, Jie Mei, Jun Jie, Linda, Lydia, Nandhini, Rachel, Samuel, Siyan and Teck Keong

Strengthening Families Programme (FAM) – KKCS:
Amirah, Ashikin, Clara, Devika, Dorcas, Eann, Esther Goy, Esther Ng, Ghazali, Ian, Jen, Jia Xing, Jie Hui, Joey, Kathy, Kian Chuan, Kwee Yong, Limin, Mellissa, Mui Gek, Nirmala, Ryan and Zhi Heng

KidSTART:
Bhairavi, Celine, Clara, Diana, Elizabeth, Felicia, Fenni, Fiqah, Hilman, Joy, Juliet, Nadhirah, Rasidah, Sonaal, Tivashini and Vithya

Safe & Strong Families – Preservation:
Ashley, Carissa, Gwendoline, Rasyiqah, Renga, Shaileen and Yun Wei

Family Development Team:
Jaslyn and Jia Hui

I have always been grateful that KKCS gave me a chance to become a social worker through the CCP. While the work has always been challenging in different ways, KKCS has been a supportive and empowering workplace. I feel the genuine care of my colleagues, and my supervisors give me space to build my own identity as a worker. They push me to do my best for our clients, and to remember to take a chill pill every now and then.

Elijah
Social Worker

VISION 2030: KKCS A VOICE THAT MATTERS

BUILDING A COMMUNITY WHERE ALL VOICES MATTERS

As we look ahead, KKCS enters a new chapter with Vision 2030—a clear and focused direction for how we will deepen our impact over the next five years and beyond.

By 2030, KKCS will be known for high-quality, evidence-informed work that strengthens families with complex needs. We will embed our service users' voices into who we are, what we do and how we do. Our values driven team will deliver consistent, compassionate and impactful practice.

Vision 2030: A Voice that Matters

At the heart of this vision is a simple but important belief: families do not experience challenges in silos—and neither should the support they receive. Vision 2030 is not about doing more, but about doing what matters—better, deeper, and more intentionally.

We will strengthen how we work in three key ways:

1. Integrated and High-Quality Services

Families with complex needs often navigate multiple systems and services. By 2030, KKCS will work towards a more connected, coordinated, and integrated ecosystem of support, where families experience our services as one coherent journey rather than fragmented programmes.

We will also develop and scale well-defined, evidence-informed practices that can be shared across the sector and region, contributing to stronger outcomes beyond KKCS.

2. Evidence-Informed Practice

We will build a unified engine of evidence that integrates data, professional practice wisdom, research, and service users' experiences.

This means moving from intuition alone to intentional, data-informed decision-making, where insights are continuously used to improve services and outcomes. Over time, this will strengthen both the consistency of care and the impact we achieve with families.

3. Strong People and Leadership

Our people remain central to everything we do. Vision 2030 places strong emphasis on developing a capable, values-driven workforce, supported by clear competencies, structured development pathways, and sustainable leadership pipelines.

Grounded in our TRUST values, we aim to build a team that is not only skilled, but also deeply aligned in purpose—able to work with families and mobilise the community in meaningful ways.

Vision 2030: Building a community where all voices matters

A defining feature of Vision 2030 is our commitment to embedding service users' voices into our work.

This means moving beyond feedback to co-creation—where families are partners in shaping services, informing decisions, and influencing systems that affect their lives. Over time, this will also strengthen our role in surfacing and addressing broader systemic challenges.

Looking Ahead

Vision 2030 is both ambitious and grounded. It reflects our aspiration to grow responsibly—building depth, not just breadth.

As we take this forward, we recognise that this journey cannot be achieved alone. It will require partnerships, shared learning, and collective effort across the sector and community.

We invite you to journey with us.

JOURNEY WITH US

As we work towards an integrated, evidence-informed, and people-centred support for families, we recognise that lasting impact requires collective effort. We invite individuals, organisations, and partners to journey with us in different ways.

Collaborate with Us

admin@kkcs.org.sg

We are keen to partner with agencies, community groups, and system stakeholders who share a commitment to coordinated and more holistic support for families. Through collaboration, we can strengthen connections across services and co-develop solutions that respond more effectively to complex needs.

Volunteer with Us

volunteerwithus@kkcs.org.sg

There are many ways to contribute your time and skills—whether through direct engagement with families, supporting community initiatives, or contributing professional expertise. Your involvement can help build a more supportive and connected community for those in need.

Support Our Work

https://www.kkcs.org.sg/donate/

KKCS Donation Page

As we invest in strengthening practice, building capabilities, and developing new approaches, sustainable funding becomes increasingly important. Your support enables us to innovate, scale effective practices, and respond to emerging needs in a timely and meaningful way.

Vision 2030 is ultimately about building a future where families are better supported, voices are heard, and communities are stronger.

We welcome you to be part of this journey—as a partner, volunteer, advocate, or supporter.

Together, we can make a deeper and more lasting impact.

Kampong Kapor Community Services

Affiliated to Kampong Kapor Methodist Church

kkcs.org.sg

6485 4700

admin@kkcs.org.sg