

# Navigating the New Normal

SINGAPORE CHILDREN'S SOCIETY  
Annual Report 2021



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# About Us



**Our Patron-in-Chief**

President Halimah Yacob

**Our Patron for 1000 Enterprises for Children-in-Need and 1000 Philanthropists**

Mr Teo Chee Hean, Senior Minister and Coordinating Minister for National Security

**Our Mission**

To bring relief and happiness to children in need

**Our Vision**

To be a leading edge organisation in promoting the well-being of the child

**Our Core Values**

Compassion and Caring

Commitment

Professionalism

Integrity

Openness to Change

## Overview of Charity

Singapore Children's Society ("SCS") was first established in 1952 and formally registered as a society on 09/01/1962. SCS was registered as a charity under the Charities Act (Chapter 37) since 07/01/1984 and has been accorded IPC (Institution of Public Character) status from 01/07/2021 to 30/06/2025. SCS has a Constitution as its governing instrument.

**Unique Entity Number (UEN):**

S62SS0057G

**Bankers:**

Bank of China Singapore, Bank of Singapore, BNP Paribas Singapore, Credit Suisse Singapore, DBS Bank, OCBC Bank, United Overseas Bank

**Registered Address:**

210 Middle Road #05-03 Singapore 188994

**Auditor:**

RSM Chio Lim LLP

## Chairman's Message

2021 was a year where Singapore and the rest of the world understood that COVID-19 was here for the long term. Countries, including Singapore, had to gradually adjust their COVID-19 strategies from one of containment to treating the coronavirus as endemic and learning to live with it.



In Singapore, residents had to learn to cope with the unpredictability and spread of the coronavirus. The emergence of a new more infectious Omicron variant in November 2021 was an unexpected setback in our nation's reopening efforts. As Prime Minister Lee Hsien Loong put it, Singapore had to *'take a few steps back in its reopening plans before we can take more steps forward'*. The changes in restrictions also impacted our centre operations and fundraising plans. With infection numbers rapidly pushed to new record highs due to the Omicron variant, our staff and beneficiaries experienced further anxiety.

As the pandemic dragged on in 2021, it also began to take its toll on people's mental health. With severe limitations of social interaction over time, mental health became an issue of concern. In an Aug 2021 study conducted by the Institute of Mental Health (IMH), around 13% of the participants reported symptoms of anxiety or depression. More

people, including our beneficiaries, sought professional help from doctors and counsellors.

Economically, despite Omicron casting a looming shadow over economic outlook, there were signs of recovery. Singapore Department of Statistics revealed that household incomes rose in 2021 to above pre-pandemic levels, a 1.5 per cent increase in real terms after taking into account inflation. Ministry of Trade and Industry (MTI) statistics showed that our economy also grew by 7.6 per cent in 2021, rebounding from a pandemic induced contraction of 4.1 per cent in 2020.

However, the road ahead remains uncertain. With the Russian invasion of Ukraine in February 2022 causing global economic fallout driving up prices of oil, wheat and metals, Singapore is not spared. Although the government has adopted a multi-pronged strategy to mitigate risks, we still have to expect higher energy costs ahead, affecting electricity rates and pump prices for petrol and diesel.

Singapore Children's Society, just like the rest of Singapore, had to adapt, adjust and recalibrate in the face of these changing needs and regulations. Hence the title of our annual report 'Navigating the New Normal' reflects how we kept agile and nimble to navigate the challenges from this new long-term situation that we face.

Our physical donor and volunteer engagement events remained largely in the digital realm or were postponed. Amidst general public fatigue with virtual engagement during these times, staff had to work doubly hard to ensure virtual events achieved the same level of engagement, outreach and donations compared to pre-COVID times. Nonetheless, we were able to physically carry out our Charity Golf event 'Tee Up for Our Children' in February 2021. This was done in a socially distanced format with staggered tee off timings in line with restrictions then. This fundraising event was our most successful charity golf event to-date and raised just under \$1 million.

For our programmes and services, we successfully converted our annual Singapore Children's Society Lecture into a virtual format for the first time in August. With our 14<sup>th</sup> Lecture speaker Mrs Priscilla Lui from Hong Kong, we managed to connect with more than 340 local and regional audience members on the topic of protecting and advocating for children's rights. We also launched our virtual 'drop-in' youth centre called '2Gather' in September. This was first started by one of our youth drop-in centres VOX @ Children's Society and allows for social workers to interact with youth through online conversations and games in a virtual space modelled after the physical drop-in centre.

With mental health becoming a prominent issue in 2021, our youth members also chipped in to help. Eight of our youth from JYC @ Children's Society (GIG @ JYC) wrote and release a song and music video to raise awareness on the need of seeking help when one experiences early signs of distress. The song's message was to remind children and youth to seek help at the early signs of distress.

2021 was also a year when we bade an emotional farewell to three of our long-time volunteers, the late Mrs Jean Marshall, Mr Peter Joe Chia and Ms Susan Verghese. They were members of our Executive Committee (now known as the Board) and served for decades in various roles. We are immensely thankful for their contribution towards children in need and

have included a tribute in this annual report to recognise their contributions.

Another farewell we bade was to our Student Care services. Over the last 42 years, we provided "latchkey children" with a safe place to be while their parents are at work. Today, given the diverse student care support services available within schools and the Bukit Merah community, it was timely to move on and Student Care @ Children's Society (SCC) in Bukit Merah View shuttered its doors on 31 December 2021. I am glad that SCC students, alumni, and staff members could come together for the last time for its annual graduation party over Zoom in December to close this chapter with us.

In terms of finances, our total income in 2021 was \$28.7 million, 18% higher than the \$24.3 million income achieved in 2020. This was primarily due to more donations raised from our fundraising drives and events as well as a legacy donation of \$3.2 million. This is a commendable performance given the uncertainty in 2021. Our total expenditure was \$20.5 million, an increase of 8.5% from 2020. Going forward, we will continue to deepen efforts in fundraising, including legacy giving. We will also consistently listen to feedback on the ground to keep providing relevant services to meet changing needs of children, youth and families in need.

This year, we are celebrating a significant milestone for Singapore

Children's Society – our 70<sup>th</sup> Anniversary. We have come very far from our humble beginnings as a convalescent home for children to our current network of 11 service centres islandwide. We will be rolling out several new initiatives and you can read about them in "The Year Ahead" section.

As we reflect on '70 years of bringing hope and smiles' to our beneficiaries, we also want to use this occasion to celebrate our collective achievements and show appreciation to our many stakeholders who have stood by us over the past seven decades. They include our past and present Board and Standing Committee members, staff, volunteers, donors and well-wishers. My special thanks go to Dr Tan Seok Hui, our 2021 Ruth Wong Award recipient, for her exceptional contribution towards driving our research and advocacy efforts over the years. This award is our most prestigious service award given to an individual in recognition of their outstanding voluntary service to the Society. I thank all our supporters for their unwavering support in seeing us through the past 70 years. I look forward to working closely with all of you to continue bringing hope and smiles to our beneficiaries.

**Mr Koh Choon Hui** *DUBC*

Chairman

Singapore Children's Society

# In Remembrance

## Tribute to Mrs Jean Marshall, Mr Peter Joe Chia and Ms Susan Verghese

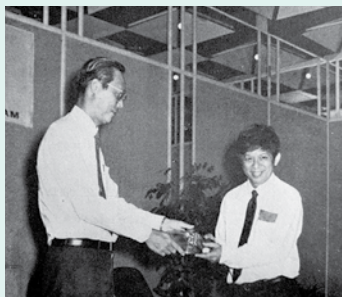
2021 saw the passing of three of our long-serving volunteers:



*Mrs Jean Marshall presenting the Jean Marshall Challenge Trophy in 1978.*

**Mrs Jean Marshall** was an active volunteer at the Convalescent Home (now known as Sunbeam Place) for almost 20 years and was a member of our Executive Committee (now known as the Board) from 1973 to 1978.

Children and youth engagement through sports were started in the 1970s and trophies were sometimes named after our supporters. The Jean Marshall Challenge Trophy was one such trophy for our Inter-Social Work Agency Soccer Tournament. This tournament was instrumental in encouraging other social service agencies to do youth outreach and keep youth away from crime and develop their character through sportsmanship and self-discipline.



*Mr Peter Joe Chia receiving the Gopal Haridas Award 1986 from then Deputy Prime Minister, Mr Goh Chok Tong in 1986.*

**Mr Peter Joe Chia** was an active volunteer with Children's Society for over 20 years and was the Chairman of the Appeals Committee (now known as the Community Engagement and Partnerships Standing Committee) from 1983 to 1987 and a Member of the Board from 1992 to 2014. Peter also represented Children's Society on the Children's Charities Association (CCA) for many years.



*Ms Susan Verghese was featured in Children's Society's 60<sup>th</sup> Anniversary Commemorative Book: Every Child a Gift.*

**Ms Susan Verghese** was a volunteer with Children's Society since 1963 and was an active Member of the Sunbeam Place Standing Committee (now known as Children In Care Standing Committee), the Appeals Standing Committee (now known as the Community Engagement and Partnerships Standing Committee) and the Information and Corporate Relations Standing Committee. She was also one of the longest serving members of the Board.

We are thankful for their immense contribution towards children in need. They will be dearly missed.

# Highlights of the Year 2021

## February

### Happy 5<sup>th</sup> Anniversary, Research Bites!

Launched in 2016, Research Bites aims to deliver research findings and insights on children, youth and families in an accessible manner. This biannual newsletter has over 2,200 subscribers as it celebrates its fifth year. Many of its subscribers are professionals from the early childhood, education and social service sectors.



### Charity Golf Event Raised Just Under \$1 Million

Tee Up for Our Children was successfully held on 26 February at Singapore Island Country Club (Sime Course). 124 golfers took part in the 'socially distanced' game with staggered tee-off timings in line with restrictions then. With the generous support of corporate and individual donors, including our key sponsors Singapore Pools, Power Technologies and BMW, the event managed to raise just under \$1 million.



## May



### 'Signs', A Song and Music Video by Youth Members

Eight youth members from JYC @ Children's Society (GIG @ JYC) released a song and music video to raise awareness on the need of seeking help when one experiences early signs of distress. The idea was sparked in April 2020 when Singapore was in the midst of a Circuit Breaker to curb the spread of COVID-19. Titled 'Signs', the song aims to help youth identify signs of distress and remind them that support can be found around them.

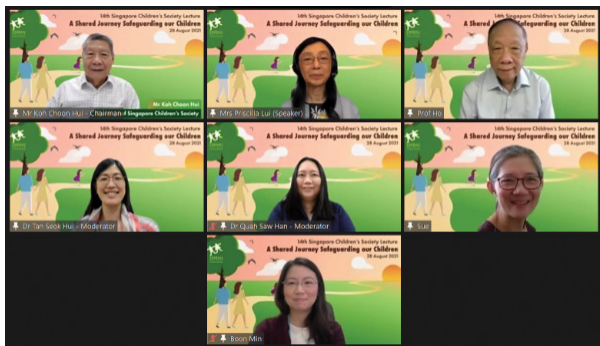


Scan the QR code to watch the music video

## August

### Deputy Chairman Prof Ho Lai Yun Conferred the Public Service Star (Bar) for National Day Awards 2021

Our heartiest congratulations to Deputy Chairman Prof Ho Lai Yun for being conferred the Public Service Star (Bar) for 2021's National Day Awards. Prof Ho started volunteering with Singapore Children's Society in 1988 and he is also the Chairman of the Research and Advocacy Standing Committee (RASC). Under Prof Ho's leadership, RASC is actively engaged in different aspects of work done on the prevention of child abuse and neglect in Singapore. The Singapore Children's Society Lecture, inaugurated in 2007 to mark the Society's 55<sup>th</sup> Anniversary Celebrations, was also Prof Ho's brainchild.



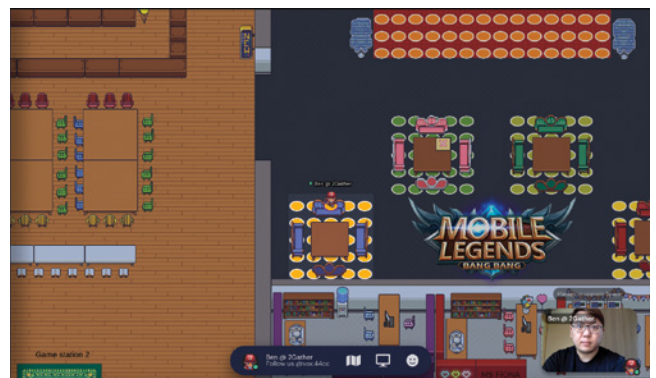
### Safeguarding Children: A Shared Responsibility

The annual Singapore Children's Society Lecture held on 28 August was presented on a virtual platform for the first time. Speaking from Hong Kong, our 14<sup>th</sup> Lecture speaker Mrs Priscilla Lui (top row, middle) connected with more than 340 local and regional audience members. With more than three decades of experience protecting and advocating for children's rights, Mrs Lui made a compelling case to why safeguarding of children requires the collaboration of both government and the community.

## September

### Virtual 'Drop-In' Centre 2Gather Launched

A virtual 'drop-in' centre started by VOX @ Children's Society so youth could stay connected through the Circuit Breaker in 2020 has become a permanent fixture to engage youth who are more comfortable interacting online. 2Gather, formalised and officially launched on 9 September caters to youth aged 13 to 18, and is hosted on the video chat platform Gather. Social workers interact with youth through online conversations and games in a virtual space designed by VOX members and modelled after the physical drop-in centre.



## October

### Donors and Volunteers Honoured at Annual Awards

More than 70 volunteers and donors were honoured for their dedicated service and generous support at the Singapore Children's Society Awards on 30 October. Held in a hybrid format, 19 award recipients for the years 2020 and 2021 attended an in-person ceremony at PARKROYAL on Beach Road and received their awards from Guest-of-Honour President Halimah Yacob. Other recipients attended virtually.



## December

### Thank you and Goodbye, Student Care @ Children's Society

After 42 years of providing "latchkey children" with a safe place to be while their parents are at work, the Society closed the chapter on its student care services as Student Care @ Children's Society (SCC) in Bukit Merah View shuttered its doors on 31 December.

Over 40 SCC students, alumni, and staff members gathered for the last time for its annual graduation party over Zoom as they celebrated with a fun quiz about SCC as well as an entertaining magic show, drawing much laughter from the children.

# Thank you, Student Care @ Children's Society

## Humble Beginnings

The seeds for Student Care @ Children's Society were sown in the late 1970s when then-Prime Minister Lee Kuan Yew expressed concern about "latchkey children" – children who typically wore their house keys around their necks so they could let themselves into their homes after school. These children often returned to empty houses and fended for themselves until their parents returned from work.

A 1978 survey conducted by Children's Society in the Bukit Merah area found that a third of the 150 households surveyed had latchkey children. In response, three four-room flats on

Henderson Road were acquired and turned into a first-of-its-kind centre for latchkey children. It was opened by then-Minister without Portfolio and Member of Parliament for Bukit Merah, Mr Lim Chee Onn, in 1979. The centre provided a lifeline for parents who previously had no alternative caregiving arrangements.

"When we first started, one of our priorities was to ensure that the fees charged were affordable. This is so that it would still make financial sense for parents to send their children to us while they go to work," said Ms Koh Wah Khoon, senior social worker with Children's Society, who was part of the team that managed the centre in its early days.



*Safe haven: The first Latchkey Child Development Centre occupied three four-room HDB flats in Block 94 Henderson Road. It was officially opened on 2 April 1979.*

The name of our Centres offering student care services was first known as Latchkey Child Development Centre. It was later renamed as Children Centre. Following a rebranding exercise in 2018, the last centre offering this service is known as Student Care @ Children's Society.

The student care service model has evolved through the decades, with greater emphasis on supporting children from disadvantaged

families with school-based student care.

School-based student care service is now available in almost all primary schools. The Ministry of Education is also expanding the After School Engagement programmes for both primary and secondary school students. Within Bukit Merah, many community agencies also provide similar services through their student care centres. It is against this backdrop that the decision was made to close Student Care @ Children's Society in December 2021.

## 1980s

- Opened the second Latchkey Child Development Centre at Blk 129 Bukit Merah View in 1986

## 1990s

- Opened the third Children Centre at Blk 240 Bukit Batok East in 1990. Centre closed in 1992.
- Children Centre at Blk 94 Henderson Road moved to Blk 91 Henderson Road in 1994
- Opened Children Centre at Block 107 Yishun Ring Road in 1995
- Children Centre at Blk 91 Henderson Road closed in 1999

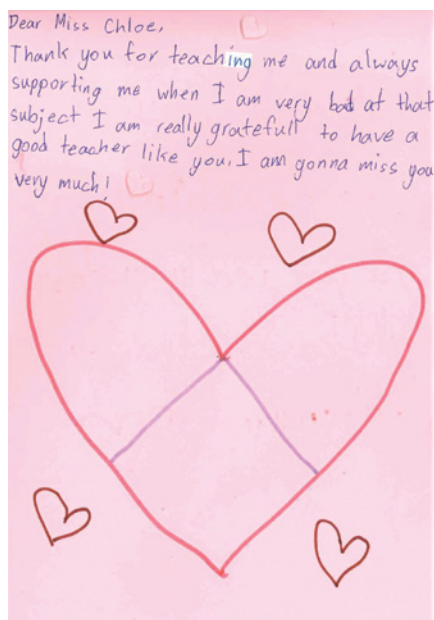
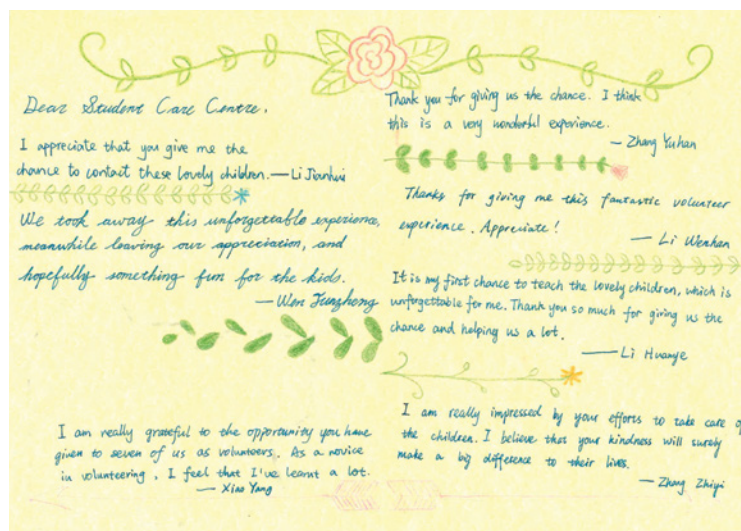
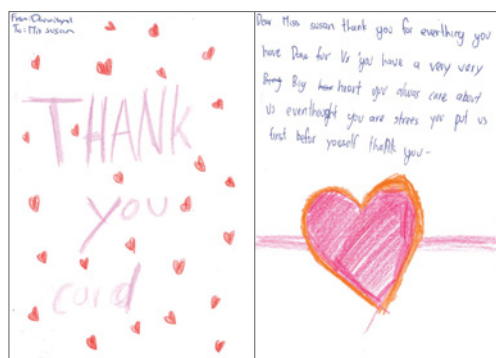
## 2000s

- Children Centre at Blk 107 Yishun Ring Road closed in 2000

## 2010s

- Celebrated Student Care @ Children's Society's 40<sup>th</sup> anniversary on 5 October 2019

## Heartfelt appreciation from beneficiaries, parents, and volunteers



"The Centre has invested so much in learning resources. These resources are truly gems that could really help the kids enjoy learning and help them understand what they learn.

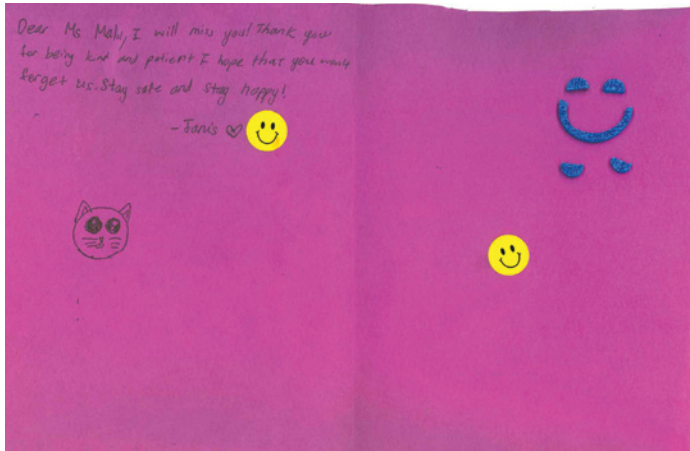
I have seen how the teachers (Programme Assistants) speak lovingly to the children, give every child praise and recognition, celebrate every small success with them, making them feel welcome and special. The children don't verbalise their appreciation in words, but they show it through their change in behaviour and attitude. It is so adorable!

I have also seen how the staff conduct sharing sessions with the little ones, giving them an avenue to be heard. The kids are all eager to share and if one looks closely, the eyes of every kid are sparkling brightly with anticipation and excitement during the sharing!

During my weekly lessons with the kids, I am truly humbled by how the staff willingly help to get whatever I need to facilitate my lessons. They would come forward to help me print extra resources for the kids, find the resources I need for certain lessons and to top it up, serve me drinks without fail like a good host.

To sum it up, this is one of the places I look forward with anticipation to teach at even though travelling takes more than an hour. It is where I feel truly appreciated and my teaching objective is being multiplied manifold by the participation of the staff."

**Ms Puay Hoon**, Volunteer Maths Tutor with Student Care  
@ Children's Society since 2021



"We like how the Centre imparts good values to the children such as being kind, helpful, polite and respectful to one another. Students are also encouraged to own up to their mistakes. Constant communication between the staff and parents has helped to ensure the guidance system is consistent at the centre and at home, so that our children will not be confused and take the easy way out when it comes to handling their emotions and attitude towards solving a problem. This is something which we have been doing it over the years and we have seen positive changes in them."

**Mr Oh**, parent of 11-year-old Meng Hau who has been with the centre since he was seven.

As a student volunteer at Student Care @ Children's Society from 2012 to 2013, Mr Eugene Lim was struck both by the scale of the challenges faced by Children's Society's beneficiaries, and the hard work put in by staff and volunteers to support them.

It planted in him a deep-seated desire to continue helping in whichever way he could. Now 26 years old and a technology professional, he has become a Patron donor under Children's Society's 1000 Philanthropists programme.

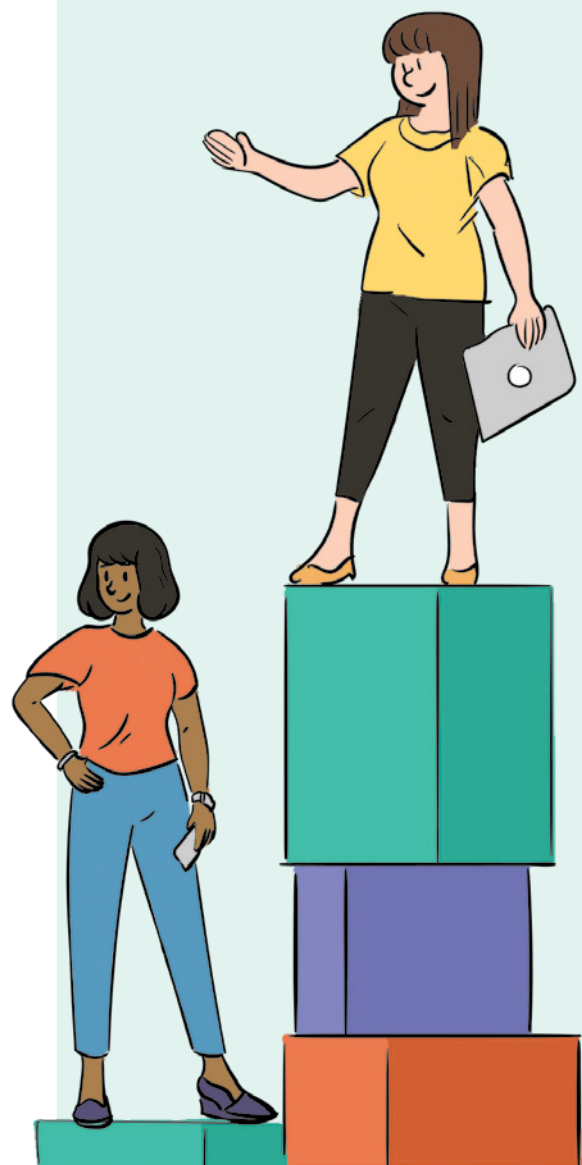


Scan the QR code to read Eugene's story

### Ending Note

Children's Society will continue to work with community agencies in the Bukit Merah area to explore how we can support the children and young persons living in the area in other ways.

Thank you to the staff and volunteers who have kept the centre going for over four decades, and created fond memories to last a lifetime!



# Marking 70 years of bringing hope and smiles

As Children's Society marks its 70<sup>th</sup> anniversary in 2022, we look back at how far we have come and how our programmes and services have evolved to meet the changing needs of our beneficiaries.

## 1950s

**1952** – Singapore Children's Society is founded on 17 April 1952 by a group of civic-minded citizens and expatriates.

**1954** – Case Work Sub-committee is formed by volunteers such as the late Professor Jean Robertson, who was Head of University of Malaya's School of Social Studies. The Society's first social worker, Mrs Barbara Kinna, is hired.

**1955** – As demand for the Society's case work services increases, the office moves into a shophouse unit in Towner Road and the monthly rent of \$150 is paid by philanthropist Lee Kong Chian. An Adoption Sub-committee is formed to find homes for unwanted children, who are either sold or given away and end up with unsuitable families. A committee to look at the needs of children with mental disabilities is also set up.

**1956** – The Convalescent Home in Changi is officially opened by Lady Black (wife of the former Governor of Singapore, Sir Robert Brown Black) on 30 November 1956.

**1959** – Increasing demand for case work and convalescence services for children with mental disabilities leads the Society to present a paper to the Singapore Government expressing a need for such services.

## 1960s

**1961** – Chin-Pu Centre, a day-care centre for children with mental disabilities, is opened.

**1962** – The Society helps found the Singapore Association for Retarded Children (SARC) and hands over management, financing and operations of the Chin-Pu Centre to SARC. A second case work office is opened at Nassim Road.

**1965** – The case work office at Nassim Road moves to Everton Park to be in closer proximity to the Society's beneficiaries.

**1966** – A Pilot Play Project is started to provide a supervised play service for children in the Everton Park estate, a forerunner of the Society's expansion into community outreach programmes. Children's Society and three other children's charities form the Children's Charities Association.

**1967** – The Society's services take on a neighbourhood-based and holistic approach, and the Case Work Service Subcommittee evolves into the Social Work Service Standing Committee.

**1969** – A third social work office opens in Toa Payoh New Town. A bursary recipient, Mr S. Vasoo (later Dr S. Vasoo, of the Department of Social Work, National University of Singapore), starts community outreach programmes there.

## 1970s

**1976** – The Convalescent Home makes way for Changi Airport and moves to Keramat Road in Sembawang.

**1978** – Social work office at Everton Park moves to Redhill Close. Community outreach programmes, such as the Mobile Play Leadership Scheme and Holiday Street Camps for children, are pioneered there.

**1979** – The Latchkey Child Development Centre is opened at Block 94 Henderson Road at Bukit Merah. The Centre provides children a safe environment to play and study when their parents are not at home.

## 1980s

**1982** – The Ruth Wong and Gopal Haridas Awards are created to recognise the Society's top volunteers and donors, respectively.

**1983** – As Singapore's living standards rise and cases of malnutrition decline, the Convalescent Home admits needy children from broken homes.

**1984** – The Tinkle Friend Helpline is launched in November 1984, offering support and advice for primary school children who may be lonely or distressed.

**1986** – A second Latchkey Child Development Centre opens at Bukit Merah View due to the success of and strong demand for the service.

**1988** – The Convalescent Home is gazetted as a 'place of safety' on 1 November 1988, enabling the Home to take in children who are suspected to have been abused. In the same month, the Child Abuse and Neglect Prevention Standing Committee is formed.

## 1990s

**1990** – A Family Service Centre and a third Latchkey Child Development Centre are set up at Bukit Batok. It is a one-stop centre that caters to the needs of residents living there. The Society is tasked with handling children and youth deemed Beyond Parental Control and placed on Statutory Supervision by the Juvenile Court.

**1993** – A Research Committee is formed to study child abuse and neglect systematically.

**1994** – The first Project CABIN is launched at Westlake Secondary School. It is a school-based drop-in service that provides afterschool activities for students and gives the Society's youth workers an avenue for outreach to students.

**1995** – A Family Service Centre and a Children Centre open in Yishun, following the closure of the Bukit Gombak Family Service Centre in 1992.

**1997** – The Society publishes its first research monograph, titled 'Public Perceptions of Child Abuse & Neglect in Singapore'. The second Project CABIN is launched at Braddell Secondary School.

**1998** – The Vulnerable Witness Support Programme is started, where trained volunteers provide non-evidentiary support to child witnesses and victims who have to testify in court.

**1999** – The inaugural Walk for Our Children is held at Bishan Park on 1 August 1999, attracting a crowd of 3,000. Participants of the Walk sign a pledge that 'Child abuse is not acceptable'. The third Project CABIN is launched at Naval Base Secondary School. Society appointed its first Executive Director, Mr Alfred Tan.



## 2000s

**2000** – KidzLive, a programme that educates children on protecting themselves against sexual abuse, is launched on 29 September 2000. The Society's first community-based youth drop-in centre, RoundBox, is launched in the same month. The centre reaches out to youth through the medium of performing arts. More Project CABINs continue to be launched in the 2000s.

**2002** – CABIN Club is launched. Students at schools offering CABIN Club can include it as their Co- Curricular Activity (CCA), where they acquire leadership and life skills.

**2003** – The Research and Outreach Centre is established to undertake projects related to research, the social and emotional well-being of children as well as public education initiatives.

**2004** – The Bully-Free Programme is started to address the issue of school bullying and to promote a bully-free culture in schools.

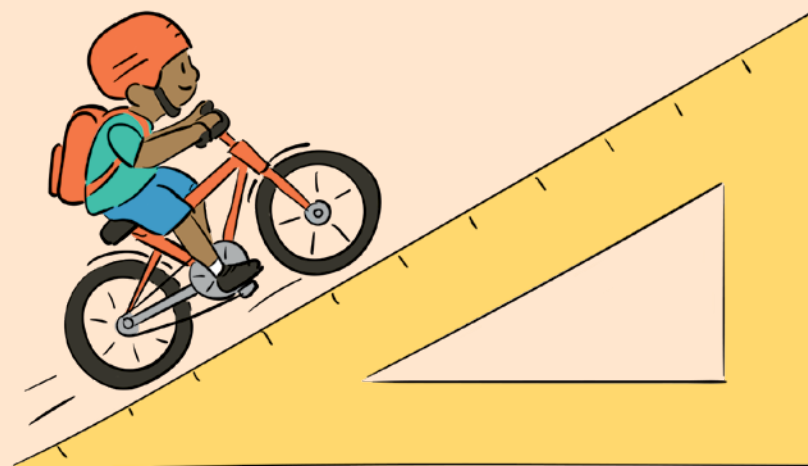
**2005** – Jurong Youth Centre (JYC) is opened, offering youth a place to hang out after school. The Society organises the 6<sup>th</sup> International Society for the Prevention of Child Abuse and Neglect (ISPCAN) Asian Regional Conference, which attracts 458 delegates from 29 countries.

**2006** – The Convalescent Home moves to Choa Chu Kang and is renamed Sunbeam Place. It is located within public housing estates, allowing our young residents to interact and integrate with the community.

**2007** – The Children Service Centre\* is opened in August 2007 to serve children who come mainly from disadvantaged families. The inaugural Singapore Children's Society Lecture is held on 28 September. Dr Vivian Balakrishnan, then Minister for Community Development, Youth and Sports, speaks on the topic 'Children – Our Hope and Future'.

**2008** – Children's Society is appointed by the National Council of Social Service (NCSS) as a Centre of Specialisation for Youth Drop-in Centres.

**2009** – The 1000 Enterprises for Children-in-Need programme is launched on 25 February. It is a platform for companies to partner the Society on Corporate Social Responsibility programmes and pledge their donations. The Patron of the programme is Mr Teo Chee Hean, then Deputy Prime Minister.



\* Children Service @ Children's Society and TWP @ Children's Society merged to form Community Services & Programmes @ Children's Society in December 2018.

## 2010s

**2011** – In July, 'A Guide to Youth Drop-in Centres' is published by Children's Society in collaboration with the NCSS. As the Centre of Specialisation for Youth Drop-in Centres, the Society's best practices in setting up and running youth drop-in centres are published in the guide.

**2012** – Children's Society and the Ministry of Community Development, Youth and Sports (now known as Ministry of Social and Family Development) host the 2<sup>nd</sup> ASEAN Children's Forum held from 6 to 8 June 2012 at the NUS University Town. The event is attended by 36 delegates from 10 ASEAN countries.

**2013** – The Society organises its inaugural Singapore Children's Forum, offering a platform for children and young persons (CYP) in Singapore to participate and to express their views on issues that matter to them. Talks and Workshops Programmes Centre is opened.

**2014** – Tinkle Friend launches an online chat and new logo. 1000 Philanthropists programme is launched to encourage philanthropic giving.

**2015** – VOX @ Children's Society, a youth drop-in centre in Chai Chee, is opened.

**2016** – DEN @ JYC is launched, providing primary school children in the Jurong West area a safe drop-in space.

**2017** – The Society is appointed the service provider for the Appropriate Adult Scheme for Young Suspects, a new scheme for supporting young suspects who need to attend law enforcement interviews. The Society is also appointed to run the Safe and Strong Families Reunification service to help children and young persons in out-of-home care to be reunified with their birth families in a safe and timely manner.

**2018** – The Fort @ Children's Society, a youth drop-in centre at Radin Mas, is opened. The Society is appointed as the Integrated Service Provider for Region 1 where we serve residents in the Bishan, Toa Payoh, Novena, Rochor/Kallang, Central and Bukit Merah areas, offering services to young offenders and at-risk youth.

## 2020s

**2020** – Society's first CEO, Mr Alfred Tan retires and is succeeded by Ms Ang Boon Min. The nation is hit by COVID-19: all staff step up to devote more time and resources to support the complex needs of beneficiaries. Record number of financial assistance appeals are managed. The Society is appointed as one of the two agencies to provide Pre-FGO (Family Guidance Order\*) services and run Pre-FGO programmes. Society is also appointed as a KidSTART agency.



\* Following amendments to the Children and Young Persons Act, Beyond Parental Control Order is renamed as Family Guidance Order in July 2020 to reflect families' responsibilities in guiding children.

## Our Board and Key Committees

Name	Board Appointment
Mr Koh Choon Hui <sup>1</sup> <i>DUBC</i>	Chairman (since 1978) (Board member since 1975)
Prof Ho Lai Yun <i>BBM (L), JP</i>	Deputy Chairman (since 2002) (Board member since 1989)
Assoc Prof Cuthbert Teo Eng Swee <sup>2</sup> <i>PPA(G)</i>	Honorary Secretary (since 2015) (Board member since 2005)
Mr David Toh Seng Hong <sup>3</sup>	Honorary Treasurer (since 2021) (Board member since 2019)
Mr Alex Lee Ka But <i>BBM</i>	Member (since 1999)
Mr Kurt Wee Chorng Kien <i>JP</i>	Member (since 2007)
Assoc Prof Lim Lee Ching	Member (since 2013)
Mdm Rashidah Bte Abdul Rasip <i>PPA(P)</i>	Member (since 2011)
Mr Ronald Liew Wing Kong	Member (since 2018)
Capt Suresh Menon	Member (since 2016)
Ms Tan Khiaw Ngoh <i>JP</i>	Member (since 2015)
Ms Theresa Sim May Ling	Member (since 2011)
Assoc Prof Isabella Wong Yuen-Fun	Nominated Member (since 2021) (Member since 2018)
Mr Koh Yeong-Kheng	Nominated Member (since 2020)
Dr Lena Lee Siow Ling	Nominated Member (since 2021) (Co-opted Member since 2018)
Ms Lee Kwai Sem <i>PPA(P)(L)</i>	Nominated Member (since 2021)
Dr Tan Seok Hui	Nominated Member (since 2018)
Mr Chan Hiang Tiak	Co-opted Member (since 2020)
Dr Quah Saw Han	Co-opted Member (since 2020) (Nominated Member since 2019)

<sup>1</sup> Mr Koh Choon Hui is a Company Director.

<sup>2</sup> Assoc Prof Cuthbert Teo Eng Swee is a Senior Consultant and Gazetted Forensic Pathologist at the Forensic Medicine Division, Health Sciences Authority.

<sup>3</sup> Mr David Toh Seng Hong is a Partner at PricewaterhouseCoopers LLP.

## Chairmen of Standing Committees

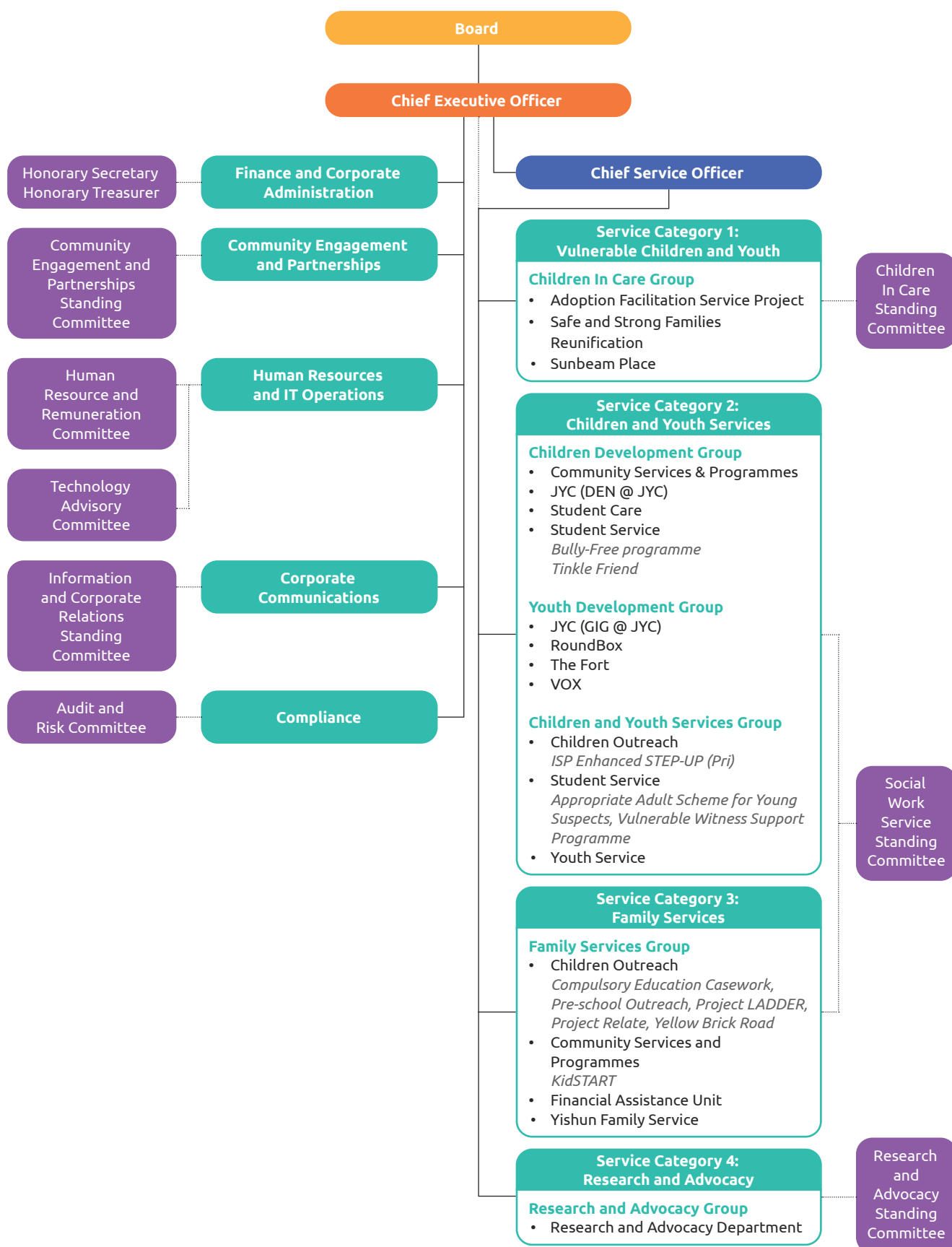
Children In Care	Capt Suresh Menon
Community Engagement and Partnerships	Mr Kurt Wee Chorng Kien
Information and Corporate Relations	Assoc Prof Lim Lee Ching
Research and Advocacy	Prof Ho Lai Yun
Social Work Service	Ms Tan Khiaw Ngoh

## Chairmen of Other Committees

Audit and Risk	Ms Tan Khiaw Ngoh
Awards	Prof Ho Lai Yun
Crisis Management	Mr Koh Choon Hui
Human Resource and Remuneration	Mr Koh Choon Hui
Investment	Mr Kurt Wee Chorng Kien
Nominations	Mr Koh Choon Hui
Research	Dr Tan Seok Hui
Technology Advisory	Mr Chan Hiang Tiak

# Organisation Chart

As at 31 December 2021



**SENIOR  
MANAGEMENT  
TEAM**

Chief Executive Officer  
Chief Service Officer

Ms Ang Boon Min (from 2020)  
Ms Sue Cheng (from 2017)

**CORPORATE  
FUNCTION  
HEADS**

Finance and Corporate Administration

Ms Doris Phua, Deputy Director  
(till Oct 2021)

Community Engagement and Partnerships  
Human Resources and IT Operations

Ms Joyce Teng, Senior Director  
Ms Joyce Lee, Deputy Director

Corporate Communications

Ms Joyce Teng, Senior Director

Compliance

Ms Vanessa Wong, Manager

**GROUP LEADS**

Children In Care Group

Ms Gracia Goh, Director

Children and Youth Services Group

Ms Tan Bee Keow, Senior Director

Children Development Group

Ms Ann Hui Peng, Director

Youth Development Group

Ms Tan Bee Keow, Senior Director

Family Services Group

Ms Tan Bee Joo, Senior Director

Research and Advocacy Group

Ms Lin Xiaoling, Deputy Director

**HEADS AND  
DEPUTY HEADS**

Adoption Facilitation Service Project

Ms Gracia Goh, Director

Safe and Strong Families Reunification

Ms Vivyan Chee, Assistant Director

Sunbeam Place

Mr Cayden Woo, Deputy Director

Community Services & Programmes

Ms Gloria Ng, Assistant Director

JYC

Mr Benedict Kuah, Director

Student Care

Mr Fang Xinwei, Deputy Director

Student Service

Ms Ann Hui Peng, Director

RoundBox

Ms Charmaine Francesca Tan,  
Assistant Director (till Jun 2021)

Ms Tan Bee Keow, Senior Director  
(from Jul 2021)

The Fort

Ms Rachel Tan, Director (till May 2021)

Mr Benedict Kuah, Director  
(from Jun 2021)

VOX

Mr Chee Thow Wei Liat, Deputy Director

Children Outreach

Ms Joy Lim, Director

Youth Service

Ms Tan Bee Keow, Senior Director

Ms Lee Hwee Nah, Deputy Director  
(Deputy Head from Jul 2021)

Financial Assistance Unit

Mr Fang Xinwei, Deputy Director

Yishun Family Service

Ms Tan Bee Joo, Senior Director

Mr Fang Xinwei, Deputy Director  
(Deputy Head from Jan 2021)

Research and Advocacy Department  
(Advocacy Unit)

Ms Lin Xiaoling, Deputy Director

Research and Advocacy Department  
(Research Unit)

Dr Charlene Fu, Assistant Director

# Committee Members 2021/2022

## Children In Care Standing Committee

### **Chairman:**

Capt Suresh Menon

### **Vice Chairman:**

Miss Lee Kwai Sem *PPA (P)(L)*

### **Members:**

Dr Chan Chee Hoe  
Mr Chan Eng Thai  
Capt David Eliathamby  
Dr Kevin Koh Tse-Chung  
Ms Koh Hui-Jian  
Dr Lena Lee Siow Ling  
Mrs Mae-Lim Hoon Ann *BBM*  
Mr Mohd Khairunan Bin Ali *PPA (G)*  
Mrs Pek-Quek Swee Hee  
Mr Yeo Khee Gee *PBM*  
Mr Yew Hang Meng *PBM*

### **Advisors:**

Mr Alex Lee Ka But *BBM*  
Prof Ho Lai Yun *BBM (L), JP*  
Dr Ong Bee Ping *PPA (P)*  
Prof Phua Kong Boo  
Dr Stephanie Leonard *BBM*  
Ms Yap Bee Cheng

### **Observer:**

Capt Yang Siew

Dr Lim Hwee Leng stepped down as an Advisor from May 2021.

## Community Engagement and Partnerships Standing Committee

### **Chairman:**

Mr Kurt Wee Chorng Kien *JP*

### **Members:**

Mr Alvin Yapp  
Mr Chan Hiang Tiak  
Mr Koh Yeong-Kheng  
Dr Lee Jee Mui  
Mr Leonard Sim *(from Dec 2021)*  
Mr Max Goh Way Siong  
Dr Neera Gupta  
Mr Richard Teo  
Mr Ronald Liew  
Mr Thomas Ting  
Mr Victor Tay  
Mr Yew Hang Meng *PBM*

Mr Brendon Yeo and Ms Daisy Tay stepped down as Members from May and Oct 2021 respectively.

## Information and Corporate Relations Standing Committee

### **Chairman:**

Assoc Prof Lim Lee Ching

### **Vice Chairman:**

Dr Lena Lee Siow Ling

### **Members:**

Ms Chang Rui Hua  
Mr Koh Beng Liang  
Mr Lee Nian Tjoe  
Asst Prof Michelle Chiang  
Dr Regina Lee Wan Peng  
Mr Richard Teo  
Ms Zhang Qi, Ellen

### **Observer:**

Ms Heidi Yeo *(from Jan 2022)*

Asst Prof Wernmei Yong Ade stepped down as a Member from May 2021.

## Research and Advocacy Standing Committee

### **Chairman:**

Prof Ho Lai Yun *BBM (L), JP*

### **Vice Chairman:**

Dr Tan Seok Hui

### **Members:**

Mr Alex Lee Ka But *BBM*  
 DAC Chua Teck Wah  
 Assoc Prof Cuthbert Teo Eng Swee *PPA (G)*  
 Assoc Prof Daniel Fung *PPA (G)*  
 Assoc Prof Isabella Wong Yuen-Fun  
 Assoc Prof Lim Lee Ching  
 Mrs Mae-Lim Hoon Ann *BBM*  
 Mrs Maria Shiu-Siu Lai Yee  
 Prof Phua Kong Boo  
 Dr Quah Saw Han  
 Dr Warren Lee Wei Rhen

Ms Doreen Chew Wai Yin stepped down as a Member from May 2021.

## Audit and Risk Committee

### **Chairman:**

Ms Tan Khiaw Ngoh *JP*

### **Members:**

Ms Charmaine Fu  
 Mr Philip Tan Seng Leong *BBM*  
 Ms Wong Sian Jing

## Awards Committee

### **Chairman:**

Prof Ho Lai Yun *BBM (L), JP*

### **Members:**

Assoc Prof Cuthbert Teo Eng Swee *PPA (G)*  
 Mr David Toh Seng Hong  
 Mr Kurt Wee Chornng Kien *JP*  
 Assoc Prof Lim Lee Ching  
 Capt Suresh Menon  
 Ms Tan Khiaw Ngoh *JP*

## Social Work Service Standing Committee

### **Chairman:**

Ms Tan Khiaw Ngoh *JP*

### **Vice Chairman:**

Mdm Rashidah Bte Abdul Rasip *PPA (P)*

### **Members:**

Dr Alfred Choi  
 Mrs Anna Irene Wong-Yeow *PPA (G)*  
 Dr Chung You Jin  
 Assoc Prof Cuthbert Teo Eng Swee *PPA (G)*  
 Mr David Toh Seng Hong  
 Ms Doreen Chew Wai Yin  
 Assoc Prof Isabella Wong Yuen-Fun

### **Advisors:**

Mr Alex Lee Ka But *BBM*  
 Dr Agnes Chang Shook Cheong

Miss Lee Kwai Sem stepped down as a Member from May 2021.

## Crisis Management Committee

### **Chairman:**

Mr Koh Choon Hui *DUBC*

### **Vice Chairman:**

Prof Ho Lai Yun *BBM (L), JP*

### **Members:**

Mr Chan Hiang Tiak  
 Assoc Prof Cuthbert Teo Eng Swee *PPA (G)*  
 Mr David Toh Seng Hong  
 Mr Kurt Wee Chornng Kien *JP*  
 Assoc Prof Lim Lee Ching  
 Capt Suresh Menon  
 Ms Tan Khiaw Ngoh *JP*

### Human Resource and Remuneration Committee

**Chairman:**

Mr Koh Choon Hui *DUBC*

**Members:**

Mr Alex Lee Ka But *BBM*  
Assoc Prof Cuthbert Teo Eng Swee *PPA (G)*  
Mr David Toh Seng Hong  
Prof Ho Lai Yun *BBM (L), JP*  
Mr Kurt Wee Chorng Kien *JP*  
Assoc Prof Lim Lee Ching  
Capt Suresh Menon  
Ms Tan Khiaw Ngoh *JP*

### Research Committee

**Chairman:**

Dr Tan Seok Hui

**Members:**

Dr Cheung Hoi Shan  
Assoc Prof Cuthbert Teo Eng Swee *PPA (G)*  
Assoc Prof Daniel Fung *PPA (G)*  
Dr Justin Lee  
Dr Quah Saw Han  
Dr Selina Tang  
Ms Tan Geok Eng (*from Aug 2021*)

### Investment Committee

**Chairman:**

Mr Kurt Wee Chorng Kien *JP*

**Members:**

Assoc Prof Cuthbert Teo Eng Swee *PPA (G)*  
Mr David Toh Seng Hong  
Ms Fiona Leung  
Mr Gwee Lian Kheng *BBM*  
Mr Koh Choon Hui *DUBC*  
Mr Koh Yeong-Kheng  
Mr Mao Nan Hwa

### Nominations Committee

**Chairman:**

Mr Koh Choon Hui *DUBC*

**Members:**

Prof Ho Lai Yun *BBM (L), JP*  
Mr Alex Lee Ka But *BBM*

### Technology Advisory Committee

**Chairman:**

Mr Chan Hiang Tiak

**Members:**

Mr Harold Thng  
Mr Richard Teo

## CHAIRMEN OF SINGAPORE CHILDREN'S SOCIETY

We have been privileged to have highly dedicated professionals and civic-minded individuals heading Singapore Children's Society.

Mrs K M Smyth	1952 – 1954
Dr Gopal Haridas	1954 – 1956
Prof E S Monteiro	1956 – 1961
Mr J E Lloyd	1961 – 1963
Prof Wong Hock Boon	1963 – 1965
Mr Francis Thomas	1965 – 1970
Dr M G John	1970 – 1973
Dr Koh Eng Kheng	1973 – 1978
Mr Koh Choon Hui	1978 – Current

## NATIONAL DAY AWARDS RECIPIENTS

The following members of our Society were honoured by the Singapore Government for their significant contribution to social service.

### The Distinguished Service Order (Darjah Utama Bakti Cemerlang)

2020 Mr Koh Choon Hui

### The Meritorious Service Medal (Pingat Jasa Gemilang)

2011 Mr Koh Choon Hui

### The Public Service Star (Bintang Bakti Masyarakat)

1985 Dr Koh Eng Kheng  
1991 Mr Koh Choon Hui  
1992 Mr Peter Joe Chia  
1994 Ms Susan Verghese  
1995 Dr Lim Hwee Leng  
1997 Mr S C Lim  
1997 Dr Ngiam Tee Liang  
2001 Dr Stephanie Leonard  
2002 Mr Gwee Lian Kheng  
2009 Mrs Mae-Lim Hoon Ann  
2010 Prof Ho Lai Yun  
2017 Assoc Prof Teng Su Ching  
2019 Mr Alex Lee Ka But

### The Public Service Star (Bar) Bintang Bakti Masyarakat (Lintang)

1993 Dr Koh Eng Kheng  
2001 Mr Koh Choon Hui  
2007 Mr S C Lim  
2011 Mr Peter Joe Chia  
2021 Prof Ho Lai Yun

### The Public Service Medal (Pingat Bakti Masyarakat)

1980 Dr Koh Eng Kheng  
1984 Mr Koh Choon Hui  
1984 Mr Peter Joe Chia  
1985 Ms Susan Verghese  
1986 Dr Lim Hwee Leng  
1986 Mr S C Lim  
1987 Mr Safdar A Husain  
1989 Dr Stephanie Leonard  
1991 Dr Ngiam Tee Liang  
1994 Mr Gwee Lian Kheng  
1996 Mrs Mae-Lim Hoon Ann  
1999 Mr Yeo Khee Gee  
2000 Mr Yew Hang Meng  
2003 Assoc Prof Teng Su Ching  
2006 Prof Ho Lai Yun  
2007 Assoc Prof John Elliott  
2013 Mr Alex Lee Ka But

# Our Work



Supported  
**19,973**  
children, youth and  
families in 2021

Operated  
**12**  
service centres  
islandwide

## 4 service categories focusing on:

### Vulnerable Children and Youth

Providing fundamental care and guidance for abused and/or severely neglected children and youth. With each child's best interests at heart, we collaborate with families to provide safe, stable and permanent care.

### Children and Youth Services

Offering value-adding care, nurture and inspiration to children and youth, complementary to what their parents and guardians provide.



### Family Services

Supporting and strengthening families in need by working together with them.

### Research and Advocacy

Being the voice for our children and their future. Through conducting research and advocacy work that protects and promotes the well-being of children, youth and their families, we enhance the usefulness of social services to children and youth.



## Vulnerable Children and Youth



### Providing safe and stable care for vulnerable children

Protection of vulnerable children and youth who suffer abuse and/or severe neglect sometimes involves providing a temporary home away from their families. Sunbeam Place @ Children's Society (SBP) is one such gazetted Place of Safety which provides 24/7 residential care for children and youth outside their homes. Within a nurturing environment, we support our residents in managing difficult emotions and keeping themselves safe. While they receive support for trauma recovery and family restoration, we also provide them with academic support.

Volunteering with SBP has been a very enlightening and educational experience for me. The staff at SBP has been very attentive and supportive towards the students and myself.

From my experiences with the students, I have learnt that there is more to teaching than delivering textbook knowledge: some students came to me with very low confidence in their academic capabilities and some are trying to break out of the bottlenecks they are experiencing due to external factors.

I hope to tell them that they are not alone in these struggles, and they will emerge stronger after overcoming these difficulties. From these conversations and our efforts together, I am elated to see my students enjoying the lessons and making progress along the way. It is always inspiring and gratifying to see the students leaving the class with lots of motivation and a chirpy "Bye, Cher!"

**Ms Yuan Yi Di**, Volunteer Tutor with Sunbeam Place @ Children's Society since 2018

### Promoting child recovery and well-being through trauma-informed care

We recognise the possible lifelong consequences of trauma from adverse childhood experiences. Whether we are caring for a child in our residential Home, reunifying a child with their birth family, or facilitating the integration of a child with their adoptive family, we ask "what happened?" instead of "what is wrong?".

Sunbeam Place adopts the Trauma-Informed Positive Behavioural Intervention Support model in caring for our residents.

Trauma-informed care involves routine screening and assessment so that while our children can have timely access to effective trauma-specific interventions, staff members and volunteers create a nurturing environment to help them feel safe and loved. Psychological support and interventions

are provided on a needs basis, and Trauma-focused Cognitive Behavioural Therapy is an example of a treatment modality used by our trained therapists. Other than facilitating the child's recovery, our practitioners promote their physical and psychological safety and support their ability to thrive in various environments.



### Supporting and empowering families in transition to provide safe care for the children

We adopt a family-focused and collaborative approach with the parents and kin of our children. One of our key goals is to enable family reunifications to be timely, successful, and enduring. Hence, maintaining familial connection is emphasised for our residents at Sunbeam Place.

For families who struggle with complex issues such as family violence, drug dependence and chronic mental health challenges that impact parenting capacities, SSFR @ Children's Society fields a team of social service practitioners to provide intensive home-based interventions and psychological services. Families will go through targeted interventions in phases to ensure that key goals of ensuring

safety, creating and sustaining behavioural change can be achieved. The targeted interventions such as safety planning, contact facilitation, parenting coaching and network building ensure that parent-child attachment is strengthened and the family is well-supported to provide safe care for their children.

Our Adoption Facilitation Service Project also aims to seek stable and permanent homes for children, so that they can be loved and nurtured once again, in a family. Post-adoption support programmes are being developed to support parents on their parenting journeys.

Our child was separated from us. Through the SSFR programme, we connected with his foster family to know more about how he was like growing up. We learnt about his likes, dislikes, needs, and wants to manage and take care of him better.

We went through many ups and downs as a family, and we are thankful that our social worker, Natasha, journeyed with us through it. We felt her love, care, and support. She helped us to think things through and this made us more confident about our decisions.

**Mother of a 3-year-old boy thanking Ms Natasha Lim,**  
Social Worker, SSFR @ Children's Society



## Children and Youth Services



### Empowering children

JYC @ Children's Society (DEN @ JYC) and JYC @ ComLink are drop-in spaces for primary school children after school hours where we support their development. We aim to discover children's potential and strengths, as well as empower and nurture them towards positive lifestyles.

### Supporting children after school hours

Our Student Care Centre provides children a space to rest and learn. Our team of staff members also supervises and nurtures the children while they are in our care, helping them to develop holistically.

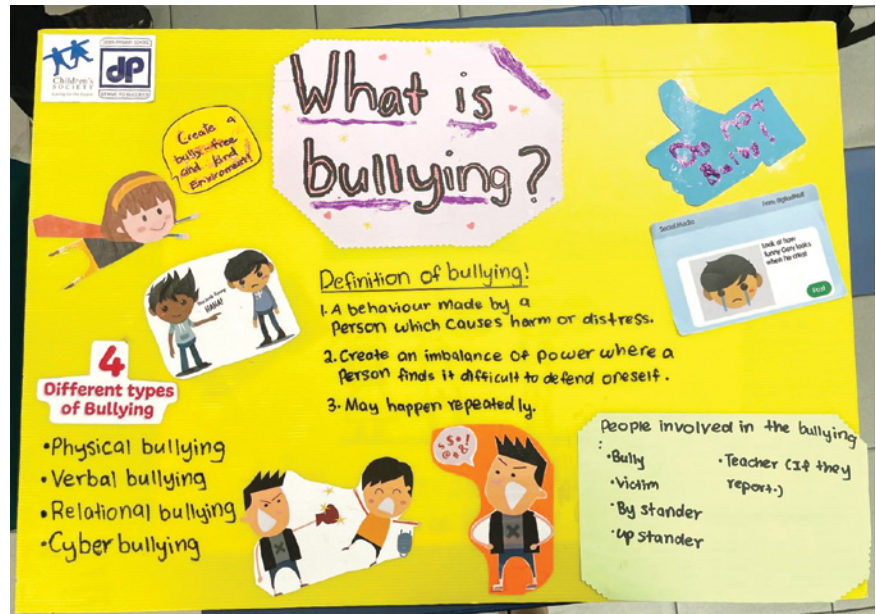
Since Haiman and Hizamie enrolled to the centre, the staff took great lengths to be there for them, encouraging and supporting them. The staff not only showed concern towards my boys but also me after they learnt about the health issues I faced. Thank you for always being there for us.

**Ms Rene**, mother of 13-year-old Haiman and 12-year-old Hizamie

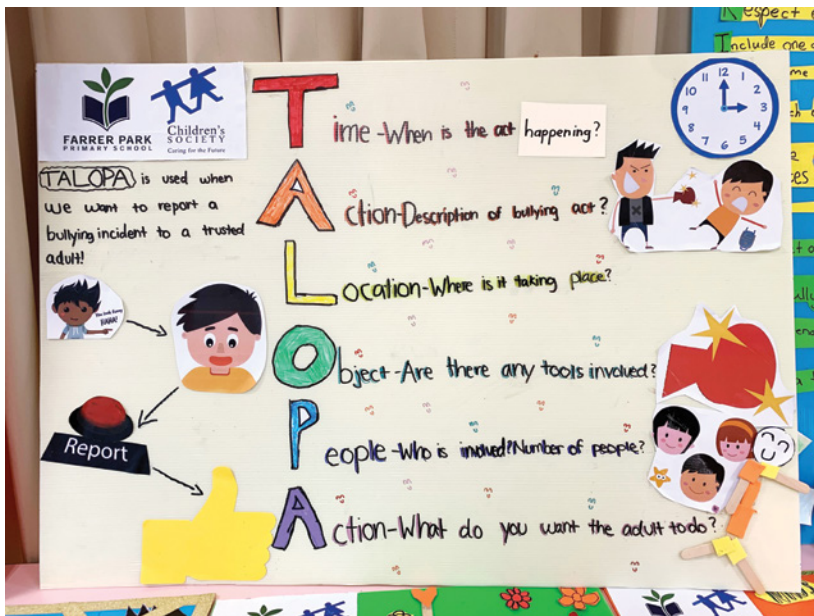
## Responding appropriately to bullying

We conduct the Bully-Free programme at schools to help keep schools a safe place for children to learn. Our talks, workshops, campaigns and camps provide coaching to children, youth and school personnel on how to respond and manage bullying, as well as how to be an upstander while staying safe. In 2021, 46,157 participants attended 54 Bully-Free e-talks conducted in 47 schools.

We also maintain a website to provide useful tips for students, educators, and parents.



Scan the QR code to access Bully-Free website



Works of students from Farrer Park Primary School, Jiemin Primary School and Qihua Primary school who attended Bully-Free school camps. These learning boards created by camp participants were displayed in their respective schools to spread Bully-Free messages to other students.

### Strengthening children's social and emotional well-being through structured programmes

We conduct programmes in school and community settings. Children observed to be unmotivated or have poor social or coping skills join our programme, KidzSHinE to build resilience to manage

and overcome challenges. For children who present with difficulties managing anger, we provide both groupwork and/or individualised casework and counselling (through our Storm Riders programme) to equip them with tools to manage their anger in safe ways and build positive relationships with others.

Caleb\* had been bullied by one of his classmates; he was hit and kicked in the stomach. He kept it to himself as he was afraid that he would lose his friend if he had told someone. Through our KidzSHinE programme, he learnt about Control and Coping and recognised some of the negative thoughts he had been telling himself such as "no one will be my friend" and "nobody cares about me". He also learned to identify safe adults he could share his problems with, who would listen to him and keep him safe from harm. With this new understanding, Caleb broke his silence and spoke about the bullying incident to his identified safe adults. We also worked with his teachers to restore his sense of safety as he carried on his day-to-day activities in school.

**Ms Lee Mei Yi**, Social Worker, Community Services & Programmes @ Children's Society

Ben\* had difficulties regulating his emotions. During one of the earlier sessions of the Storm Rider programme, he had picked up a broomstick and chased his peer who had annoyed him. As he learnt safe coping skills in the course of the programme, he began to put them into practice. Instead of reacting in an aggressive manner, he was able to verbalise his anger and adopted deep breathing to calm himself down.

**Ms Esther Ng**, Social Programme Executive, Community Services & Programmes @ Children's Society

Thank you to all counsellors and facilitators for making these sessions possible. Hannah learnt so much and I'm sure it will benefit her in the years to come. Sincerely appreciate the time and effort put in.

**Words of appreciation from Mrs Ong**, mother of 11-year-old Hannah who attended the Storm Riders programme

\* Names have been changed to protect the beneficiary's identity.

### Supporting children through Tinkle Friend helpline and online chat

Tinkle Friend is a national toll-free helpline and chatline for primary school students. Our Tinkle Friend service offers anonymity, and this has allowed children to share their problems without inhibitions. Manned by trained social service practitioners and volunteers, we listen to the users attentively and guide them to formulate solutions to resolve their problems or ease their fears, ensuring that they feel supported at the end of a call. We also refer them to community partners for targeted intervention work where necessary. Tinkle Friend also publishes quarterly

e-newsletter which addresses common struggles children spoke about in the calls or chats.

In 2020, the Tinkle Friend team worked with the Research Unit to study the role Tinkle Friend played. Findings were then captured in 'Tinkle Friend: Year in Review 2020'. The document provides a snapshot of who were using Tinkle Friend and highlights the trends observed in 2020, underscoring children's experience of the COVID-19 pandemic.



Scan the QR code to access  
Tinkle Friend:  
Year in Review 2020

In the year 2021, as we were still unable to conduct our talks during schools' assembly hour, we offered three pre-recorded e-talks on 'Let's be friends!', 'Habits to succeed in life', and 'Coping with difficult moments'. A total of 104 e-talks were conducted in 73 schools with 78,550 students in attendance.



### Promoting positive development in our youth

Our four community-based youth drop-in centres and eight school-based Project CABINs offer a safe space for youth to have fun, make friends and learn new skills after school. Through interest-based programmes that are youth-driven, we bring out positive qualities in them such as leadership and giving back to the community.



At 16, Daron found both fun and invaluable friendships at The Fort @ Children's Society. Three years on, he returns as an alumnus and mentor for other youth. Read more about Daron's journey here:



Scan the QR code to read Daron's story

I want to thank JYC staff for being there for me all these years and for all their help. Thank you for helping me through my challenges and giving me the best advice, making me the person I am today. I have a better mindset now and I can fix my personal problems with understanding.

**15-year-old Carl Ng**, youth member of JYC @ Children's Society

The programmes at VOX helped to build my confidence and allowed me to step out of my comfort zone by meeting new people and getting along with them.

**18-year-old Ericia Aw**, youth member of VOX @ Children's Society

### Preventing and reducing risky and harmful behaviour in youth

Being a community touchpoint, our centres are in a unique position to steer youth away from dangerous activities and support them to better themselves. When rapport is established, youth members share their inner thoughts and feelings, enabling our social service practitioners to identify their strengths and challenges in a non-intrusive way. This has enabled us to provide targeted intervention, sometimes in collaboration with family service centres, school counsellors or other community partners.

Initially joining as a quiet youth with confidence issues, Danish was first referred to RoundBox @ Children's Society for its Brazilian Jiu-Jitsu Programme toward the end of his Enhanced STEP-UP programme meant for students either at risk of dropping out of school or are out of school.

Using values-based teachings in Brazilian Jiu-Jitsu, Danish has grown into a confident young man who is no longer afraid to take on new challenges and has also matured into a mentor to junior students of the programmes.

**Mr Daryl Tan**, Senior Social Worker, RoundBox @ Children's Society

### Assessing Pre-Family Guidance Order (FGO) applications holistically

Our systemic approach in working with the different stakeholders, accompanied with our knowledge of community resources, enables us to right-site applications upon assessment of risk and needs. Families will be referred to community partners or pre-FGO programmes for the right level of intervention, in the hope of diverting them away from the Court system.

### Reducing school absenteeism and supporting engagement in prosocial activities

We actively reach out to and engage with children and youth with school attendance issues through the

Integrated Service Provider (ISP) Enhanced STEP-UP programme. We support them in managing difficulties such as low motivation or poor socialisation skills so that they may thrive in the school system.

Hubert\* was referred to Singapore Children's Society under the Enhanced Step-Up programme for his poor school attendance.

During the period when Hubert was supported by Ms Julia, I received periodic updates from her and she also worked closely with Hubert's mother to address her concerns. She patiently builds rapport with Hubert even when face-to-face meetings were not always possible due to COVID restrictions. The eventual plan was to arrange for Hubert to sign up for GCE-N Level preparation at the start of 2022. While waiting for that to take place, Ms Julia proactively engaged Hubert by enrolling him into Hatch Immersive+ (a 10-week programme to provide individuals who are interested in the digital or design industry with the opportunity to develop relevant industry skills) from July to September 2021. I greatly appreciate Ms Julia's concerted effort in working with youth and exploring ways to help them find meaning in their lives.

**Word of thanks and compliment from Ms Nicole Choong, Senior School Counsellor of Bendemeer Secondary School for Ms Julia Kwek, Social Worker at Youth Service @ Children's Society^**

\* Names have been changed to protect the beneficiary's identity.

^ Ms Julia Kwek is now a Psychologist (Family Functional Therapy) at SSFR @ Children's Society.

### Supporting families in the FGO system

Our social service practitioners are the holding space for children, youth and especially their caregivers when the challenges they face are prolonged and have neither ready nor quick solutions.

Apart from equipping families with the essential skills to cope, we provide them with the necessary support to tide through difficult times and prevent the children and youth from re-entering the Court system.

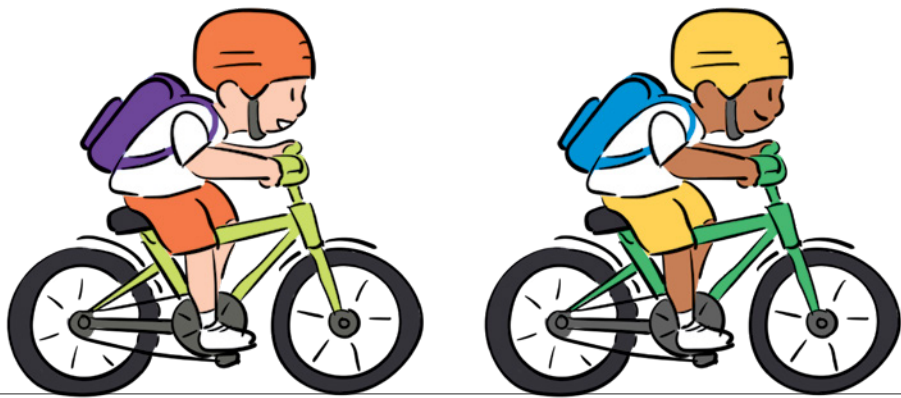


Well-wishes from Mdm Chen, parent of a youth in the FGO programme. The Chinese characters in the embroidery piece she gifted to the team translates to peace and joy, echoing her thanks and hopes for the team.

### Reducing reoffending through ISP work

Our social service practitioners are trained in offence-specific interventions to support young offenders who have been given a chance for community rehabilitation to change and lead a crime-free lifestyle. We use a case management approach to engage youth in individual, group-based

and family sessions. Through these, youth learn to take responsibility for their actions, solve problems, and resolve conflicts in a prosocial manner. Youth also learn to engage meaningfully with others at school or at work and to manage their emotions positively, thereby forming healthy relationships with others.



### Supporting children and youth in times of distress

A child or youth who has to attend an investigation interview for an alleged offence is likely to experience anxiety. The same goes for a child or youth who is called to give his/her testimony at Court hearings because he/she was a victim or witness of a

crime or family disputes. Our social service practitioners and trained volunteers for the Appropriate Adult Scheme for Young Suspects and Vulnerable Witness Support Programme are neutral adults who will accompany children and youth when they undergo these processes, looking out for their physical and emotional well-being.

Supportive adults changed the life of volunteer Ms Tan Sze Wei. She pays kindness forward by supporting troubled youth. Read more about Sze Wei's volunteering journey here:



Scan the QR code to read Sze Wei's story

Service  
Category  
**03**

## Family Services



### Supporting families and enhancing caregiving capacity

We offer programmes and services to families facing challenges arising from incarceration, financial hardship, unemployment, relationship issues, educational neglect, etc. Through casework and counselling, groupwork and outreach services, we support families and individuals who are navigating through their challenges. We build their resilience and empower them to manage or resolve their difficulties.

Recognising the important role caregivers play in their home environment, we strengthen their caregiving skills, impart parenting knowledge that is age-appropriate to enable them to provide a safe and conducive environment for the growth and development of the children in their care.

I was introduced to Children's Society when my husband was incarcerated. I am grateful that Jia Hui always check in on our well-being when we are at the centre for tele-visits or via WhatsApp and video calls. The Project LADDER support group was also very helpful.

**Word of thanks from Mdm Hazimah for Ms Chan Jia Hui**, Social Worker at Children Outreach @ Children's Society

*The virtual support group was piloted in 2021 for beneficiaries of Project LADDER to come together and share and listen to personal experiences, struggles and coping methods.*

The inner joy and fulfilment whenever I see improvements in Jane's\* learning keeps me motivated and I hope that with this little gift of time and knowledge, she will be able to path a future of her own where she is confident and empowered. I am heartened to see how Jane's caseworker, Joanne, worked relentlessly to help Jane overcome the challenges she faced along the way. Jane deserves a bright future and I hope that the good works of Children's Society will continue to transform the lives of many other children like Jane!

**Ms Madalene Yeo**, Volunteer tutor for the Compulsory Education Casework programme

\* Name has been changed to protect the beneficiary's identity.



*Jennifer and Stacey at a play date with their children in December 2021. The mothers befriended each other at a parenting workshop earlier in the year.*

Apart from imparting parenting skills and knowledge to caregivers, our caregiver's programmes are also a platform for caregivers to build meaningful relationships with one another, so that they could form a support network even after our programme.

Jennifer\* and Stacey\*, mothers of young children, first met at the Good Enough Parenting workshop organised by Yishun Family Service @ Children's Society. The workshop aims to help parents understand their children's core emotional needs, learn how to manage exasperation in time of anger and/or anxiety and cultivate nurturing interactions with their young ones.

During the workshop which spanned three months, Jennifer and Stacey got to know each other better and have been supporting each other as they each underwent divorce proceedings. Their children have also become good friends.

*\* Name has been changed to protect the beneficiary's identity.*

## Supporting children's development

We provide early intervention for children who face household challenges such as parental incarceration or who display at-risk behaviours like school absenteeism. Our work with these children aims to facilitate their cognitive, emotional and social development through working with the family and other stakeholders.

Sharifah\* was placed on the Yellow Brick Road programme to receive counselling and tuition support during the period her father was incarcerated. Senior Counsellor, Ms Rozana Komari from Children Outreach @ Children's Society supported her by working on her coping methods and identifying her support system. Ms Rozana also arranged for a tutor to help Sharifah cope with her weaker school subjects. During a family crisis in the middle of the programme, Ms Rozana engaged Sharifah's sister, who had to step up and take on the role of a caregiver to minimise the impact of the changes at home.

Sharifah completed her PSLE successfully in 2021 and proceeded to secondary school in 2022.

*\* Name has been changed to protect the beneficiary's identity.*

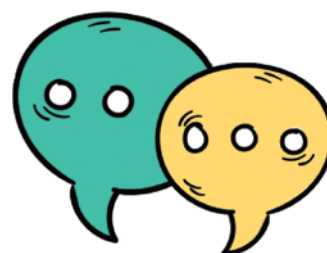


*Two-year-old Safiyyah developing her fine motor skills through scooping rice from a bag and pouring them into a bucket without spilling.*

Safiyyah's family received preschool enrolment support from KidSTART. Positive changes have been seen in Safiyyah's behaviour ever since she started attending pre-school. Her mother had observed that she no longer throws tantrums and has learned to open up to new people she meets such as her classmates and teachers. Safiyyah can also now count from one to five and enjoys playing with toys.



## Research and Advocacy



### Promoting child sexual abuse prevention through public education

In 2021, we were still unable to deliver our child sexual abuse prevention programme, *KidzLive: I Can Protect Myself*, to pre-schoolers due to safe management measures (SMMs). Nevertheless, we continued to train in-service pre-school educators through our Empowering Children with Body Safety Skills online training course so that they are able to carry out this programme for their children.

Recognising the need to incorporate content on child sexual abuse prevention into the training curriculum for pre-school educators, the Early Childhood Development Agency (ECDA), which oversees the training curriculum by the private training agencies, engaged us to add this content into their training curriculum, and to train lecturers to convey this knowledge to trainee pre-school educators. By doing so, we expanded our reach even further such that child sexual abuse prevention messages are now more deeply embedded within the early childhood education sector.

The Pre-school Education Branch of the Ministry of Education also engaged us to train their educators to prepare them to deliver body safety content to their pupils as they pilot a revised curriculum in 2022.

We continue to engage parents and other stakeholders to inform and educate caregivers on the importance of imparting body safety skills to children.



*Pre-schoolers at ChildFirst @ Tampines (Singapore) learning key body safety messages as part of the KidzLive: I Can Protect Myself programme.*

## Creating awareness and advocating for change

As a continuation of our work to spread parenting messages through our ParentTIPS branding, we started a podcast series. We explored the themes of Positive Parenting Approaches, Resilience, Bully-Free, and introduced listeners to our Tinkle Friend service to hear the voices of our children.



Scan the QR code to access ParentTIPS podcast

The SMMs put in place have inadvertently disrupted the school routine of children. Our social service practitioners were concerned about the longer-term impact that this might have on the motivation of some students to attend school regularly. We worked with a journalist from TODAY to examine this issue, which resulted in a feature

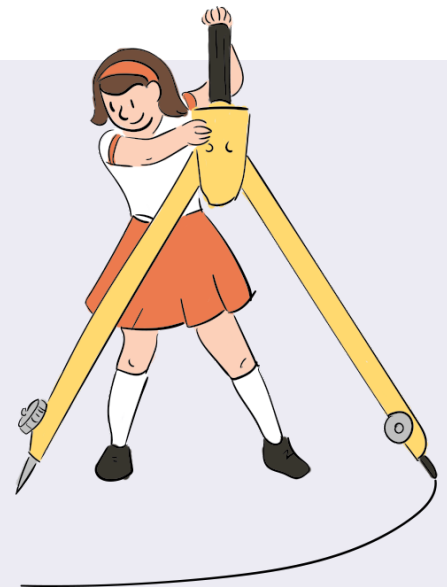
article that aims to alert parents and educators to pay more attention to school attendance.

The issue of child sexual abuse continues to demand attention as cases were brought to court and reported in the media. We contributed a commentary piece to Channel News Asia espousing the importance of sexuality education from young to prevent child sexual abuse.



Scan the QR code to access the commentary piece

To safeguard the well-being of children and youth, we also supported the Safe Sport Task Force by providing inputs to its Safe Sport Unified Code that is aimed at ensuring that children and young persons can partake safely in sporting activities.



On the international front, Singapore underwent a review of its overall human rights record at the Universal Periodic Review, a peer review mechanism with other member states. As part of this process, we made an oral submission via video and commented on the need for a comprehensive sexuality education in the prevention of child sexual abuse and also spoke about our ongoing work on understanding the use of corporal punishment within the Singapore context.

### Promoting better understanding of issues through research studies

We actively conduct research studies to better identify and understand issues that affect children, youth and families. This year, we continued our research work on topics such as bullying, resilience, child-centered financial aid, and children's experience of the COVID-19 pandemic. In addition, we launched a new study to better understand parent and young adults' perceptions towards the use of corporal punishment.

Staff from Research Unit and SSFR collaborated to conduct a practice research study, aimed at understanding the risk and protective factors that contribute to better case outcomes.

We published an academic article titled "Communication gatekeepers and moral arbiters: mothers' roles when fathers are incarcerated" in the Journal of Offender Rehabilitation, under the guidance of our research

advisor Dr Justin Lee. The article is based on interviews conducted in 2016, with families who have an incarcerated father, to understand their experiences in maintaining communication under tight constraints.



Research Officers Ms Jerrine Khong, Ms Toh Sze Min and Assistant Director Dr Charlene Fu presented findings from our studies on Bullying, Resilience, and children's experience of the COVID-19 pandemic in a symposium at the Society for Research on Child Development (SRCD) Biennial Meeting. The symposium at the prestigious international academic conference held virtually was chaired by Dr Cheung Hoi Shan, who is also a Children's Society Research Committee member.

### Building a stronger research and advocacy culture within the organisation

In our second year into ForUM (For U and Me), an internal platform to promote staff learning and discussions on topics at the heart of our work, we explored topics related to the Family Guidance Order, how to engage volunteers in our work and understanding the work that goes on in helping children in out-of-home care. These sessions were co-created with colleagues fronting these pieces of work and allowed all to have a deeper appreciation of the issues that our Society works on.

In February, we published our milestone 10<sup>th</sup> issue of Research Bites, our bi-annual research newsletter that aims to make research findings more accessible to interested members of the public

and professionals working with children, youth and families.

Two Research 2 Practice (R2P) sessions were held to share study findings with social service practitioner colleagues, discuss the implications and applications of the findings in practice, as well as

generate ideas for recommendations and ideas for future studies. The studies featured at R2P were Food Insecurity and Child-Centered Financial Aid and Parents' Perceptions towards the use of Corporal Punishment. The sessions were attended by 54 and 40 colleagues respectively.

### Ask the Expert!

We found that children who experienced more stressors had poorer outcomes.

Have you ever wondered why this might be the case? What can we do to support these children and their families?



In this article, we feature a special guest — Dr. Quah Saw Han, our study advisor.

Dr. Quah is a clinical psychologist with many years of experience working with children and young persons. She is also a parent of two teenagers. We have asked Dr. Quah to share some of her insights on the findings from our study!

For this milestone publication, we featured findings from our Resilience study, focusing on the types of social support that promote resilience among children from low-income families. It also included tips from the expert, Dr Quah Saw Han.

### Supporting centres to design and conduct programmes and services that are data informed

Our Research Unit provides technical support to enable evidence-informed programmes and services. The Unit works collaboratively with service centres to evaluate programmes. After understanding the programme format and intended outcomes, Research Officers provide recommendations for methods and/or tools for tracking the efficacy of these programmes. In 2021, we actively worked with colleagues across 10 service centres on the evaluation of various programmes and services.

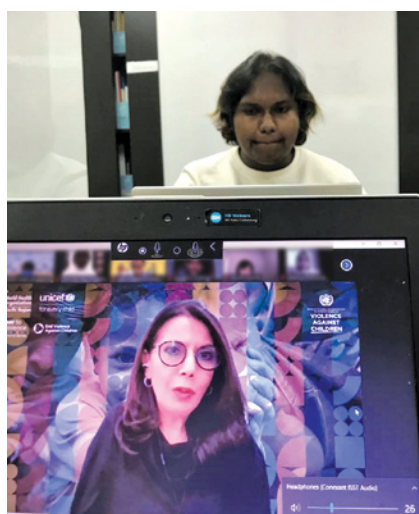


### Giving children and youth the opportunities to voice their views and contribute to issues concerning their future

With promoting child participation being one of our eight service goals, the format of the Singapore Children's Forum was revamped in 2021. We hope to achieve a more sustained engagement with a core pool of children and youth and to partner them in working

on issues that concern them. As part of this process, the group of recruited youth picked up skills and content knowledge through workshops and talks. They then had the opportunity to work on projects around a topic that they felt strongly about, such as mental well-being and navigating the digital world. They showcased their project to wrap up their work in a virtual forum.

In addition, we also connected local youth to regional events and activities organised by stakeholders such as UNICEF and the Child Rights Coalition Asia. We served as a bridge to support and prepare our youth to participate in these events to allow their views on mental well-being to be heard beyond our shores.



Our youth had the chance to participate in regional events to speak up on the topic of mental health.

(Left) Sharman Raj participated in a focus group discussion and had the chance to share the findings with Dr. Najat Maalla M'jid, United Nations Special Representative of the Secretary-General on Violence Against Children (on screen).

(Right) Zerlina Kok was the youth representative in the INSPIRE Regional Conference on Ending Violence Against Children, sharing the youth voices with conference delegates.

# Programme Evaluation 2021

Programme evaluation helps us to understand the effectiveness of our work by tracking improvements in participants of our programmes and services. It also helps us to identify ways to enhance our programmes based on outcomes and feedback and suggestions gathered. In 2021, many of our programmes and services were halted or had to undergo changes in the delivery format due to safe management measures. Nevertheless, we persisted in our efforts to identify specific ways to improve them.



Scan the QR code  
to read more



## The Year Ahead

To expand our work to achieve our mission to bring relief and happiness to children in need, several new initiatives will be rolled out in 2022.

### Promoting mental wellness in our children and youth

We recognise that one of the key challenges to safeguard the well-being of children and youth is to ensure a healthy mental state. To this end, Oasis for Minds Services (OMS) will be set up to support children and youth to develop positively into responsible and healthy young adults. OMS aims to provide a continuity of care. We will provide preventive services by creating learning and supportive environments for children and youth to gain mental health literacy. We will also work with their caregivers to increase their capability to promote mental wellness. For youth assessed to have mild to moderate mental illness and are known to the Institute of Mental Health, rehabilitative services will be provided to those referred to us.

This will include coordinated care, psychosocial and psychological interventions, and transitional care support.

### More opportunities for children and youth to voice their views

Singapore Children's Forum, a flagship programme, will continue to refine the new approach to encourage our young people to explore and discuss issues that matter to them. Building a sustained relationship with a dedicated group of children and youth, we will work towards growing their capability to articulate their views and share with the wider community, even beyond the shores of Singapore.

### Enhancing community work in Yishun with caregivers and children

Collaborating with Yishun Health, we have set up a Community Health Post (CHP) at Yishun Family Service @ Children's Society to empower caregivers to manage

health challenges so that they are better able to care for their children. CHPs are health posts located in the heartlands, allowing residents to conveniently obtain health information, and access preventative care and chronic disease management services from Community Nurses. With a CHP sited in our centre, families will be able to access social and health related services at a single location.

Kakilearn is a new education support initiative at Yishun Family Service @ Children's Society offering two programmes, namely the afterschool homework support for primary school students and phonic classes for pre-schoolers. These two programmes are offered in collaboration with volunteers from Pioneer House, National University of Singapore and Curious Thoughts Academy, a private pre-school education provider, respectively. Through Kakilearn, we hope to create equal opportunities for children to realise their potential.

### Major fundraising initiatives in 2022 to support our work and service goals

- Donor recruitment and renewal through giving programmes 1000 Enterprises for Children-in-Need and 1000 Philanthropists, as well as through mailers and appeal letters
- Events that could be in hybrid formats like Walk for Our Children, Charity Gala Dinner and Donation Draw
- Fundraising campaigns like Virtual Flag Day, Little Kindness, Lots of Joy, and Legacy Giving
- Crowdfunding campaigns on platforms like our own Give2Children, and third-party platforms like GIVE.asia, Giving.sg and SimplyGiving



Scan the QR code  
to access  
Give2Children  
fundraising website

# Our Supporters



## Ruth Wong Awardee 2021



**Dr Tan Seok Hui**

Dr Tan has been a member of the Research Committee since August 2007. In 2017, she served as the Research Committee's Vice Chairman. Since 2018, she took on more leadership roles, including Chairman of the Research Committee, Vice Chairman of the Research and Advocacy Standing Committee, and is also a nominated member of the Board.

As the Chairman of the Research Committee, Dr Tan helps to chart the direction of the Research Unit. She also plays an active role in many of the Research Studies conducted by Children's Society. Dr Tan was instrumental in the analysis and writing of the Infant Attachment Study monograph and provided insightful comments for the various journal articles that have been published with the data from the Child Abuse and Neglect Study. Dr Tan currently serves as the Research Advisor

for the Academic Stress and Well-being study and was involved in the brainstorming and conceptualising stages of this study.

She is also involved in reviewing research grant applications and making recommendations to ensure that grants are provided to deserving candidates conducting research that is aligned with the Society's mission, reviewing the bi-annual research newsletter (Research Bites), and reviewing abstracts submitted by the Research Officers for research conferences to ensure the academic rigour of our work.

For her exceptional leadership and years of dedicated voluntary service, Singapore Children's Society is honoured to bestow the distinguished Ruth Wong Award on Dr Tan Seok Hui.

# Congratulations to the recipients of Singapore Children's Society Awards 2021

Inaugurated in 1982, the annual Singapore Children's Society Awards formally recognises the dedication and generosity of the many volunteers and donors whose contributions have helped to build a better life for the children under our care. In 2021, 41 awards were conferred to individuals and companies who have contributed to the Society. Warmest congratulations to all recipients.

## Ruth Wong Award

↪ Dr Tan Seok Hui

## Gopal Haridas Award

↪ Gartner Advisory (Singapore) Pte Ltd

## Platinum Service Award

↪ Mr Chan Eng Thai  
Mr Ho Lon Gee  
Ms Teoh Shi Xian Sherrine

## Platinum Award

↪ Citrix Systems Singapore Pte Ltd  
MUFG Investor Services  
Mr Leonard Sim Tiao Han  
Singapore Totalisator Board

## Gold Service Award

↪ Assoc Prof Lim Lee Ching

## Gold Award

↪ Air Line Pilots Association Singapore (ALPA-S)  
Ecco Venture Pte Ltd  
Estate Of Suit Woo Foong  
Far East Organization  
Fu Yu Corporation Limited  
Kempas Energy Pte Ltd  
Lam Research Singapore Pte Ltd  
Singapore Pools (Private) Limited

## Silver Service Award

↪ Ms Anna Koh  
Mr Chen Xingyu  
Ms Ho Fang Ting  
Mr Jaren Lee  
Dr Neera Gupta  
Dr Quah Saw Han  
Mr Sim Wei Xiong  
Ms Vanessa Lee

## Silver Award

↪ Byte Pte Ltd  
Eastspring Investments  
Estate of Mr William Tung  
Go Fresh Impex Pte Ltd  
In Loving Memory of Ms Cecilia Cheong Kow Mui  
Mr Lim Liang Song  
OBI Holdings Pte Ltd  
Partners Group (Singapore) Pte Ltd  
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# Facts and Figures



# Service Statistics

Here is the full list of the number of children, youth and adults we reached out to in 2020 and 2021.

## SERVICE CATEGORY 1: VULNERABLE CHILDREN AND YOUTH

### Children In Care Group

Programmes/Services	Centre	2020	2021
Safe and Strong Families - Reunification related work	SSFR @ Children's Society	79	79
Sunbeam Place After-care Service	Sunbeam Place @ Children's Society	100	97
Sunbeam Place Residents	Sunbeam Place @ Children's Society	56	57
<b>Total</b>		<b>235</b>	<b>233</b>

## SERVICE CATEGORY 2: CHILDREN AND YOUTH SERVICES

### Children Development Group

Programmes/Services	Centre	2020	2021
BEing Safe Together	Community Services & Programmes @ Children's Society	NA	10
Community-based support work	Community Services & Programmes @ Children's Society	15	29
KidzSHinE	Community Services & Programmes @ Children's Society	40	138
Storm Riders	Community Services & Programmes @ Children's Society	44	39
Engagement, Casework & Counselling	JYC @ Children's Society (DEN @ JYC)	141	128
Engagement, Casework & Counselling	JYC @ ComLink	35	35
Afterschool Care	Student Care @ Children's Society	46	29
Sunbeam Friends: Alumni Club	Student Care @ Children's Society	15	15
Bully-Free related work (camps, campaigns and workshops)^	Student Service @ Children's Society	19,155	3,619
Tinkle Friend Helpline	Student Service @ Children's Society	699	856
Tinkle Friend Online Chat	Student Service @ Children's Society	5,334	4,272
<b>Total</b>		<b>25,524</b>	<b>9,170</b>

### Youth Development Group

Programmes/Services	Centre	2020	2021
Engagement, Casework & Counselling	JYC @ Children's Society (GIG @ JYC)	308	363
Engagement, Casework & Counselling	RoundBox @ Children's Society	253	159
Engagement, Casework & Counselling	The Fort @ Children's Society	132	95
Engagement, Casework & Counselling	VOX @ Children's Society	168	430
Project CABIN	JYC @ Children's Society / RoundBox @ Children's Society / The Fort @ Children's Society / VOX @ Children's Society	1,570	1,364
<b>Total</b>		<b>2,431</b>	<b>2,411</b>

### Children and Youth Services Group

Programmes/Services	Centre	2020	2021
Appropriate Adult Scheme for Young Suspects	Student Service @ Children's Society	2,084	2,420
Vulnerable Witness Support Programme	Student Service @ Children's Society	49	62
Pre-FGO and FGO related work	Youth Service @ Children's Society	314	226
ISP related work	Youth Service @ Children's Society / Children Outreach @ Children's Society / VOX @ Children's Society	290	235
<b>Total</b>		<b>2,737</b>	<b>2,943</b>

**SERVICE CATEGORY 3: FAMILY SERVICES****Family Services Group**

<b>Programmes/Services</b>	<b>Centre</b>	<b>2020</b>	<b>2021</b>
Compulsory Education Casework	Children Outreach @ Children's Society	25	18
Pre-school Outreach	Children Outreach @ Children's Society	646	331
Project LADDER	Children Outreach @ Children's Society	219	101
Project Relate	Children Outreach @ Children's Society	NA	NA
Yellow Brick Road	Children Outreach @ Children's Society	123	121
KidSTART	Community Services & Programmes @ Children's Society	NA	568
Community work and Group work	Yishun Family Service @ Children's Society	38	39
Referral, Casework and Counselling	Yishun Family Service @ Children's Society	1,092	1,544
Financial Assistance: Children's Medical Fund	Yishun Family Service @ Children's Society	14	13
Financial Assistance: The Straits Times School Pocket Money Fund	Yishun Family Service @ Children's Society	247	203
Financial Assistance: Casework Fund and Other assistance	All Centres	859	145
<b>Total</b>		<b>3,263</b>	<b>3,083</b>

**SERVICE CATEGORY 4: RESEARCH AND ADVOCACY****Advocacy and Research Group**

<b>Programmes/Services</b>	<b>Centre</b>	<b>2020</b>	<b>2021</b>
Child Abuse and Neglect Prevention talks/ workshops	Research & Advocacy Department	NA	NA
KidzLive: I Can Protect Myself and related work	Research & Advocacy Department	334	536
Singapore Children's Society Lecture	Research & Advocacy Department	NA	341
Other Talks/Workshops	Community Services & Programmes @ Children's Society	130	1,246
Singapore Children's Forum	JYC @ Children's Society / SSFR @ Children's Society / Youth Service @ Children's Society / Research & Advocacy Department	NA	10
<b>Total</b>		<b>464</b>	<b>2,133</b>
<b>Beneficiaries for Public Education Initiatives</b>		<b>19,619</b>	<b>5,752</b>
<b>Beneficiaries for Direct Services</b>		<b>15,035</b>	<b>14,221</b>
<b>Total Beneficiaries</b>		<b>34,654</b>	<b>19,973</b>

Note:

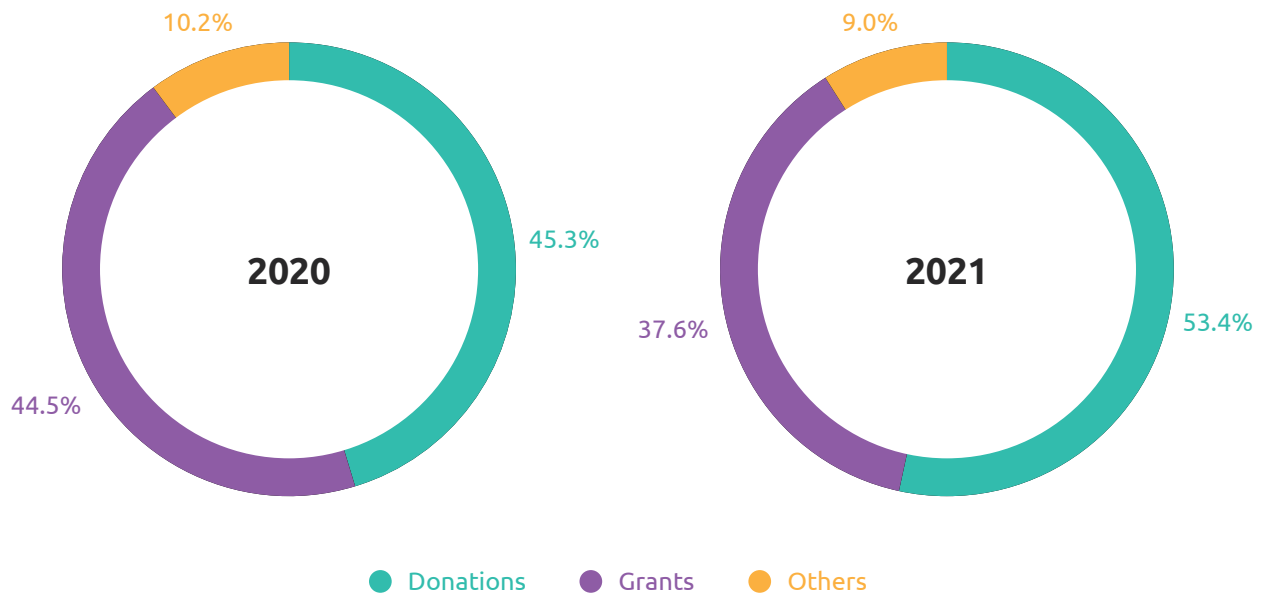
Public Education Initiatives refer to campaigns, roadshows and talks.

Direct Services refer to programmes and casework and counselling.

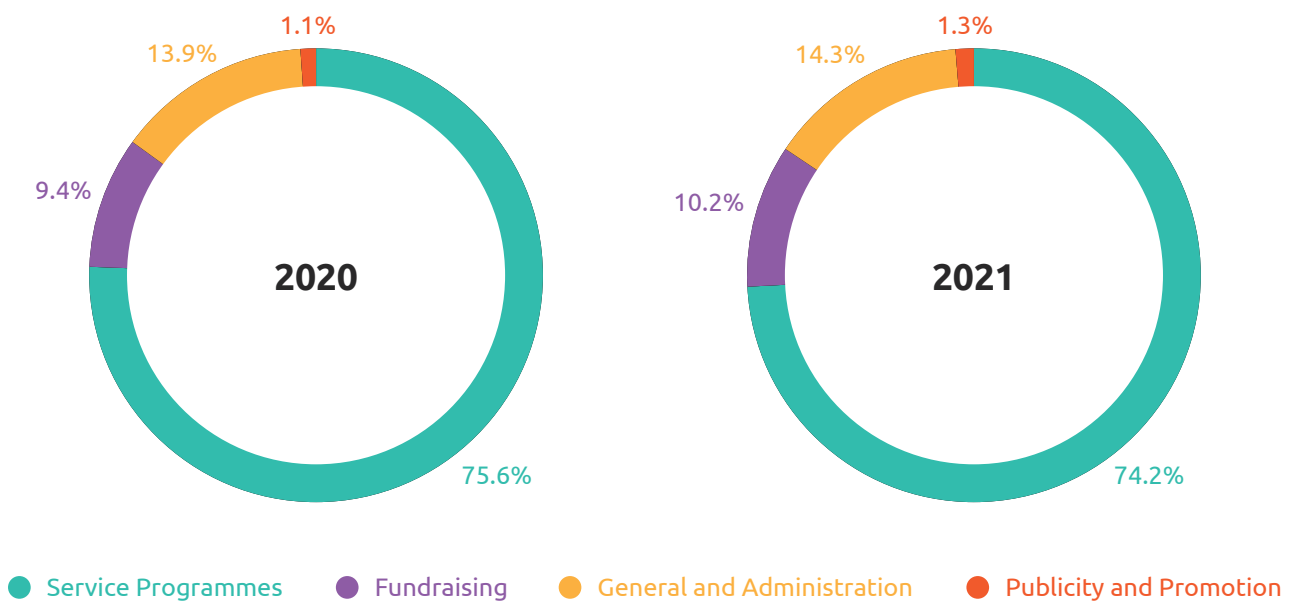
^ 2021 figures exclude participants of Bully-Free e-talks.

# Financial Information Summary

## BREAKDOWN OF TOTAL INCOME



## BREAKDOWN OF TOTAL EXPENDITURE



# Audited Financial Information 2021

## BALANCE SHEET

	2020 (\$'000)	2021 (\$'000)
<b>ASSETS</b>		
Plant and Equipment	1,126	1,191
Right of use – Leased Asset	1,358	914
Intangible asset – Building use rights	876	573
Financial assets - FVTOCI	7,912	5,389
<b>Non-current Assets</b>	<b>11,272</b>	<b>8,067</b>
Financial assets - FVTOCI	1,425	-
Financial assets - FVTPL	30,079	45,056
Other receivables	3,061	2,904
Other non-financial assets	129	291
Cash and cash equivalents	54,503	53,806
<b>Current Assets</b>	<b>89,197</b>	<b>102,057</b>
<b>Total Assets</b>	<b>100,469</b>	<b>110,124</b>
<b>FUNDS AND RESERVES</b>		
General Fund	68,458	78,929
Other Reserves	2,386	352
<b>Unrestricted Fund</b>	<b>70,844</b>	<b>79,281</b>
Children's Medical Fund (CMF)	20,979	20,969
Madam Ho Yun Wai Fund	500	500
Professor S.S. Ratnam Memorial Fund	271	271
Other Restricted Funds	889	2,199
<b>Restricted Fund</b>	<b>22,639</b>	<b>23,939</b>
<b>Total Funds and Reserves</b>	<b>93,483</b>	<b>103,220</b>
<b>LIABILITIES</b>		
Lease liabilities	956	510
Other non-financial liabilities	526	526
<b>Non-current Liabilities</b>	<b>1,482</b>	<b>1,036</b>
Trade and other payables	3,010	2,642
Lease liabilities	423	446
Other non-financial liabilities	2,071	2,780
<b>Current Liabilities</b>	<b>5,504</b>	<b>5,868</b>
<b>Total Liabilities</b>	<b>6,986</b>	<b>6,904</b>
<b>Total Funds, Reserves and Liabilities</b>	<b>100,469</b>	<b>110,124</b>

### Reserves Policy:

The primary objective of the Society's reserves management policy is to ensure that it maintains strong and healthy reserves in order to support its current and future operations and potential initiatives. The Society targets to maintain an optimum level of accumulated fund equivalent to five years of its budgeted operating expenditure. This excludes restricted funds.

## INCOME AND EXPENDITURE STATEMENT

Income	2020 (\$'000)	2021 (\$'000)	% Breakdown of Receipts	
			2020	2021
Donations	10,979	15,295	45.3%	53.4%
Grants	10,797	10,771	44.5%	37.6%
Others	2,483	2,588	10.2%	9.0%
<b>Total Income</b>	<b>24,259</b>	<b>28,654</b>	<b>100%</b>	<b>100%</b>

Expenditure	2020 (\$'000)	2021 (\$'000)	% of Total Income	
			2020	2021
Service Programmes	14,312	15,231	59.0%	53.1%
Fundraising	1,781	2,090	7.3%	7.3%
General and Administration	2,635	2,942	10.9%	10.3%
Publicity and Promotion	195	274	0.8%	1.0%
<b>Total Expenditure</b>	<b>18,923</b>	<b>20,537</b>	<b>78.0%</b>	<b>71.7%</b>
<b>Surplus of Income over Expenditure</b>	<b>5,336</b>	<b>8,117</b>	<b>22.0%</b>	<b>28.3%</b>

For the full audited financial statements, please visit Children's Society's website at <https://www.childrensociety.org.sg/news-report>

## MAJOR FINANCIAL TRANSACTIONS

In 2021, we received a legacy donation of \$3.2 million and placed an additional \$13 million of funds with an independent fund manager.

## ANNUAL REMUNERATION DECLARATION OF THREE HIGHEST PAID STAFF

Annual Remuneration	Number of Staff	
	2020	2021
\$100,001 to \$200,000	3	2
\$200,001 to \$300,000	0	1

*Note:*

*Includes basic salary, bonuses, allowances and the employer's contributions to Central Provident Fund.*

*None of the Society's staff are close members of the family of the Chief Executive Officer or Board members.*

*None of the three highest paid staff serves on the Board.*

## Board Meeting Attendance 2020/2021

Singapore Children's Society is managed by the Board. As the highest policy and decision-making body, the Board has the ultimate responsibility of ensuring that the Society is governed and managed responsibly and prudently. Members of the Board are volunteers and receive no monetary remuneration for their contribution. Members are elected at the Annual General Meeting to serve as office holders on the Board for a term of two years. As it is not easy to find committed volunteers who understand the complexity of the social service sector, Children's Society continuously seeks and

identifies suitable volunteers to serve on the Board. Some members of the Board have served more than 10 consecutive years. It is important to find volunteers who have the right motivations and see it as a privilege to serve and not as sacrifice. Our Board members should be prepared to serve for the long term to ensure continuity and sustainability of Singapore Children's Society.

The Society has in place conflict of interest and whistle-blowing policies in its Code of Conduct. All members of the Board and management are required to

declare their interests annually. There are also five standing committees working hand in hand with the full-time staff in the areas of Children In Care, Community Engagement and Partnerships, Information and Corporate Relations, Research and Advocacy, and Social Work Service. All committee members are volunteers of Children's Society and come from diverse backgrounds such as education, healthcare and business.

There were five meetings held for the term 2020/2021 as the previous term was extended. The attendance of the meetings is as shown:

<b>Name</b>	<b>Position</b>	<b>Attendance</b>
Mr Koh Choon Hui	Chairman	5
Prof Ho Lai Yun	Vice Chairman	5
Mr Alex Lee Ka But	Vice Chairman	5
Assoc Prof Cuthbert Teo Eng Swee	Honorary Secretary	5
Ms Theresa Sim May Ling	Honorary Treasurer	4
Dr Lena Lee Siow Ling	Honorary Assistant Secretary	5
Mr David Toh Seng Hong	Honorary Assistant Treasurer	3
Assoc Prof Isabella Wong Yuen-Fun	Member	5
Mr Kurt Wee Chong Kien	Member	3
Assoc Prof Lim Lee Ching	Member	4
Mdm Rashidah Bte Abdul Rasip	Member	3
Mr Ronald Liew Wing Kong	Member	1
Capt Suresh Menon	Member	5
Ms Tan Khiaw Ngoh	Member	5
Mr Chan Hiang Tiak	Co-opted Member	5
Dr Quah Saw Han	Co-opted Member	3
Ms Koh Hui-Jian	Nominated Member	3
Mr Koh Yeong-Kheng	Nominated Member	5
Dr Tan Seok Hui	Nominated Member	1

# Governance Evaluation Checklist (Advanced Tier)

1 January 2021 to 31 December 2021

S/N	Code guideline	Code ID	Complied
<b>Board Governance</b>			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Yes
<b>Are there governing board members holding staff appointments?</b>			No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	NA
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	NA
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Yes
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Yes
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Yes
	Is there any governing board member who has served for more than 10 consecutive years?		Yes
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Yes
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Yes
<b>Conflict of Interest</b>			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Yes
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Yes
<b>Strategic Planning</b>			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Yes
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Yes
<b>Human Resource and Volunteer Management</b>			
13	The Board approves documented human resource policies for staff.	5.1	Yes
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Yes
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Yes
<b>Are there volunteers serving in the charity?</b>			Yes
16	There are volunteer management policies in place for volunteers.	5.7	Yes
<b>Financial Management and Internal Controls</b>			
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Yes
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Yes
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Yes

S/N	Code guideline	Code ID	Complied
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Yes
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Yes
<b>Does the charity invest its reserves (e.g. in fixed deposits)?</b>			Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Yes
<b>Fundraising Practices</b>			
Did the charity receive cash donations (solicited or unsolicited) during the financial year?			Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Yes
<b>Did the charity receive donations in kind during the financial year?</b>			Yes
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Yes
<b>Disclosure and Transparency</b>			
25	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and  (b) the attendance of every governing board member at those meetings.	8.2	Yes
<b>Are governing board members remunerated for their services to the Board?</b>			No
26	No governing board member is involved in setting his own remuneration.	2.2	NA
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	NA
<b>Does the charity employ paid staff?</b>			Yes
28	No staff is involved in setting his own remuneration.	2.2	Yes
29	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and  (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Yes
30	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity;  (b) the staff has received remuneration exceeding \$50,000 during the financial year.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is <b>no</b> paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Yes
<b>Public Image</b>			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Yes

## Our Accolades



Charity Transparency Awards  
2019

4<sup>th</sup> ASEAN Rural Development and Poverty Eradication Leadership Award  
2019

Charity Transparency Awards  
2018

Charity Transparency Awards  
2017

Charity Transparency Awards  
2016

President's Award for Social Impact  
2014

NCSS Outstanding VWO Award in Innovation (Special Mention)  
2010

Singapore Quality Class Award  
2010

Singapore Prestige Brand Award (Special Merit)  
2009

NVPC Non-Profit Organisation Award  
2004

Asia Pacific NGO Award (3<sup>rd</sup> Runner Up)  
2004

Community Excellence Awards  
1986

UNAS Most Outstanding Civic Organisation of Singapore Award  
1984

UNAS Special Award  
1983

UNAS Most Outstanding Civic Organisation of Singapore Award  
1982

# Singapore Children's Society

## CORPORATE OFFICE

210 Middle Road #05-03  
Singapore 188994  
T 6273 2010

### Children's Medical Fund

T 6753 7331

### Tinkle Friend

**Helpline:** 1800 2744 788

**Online Chat:** [www.tinklefriend.sg](http://www.tinklefriend.sg)

### General Enquiries

[info@childrensociety.org.sg](mailto:info@childrensociety.org.sg)

### Our Microsites

[www.1000e.org.sg](http://www.1000e.org.sg)

[www.1000p.org.sg](http://www.1000p.org.sg)

[www.bullyfree.sg](http://www.bullyfree.sg)

[www.mettlechallenge.com](http://www.mettlechallenge.com)

[www.singaporechildrensforum.sg](http://www.singaporechildrensforum.sg)

[www.tinklefriend.sg](http://www.tinklefriend.sg)

### Stay Connected with Us

 [www.childrensociety.org.sg](http://www.childrensociety.org.sg)

 [SingaporeChildrensSociety](https://www.facebook.com/SingaporeChildrensSociety)

 [SgChildrenSoc](https://www.instagram.com/SgChildrenSoc)

 [SgChildrenSoc](https://www.telegram.me/SgChildrenSoc)

 [Singapore Children's Society](https://www.linkedin.com/company/SingaporeChildrensSociety)

 [Singapore Children's Society](https://www.youtube.com/SingaporeChildrensSociety)

## OUR SERVICE CENTRES

### Children Outreach @ Children's Society

9 Bishan Place  
#05-02  
Junction 8 Office Tower  
Singapore 579837  
T 6358 0911 | F 6358 0936

### Community Services & Programmes @ Children's Society

Block 529  
Bedok North Street 3  
#01-570  
Singapore 460529  
T 6448 6658 | F 6448 9896

### JYC @ Children's Society

DEN @ JYC  
Block 554 Jurong West  
Street 42  
#01-349  
Singapore 640554  
T 6563 0593

GIG @ JYC  
Block 552 Jurong West  
Street 42  
#01-321  
Singapore 640552  
T 6566 6989 | F 6566 6386

### Roundbox @ Children's Society

Block 122  
Toa Payoh Lorong 2  
#01-06  
Singapore 310122  
T 6259 3735

### SSFR @ Children's Society

Block 91 Henderson Road  
#01-112 Singapore 150091  
T 6253 1124

### Student Service @ Children's Society

51 Telok Blangah Crescent  
#05-01 Radin Mas  
Community Club  
Singapore 098917  
T 6276 5077 | F 6276 5075

### Sunbeam Place @ Children's Society

28 Hong San Terrace  
Singapore 688247  
T 6462 3477 | F 6462 3371

### The Fort @ Children's Society

51 Telok Blangah Crescent  
#05-01 Radin Mas  
Community Club  
Singapore 098917  
T 6276 5077 | F 6276 5075

### VOX @ Children's Society

Block 44 Chai Chee Street  
#01-108  
Singapore 461044  
T 6443 4139

### Yishun Family Service @ Children's Society

Block 107 Yishun Ring Road  
#01-233  
Singapore 760107  
T 6753 7331

### Youth Service @ Children's Society

Block 91 Henderson Road  
#01-112 Singapore 150091  
T 6253 1124

### Our service centres are supported by the Research & Advocacy Department.

*Advocacy Unit*  
9 Bishan Place  
#05-02  
Junction 8 Office Tower  
Singapore 579837  
T 6358 0911 | F 6358 0936

*Research Unit*  
51 Telok Blangah Crescent  
#05-01 Radin Mas  
Community Club  
Singapore 098917  
T 6276 5077 | F 6276 5075



The 1000 Philanthropists (1000P) and 1000 Enterprises for Children-in-Need (1000E) programmes are fundraising initiatives aimed at encouraging individuals and companies to engage in philanthropy by pledging donations of \$1,000 and above to Singapore Children's Society.

For Individual donations (1000P)	For Corporate donations (1000E)
Participating Philanthropist: \$1,000 to \$9,999 Leading Philanthropist: \$10,000 to \$29,999 Patron Philanthropist: \$30,000 and above	Participating Enterprise: \$1,000 to \$9,999 Leading Enterprise: \$10,000 to \$29,999 Principal Enterprise: \$30,000 to \$99,999 Patron Enterprise: \$100,000 and above
For more information, please visit <a href="http://www.1000p.org.sg">www.1000p.org.sg</a>	For more information, please visit <a href="http://www.1000e.org.sg">www.1000e.org.sg</a>



[www.childrensociety.org.sg](http://www.childrensociety.org.sg)



@SingaporeChildrenSociety



@sgchildrensoc



Singapore Children's Society



info@childrensociety.org.sg



6273 2010

MAKE A DONATION BY FILLING OUT THE FORM BELOW AND MAILING IT BACK TO US.

## PERSONAL/ COMPANY PARTICULARS

☐ **One-Time Donation**
☐ **Monthly Donation** *min. donation of \$5 for GIRO*

☐ **\$50**
☐ **\$100**
☐ **\$500**
☐ **Others:** \_\_\_\_\_ (please specify)

Name/Company Name: *(in block letters)* (Dr/Mr/Mrs/Ms/Mdm) \_\_\_\_\_

NRIC/FIN/UEN: #*(required for tax deduction)* \_\_\_\_\_

Address: \_\_\_\_\_

Postal Code: \_\_\_\_\_

Contact Number: \_\_\_\_\_

Email Address: \_\_\_\_\_

\*Donations qualify for 2.5 times tax deduction. Please indicate your NRIC/FIN/UEN number so that your donation will automatically be included in your tax assessment by IRAS. Hence, we will not be issuing tax deduction receipts for such donations. Please fill out your complete particulars to facilitate the auto-inclusion. Donations and corresponding details need to reach SCS to be cleared before end of the year in order to qualify for tax deduction. For existing donors who are contributing on a monthly basis, this application will be treated as additional contributions.

## DONATION MODES

☐ **CHEQUE** Cheque number: \_\_\_\_\_  
("Please issue a crossed cheque payable to "Singapore Children's Society")

☐ **DEBIT/CREDIT CARD** VISA / Mastercard / AMEX

\_\_\_\_\_  
 Name on card: \_\_\_\_\_ Expiry Date: \_\_\_\_\_  
 \_\_\_\_\_  
 Signature(s): \_\_\_\_\_ Date: \_\_\_\_\_

☐ **GIRO (Monthly Donation)** *min. donation of \$5*  
 Please fill out PART 1 of the GIRO Form below.

NOTE: By providing the information set out in this form, I/we agree and consent to Singapore Children's Society, as well as its representatives and agents (collectively, "SCS") collecting, using, disclosing and sharing amongst themselves my/our personal data provided above as well as in the records of SCS from time to time, and disclosing such personal data to SCS's authorised service providers, and relevant third parties for purposes reasonably required by SCS for donation-related and communication purposes. Such purposes are set out in a Data Protection Policy, which is accessible at [www.childrensociety.org.sg/data-protection](http://www.childrensociety.org.sg/data-protection) or available on request and which I/we confirm I/we have read and understood.

☐ Tick here if you DO NOT wish to be contacted by SCS to receive information about what we do, future fund-raising campaigns, volunteer recruitment or other events.
 ☐ Tick here if you DO NOT wish to receive any recognition for your donations under SCS, if applicable (e.g.: 1000P/ E website mention, annual report).

## PART 1 (FOR DONOR'S COMPLETION)

### GIRO Donation Form

Name of Bank: \_\_\_\_\_ Branch: \_\_\_\_\_

Name(s) as in Bank's Records: \_\_\_\_\_ Bank Account Number: \_\_\_\_\_

(a) I / We hereby instruct you to process the BO's instructions to debit my / our account.  
 (b) You are entitled to reject the BO's debit instruction if my / our account does not have sufficient funds and charge me / us a fee for this. You may also at your discretion allow the debit even if this results in an overdraft on the account and impose charges accordingly.  
 (c) This authorisation will remain in force until terminated by your written notice sent to my / our address last known to you or upon receipt of my / our written revocation through the BO.

Billing Organisation ("BO"): **Singapore Children's Society**
 Signature(s) / Thumbprint(s) \_\_\_\_\_  
(As in bank's records. For thumbprints on behalf of company, please go to the branch with your identification.)
 Date: \_\_\_\_\_

## PART 2 (FOR SINGAPORE CHILDREN'S SOCIETY OFFICIAL USE)

Bank	Branch	Billing Organisation's Account No.	Bank	Branch	Donor's Account No.	Billing Organisation's Customer Ref. No.
7339	524	046679001				

## PART 3 (FOR FINANCIAL INSTITUTION'S COMPLETION)

This Application is hereby REJECTED for the following reason(s) (please tick and delete\* where inapplicable)

- ☐ Signature/Thumbprint\* differs from Financial Institution's records  
☐ Signature/Thumbprint\* is incomplete/unclear\*  
☐ Account is operated by Signature/Thumbprint\*  
☐ Wrong account number  
☐ Amendment/s is/are not countersigned by customer  
☐ Other Reasons: \_\_\_\_\_

\_\_\_\_\_  
Name of Approving Officer

\_\_\_\_\_  
Date

\_\_\_\_\_  
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