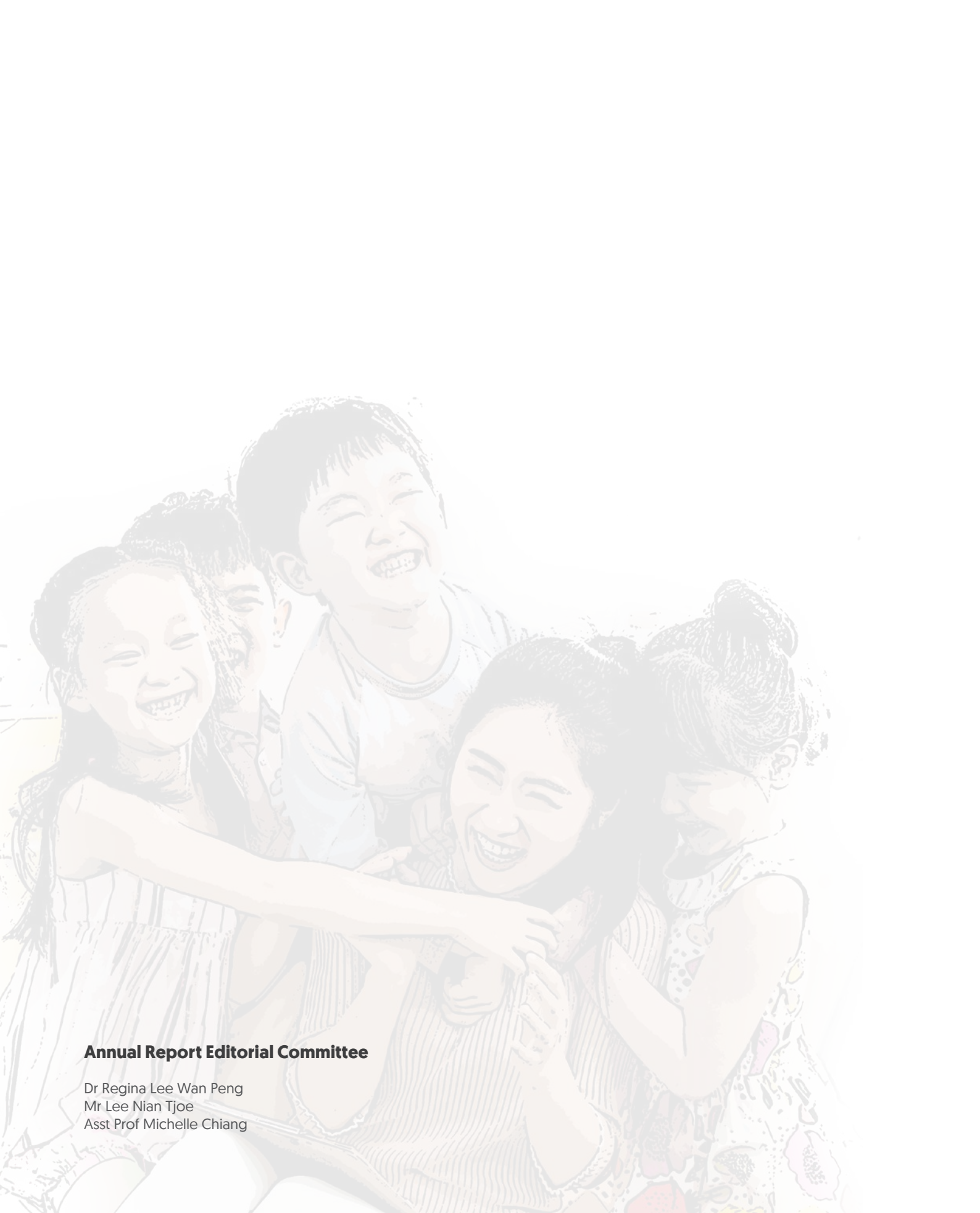


# 70 Years of Bringing Hope and Smiles!

Annual Report 2022





**Annual Report Editorial Committee**

Dr Regina Lee Wan Peng  
Mr Lee Nian Tjoe  
Asst Prof Michelle Chiang

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# About Us



# Singapore Children's Society

## Overview of Charity

Singapore Children's Society was first established in 1952 and formally registered as a society on 09/01/1962. Children's Society was registered as a charity under the Charities Act 1994 since 07/01/1984 and has been accorded IPC (Institution of Public Character) status from 01/07/2021 to 30/06/2025. Children's Society has a Constitution as its governing instrument.

**Unique Entity Number (UEN):**  
S62SS0057G

**Registered Address:**  
210 Middle Road #05-03  
Singapore 188994

### Bankers:

Bank of China [Singapore Branch]  
Bank of Singapore  
BNP Paribas [Singapore Branch]  
Credit Suisse [Singapore Branch]  
DBS Bank  
HSBC Singapore  
OCBC Bank  
Standard Chartered Singapore  
United Overseas Bank

### Auditor:

RSM Chio Lim LLP

## 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**

# Chairman's Message



**“As the needs of children and youth are always evolving, it is imperative that we consistently listen to feedback on the ground to continue providing relevant services to our beneficiaries.”**

2022 was markedly a better year for all than the previous two years. As the world learnt to co-exist with COVID-19, we have gradually moved towards a post-pandemic landscape. Even as variants of the coronavirus continued to emerge, Singapore managed to reduce its risk to the population, allowing the country to step down its Disease Outbreak Response System Condition [DORSCON] framework from orange to yellow in April 2022 and subsequently to green in February 2023. With this, community and border measures were eased, bringing back a semblance of normalcy for everyone.

The relaxation of COVID-19 restrictions came in timely for Singapore Children's Society as we celebrated our 70<sup>th</sup> anniversary in 2022. A significant milestone for the Society, we commemorated the occasion with a series of events that can be found in our

“70<sup>th</sup> Anniversary Highlights” section. In particular, our first Charity Gala Dinner since the pandemic was a great success, where a record \$1.4 million was raised.

While there was much to rejoice, the year had its challenges. Prolonged conflict between Russia and Ukraine and geopolitical tensions between various countries have disrupted supply chains and exacerbated the global energy crisis. With rising inflation, economists have also forecasted a global recession. Despite the reopening of Singapore's economy, the Ministry of Trade and Industry (MTI)'s statistics showed that the economy only grew by 3.6 per cent in 2022, a considerable decrease from the 8.9 per cent growth achieved in 2021. In 2023, MTI predicts the country's economic growth to slow to between 0.5 per cent to 2.5 per cent. Coupled with the goods and services tax hike, such an outlook is likely to

present challenges for the general population.

In view of this, the Society strives to continue our work in helping our beneficiaries on various fronts. One such area concerns the mental health and well-being of children and youth. Oasis for Minds Services [OMS] was set up in 2022 to provide preventive services and create a supportive learning environment for children, youth and their caregivers to improve mental health literacy. Besides promoting mental wellness, OMS helps beneficiaries develop positively into responsible and healthy young adults. For youth assessed to have mild to moderate mental illness and referred to us by the Institute of Mental Health, rehabilitative services will also be provided by OMS.

Other than OMS, two new programmes were launched at Yishun Family Service @ Children's Society. Kaki Learn helps to provide students with homework support and a conducive environment in which to learn and socialise. The initiative includes sub-programmes such as phonics classes and even goes beyond the classroom with activities like inline skating. To aid caregivers with employment opportunities, Project Cook, morphed to help our home-based cooks to market their meals online to reach more customers. Through this programme, beneficiaries can become more financially independent.

Engagement with our stakeholders is essential. Although some large-scale events like the Walk for Our Children walkathon and Flag Day remained virtual in 2022, we gradually restarted face-to-face donor, volunteer and staff engagement events. We held our annual Tribute to Volunteers event in November to show appreciation to our volunteers in person. Held physically for the first time since 2019, it allowed old and new volunteers to come together and share stories on their volunteering journeys. I commend our staff for their dedication, tenacity and resilience during the past three challenging years of COVID-19. Therefore, we are delighted to resume our staff gathering, Kachan, in a physical format to recognise their commitment and contribution.

As we reflect on the last "70 years of bringing hope and smiles", we are proud of what the Society has achieved during this time. Nevertheless, as the needs of children and youth are constantly evolving, it is imperative that we consistently listen to feedback on the ground to continue providing relevant services to our beneficiaries. One example is the closure of Project CABIN in December. Started in 1994 as cabin spaces within schools for students to hang out with our social service practitioners after classes, Project CABIN successfully expanded over 28 years across 32 schools. However, with the implementation of more support for students, such as school counsellors and student welfare officers, it is timely that we exit this space.

In terms of finances, our total income in 2022 was \$25.4 million, as compared to the \$28.7 million achieved in 2021. The higher income in 2021 was primarily due to a one-time legacy donation of \$3.2 million. Our total expenditure was \$27.3 million. Moving forward, we will be deepening some areas of our work and you can read more about them in "The Year Ahead" section.

Lastly, I would like to thank our community and partners for their unwavering support of our cause throughout these years. They include our past and present Board and Standing Committee members, staff, volunteers, donors and well-wishers. Guided by our mission to bring relief and happiness to children in need, I look forward to working closely with all of you in the coming years.

**Mr Koh Choon Hui** *DUBC*  
**Chairman**  
**Singapore Children's Society**

# CEO's Message



**“Moving forward, we will consolidate our existing programmes to build resilience and enhance social-emotional support amongst children and youth, improve mental health literacy, and provide more targeted support for children and their caregivers.”**

2022 was a meaningful year for Children's Society.

With the easing of COVID-19 restrictions, we could resume the majority of our programmes and services, as reflected in the greater number of beneficiaries served in 2022 compared to the year before.

Celebrating the Society's 70<sup>th</sup> anniversary also led to many opportunities for reflection and learning. Recognising that the challenges of children and youth will only become more complex over time, we renewed our focus on research, programme evaluation and analysis of data collected from our services to be better prepared for the future.

In 2022, we invested significant effort into evaluating our children and youth drop-in service, a service model we started in 2000. This effort demonstrates our commitment to continually improve our service quality and keep our services relevant. The

evaluation results have enabled us to see that not all youth have sources of support and may often be reluctant to seek help. We must double down our efforts to encourage help-seeking behaviour and promote stronger relationships between the children and youth and our practitioners.

An analysis of a segment of the chats conducted over the Tinkle Friend chatline in 2020 and 2021 highlighted mental health concerns surfaced by children, some of whom have expressed self-harming thoughts and suicidal ideations. Poor relationships with families and peers often brought about feelings of anxiety and fear, and negative experiences with seeking help have sometimes created a barrier to seeking further support.

This data, combined with what we have observed at our service centres, convinced us of the need to improve mental health at a younger age and to address concerns early. Moving

forward, we will consolidate our existing programmes to build resilience and enhance social-emotional support amongst children and youth, improve mental health literacy, and provide more targeted support for children and their caregivers.

Besides mental health concerns, we will address the impact of adverse childhood experiences and risks in the digital world in the coming years.

I want to express my gratitude for the trust our beneficiaries and supporters have placed in us and the dedication of our staff members. I hope we will continue to have your support as we serve and advocate for children, youth and families in need in the years ahead.

**Ms Ang Boon Min**

**Chief Executive Officer  
Singapore Children's Society**

# 70<sup>th</sup> Anniversary Highlights



*'70 years of bringing hope and smiles'*

conveys what we have achieved thus far, collectively with the support of our stakeholders, for our next generation.



## Event highlights

We celebrated our 70<sup>th</sup> Anniversary year in 2022 through various events.



### 1 Sunbeam Place @ Children's Society Talent Show

Given the significance of Sunbeam Place, it was especially fitting to have the Home's annual talent show kickstart our anniversary celebrations on 16 April.

Sunbeam Place began as the Convalescent Home in 1956, providing shelter, comfort and relief to children during the post-war years. It was a place for malnourished children to recuperate until they were strong enough to go home. The Home evolved to care for abused and severely neglected children as societal needs changed. In 2006, the Home took on a new name, Sunbeam Place.

The Talent Show was organised and executed predominantly by the residents as a learning opportunity. Throughout the planning, preparation and on the event day itself, they demonstrated the Home's core values of respect, responsibility and resilience.

Guest of Honour, President Halimah Yacob, and other guests were treated to a display of the residents' talents and a sharing from an alumnus on his stay at Sunbeam Place. There was also a special cake cutting ceremony to mark the Society's official birthday, which falls on 17 April.

Besides the talent show performances, the event also featured a heritage exhibition and a home tour, in which residents showcased their work and the Home's significant milestones over the years.



*A Sunbeam Place resident performing for President Halimah Yacob and guests during the 70<sup>th</sup> Anniversary kick-off event*



*Learning about the history of our Convalescent Home and Sunbeam Place through the 'time portal' heritage exhibition*

## 2 Singapore Children's Society Awards 2022

On 28 May, we had our annual Singapore Children's Society Awards presentation, where we paid tribute to our volunteers and donors for their commitment and contributions to helping our beneficiaries. 60 individuals and corporates were honoured at the awards presentation, graced by the Guest of Honour, President Halimah Yacob.

Besides the awards to recognise individuals and organisations who have continually supported our cause over a duration, the Commendation Service Award was given to individuals, groups or organisations who volunteered their services on an ad-hoc basis. This includes volunteering to support the direct service or work of the Society that has a significant contribution to the well-being of the beneficiaries, or outcome of the respective service or programme.



*Amazon Singapore (left) and Ms Karen Gan (right) being recognised for their contribution with the Commendation Service Awards*

There were two such award recipients – Kelvin & Karen Gan Amazon Interior Design (KGID) and Amazon Singapore. Kelvin and Karen Gan assisted with the makeover of a flat for a discharged Sunbeam

Place resident. Separately, Amazon Singapore refurbished the indoor facilities of Sunbeam Place and created a conducive digital environment for the residents.

## 3 Yishun Family Service @ Children's Society Open House

Yishun Family Service @ Children's Society marked 27 years of commitment to Yishun residents with an Open House from 9 July to 30 September. The Open House showcased the centre's services and programmes, as well as personal stories of beneficiaries, volunteers and staff – especially how they navigated challenges brought about by the COVID-19 pandemic.

Guest of Honour, Mr Derrick Goh, MP for Nee Soon GRC, launched the Open House on 9 July and met with our staff, community partners and beneficiaries, who came together for a fun-filled Saturday morning. During the Open House, among other highlights, we showcased our new programme, Project Cook. An employment

initiative started at the end of 2021, it supports home-based cooks in setting up an online store on online platforms to reach a broader market, ultimately helping them become financially independent.



*Guests making photo memories at our 'Hope & Smiles' Wall with our staff member*



*Our invited guests enjoying the sumptuous spread prepared by one of our Project Cook beneficiaries*

Laughter and smiles were abundant at the centre as everyone appreciated having a physical get-together and catching up with old friends whilst making new connections.

## 4 70<sup>th</sup> Anniversary Learning Festival

A Learning Festival was held on 14 October to reflect the learning culture embraced by all in the Society. The full-day event comprised three learning sessions on topics close to our hearts, followed by our flagship Singapore Children's Society Lecture and a book launch.

In the first session, **"Vulnerable Children's Journey Home"**, the panellists discussed the challenges of reunifying children in out-of-home care with their birth families. We shared our learning from delivering the Safe and Strong Families - Reunification (SSF-R) programme, which found that stable reunification is twice as likely with every additional informal support network member, and that families with complex risks and needs require more resources to overcome challenges and sustain positive changes. A long period of preparation prior to reunification and domestic violence specialist services may benefit some families. Our trainer from Perth, Western Australia, Ms Sonja Parker, joined the session virtually and spoke on the Partnering for Safety approach, and how it supports families to strengthen and involve their network of safety and support.

The second session, **"Children's Mental Health: Beyond Awareness"**, tackled the mental well-being of our children. We shared the challenges gathered in 2020 and 2021 from a sub-population of our Tinkle Friend chat users, highlighting that about 7.2 per cent of our total online chat users spoke about issues related to mental health. These included: suicidal risk, low self-esteem, self-harm thoughts and behaviours, and grief and loss. The panellists discussed the identified root causes and made a call for action for all stakeholders to come together to better support a child.



*Insightful exchanges at the "Vulnerable Children's Journey Home" learning session moderated by Ms Gracia Goh (first left), Group Lead of Children in Care Group. Joined by fellow panellists from the Society, Ms Natasha Lim, Social Worker (second from right) and Ms Nawal Koay, Senior Counsellor (first right), as well as practitioners from Chen Su Lan Methodist Home, Mr Bernard Chen, Deputy Head (Family & Therapeutic Head) and Ms Ek Xin Rong, Assistant Senior Social Worker.*



*Sharing at the "Children's Mental Health: Beyond Awareness" learning session moderated by Mdm Rashidah Bte Abdul Rasip, Board Member of Singapore Children's Society (first right). She is joined by fellow panellists Dr Ong Say How, Senior Consultant Child Psychiatrist from the Institute of Mental Health (centre), Dr Quah Saw Han, Clinical Psychologist (second right) and staff members from the Society (from left) Ms Vivyan Chee, Head of Oasis for Minds Services and Ms Ann Hui Peng, Group Lead of Children Development Group.*



Spirited discussions at the “Physical Discipline in Families” learning session with our panellists [from left] Ms Jacinth Liew, parenting coach, Mr Steven Chia, Mediacorp Senior Editor/Presenter and Dr Cheung Hoi Shan, Assistant Professor of Psychology at Yale-NUS College who is the Principal Investigator of the study, moderated by A/P Isabella Wong, Board Member of Singapore Children's Society.

Our 15<sup>th</sup> Singapore Children's Society Lecture took the stage after a lively debate on parental discipline. Minister for National Development and Minister-in-charge of Social Services Integration, Mr Desmond Lee, spoke about strengthening our social service delivery and how we can better integrate and coordinate our social services around the family. Minister Lee also addressed a myriad of questions posed by the audience at the end of the lecture, relating to talent attraction and retention in the social service sector and the challenges of social service integration as we tackle increasingly complex cases.

We also shared our Children's Voices Project during the Learning Festival. The rationale behind this project was to gain insights into what our children and youth feel about what their parents/teachers/caregivers do that make them smile, and their hopes and dreams for the future. As every Voice creates a ripple, we wanted the collective Voice heard, Opinions shared, Ideas expressed, Changes acted on, and the children and youth Empowered and others to be inspired.



“Physical Discipline in Families: Can We Spare the Rod?”, the final session, spotlighted a joint research study by the Society and Yale-NUS College on the use of physical discipline by Singapore parents. The discussion shed light on parents’ experiences while using physical discipline and their attitudes towards it. Young adults’ perspectives towards and experiences of physical discipline were also discussed, as a key finding of the study was the negative impact of physical discipline on young adults’ outcomes.

Scan QR code to access the Children's Voices video



We received many innovative and heart-warming submissions that were compiled into a video and screened at the event.

Wrapping up the day of rich learning was the launch of “Thinking of Children: The Singapore Children's Society Collected Lectures (2015-2021)”, the second book in our series of collected lectures by distinguished speakers on subject matters relating to children. The book features six of our past Lecture speakers’ narratives and professional

views in their fields of work, as well as their replies to questions from the audience about the issues faced by children growing up in Singapore. Its preceding title, “Speaking of Children”, was launched in 2015 during our SG50 celebrations.

More than 300 people, including members of the public, practitioners from other Social Service Agencies and staff members participated in the Learning Festival.

## 5 70<sup>th</sup> Anniversary Charity Gala Dinner



*The live auction was in full swing at the Charity Gala Dinner, with guests bidding for items such as calligraphy by the late Venerable Song Nian*



*Tinkle Friend is our national toll-free helpline and online chat supporting primary school children and Tinkle Friend mascot was at the event to mingle with our guests and staff*

Being the Society's first Charity Gala Dinner since the pandemic, around 320 guests attended the dinner at the Sands and Expo Convention Centre on 22 November, where Deputy Prime Minister Heng Swee Keat was the Guest of Honour. It was a highly successful fundraising event where we managed to raise a record \$1.4 million through table sales, outright donations, and live and silent auctions.

Besides donors and guests, many current and ex-staff were also present to enjoy a relaxing evening over food and drinks. Even our iconic Tinkle Friend mascot made a surprise guest appearance before the dinner started!

Apart from speeches given by our Chairman, Mr Koh Choon Hui, and our Guest of Honour, guests were treated to performances by our youth beneficiaries from VOX @ Children's Society, a Sunbeam Place resident and local music band, The JumpStart. Our Sunbeam Place resident also shared with our dinner guests his experience staying at Sunbeam Place and what the place meant to him. It was a heart-warming sharing that illustrated the impact of our work with those in need.

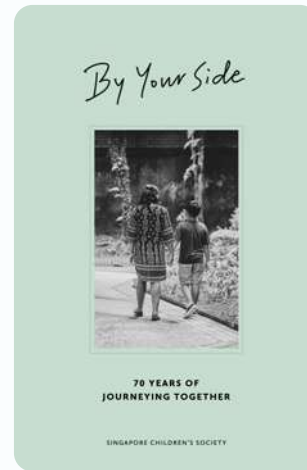
It was an excellent evening for all present and a fitting conclusion to wrap up the year-long celebrations for our 70<sup>th</sup> Anniversary milestone!

## 70<sup>th</sup> Anniversary Commemorative Publication

In celebration of our 70<sup>th</sup> Anniversary, we published a commemorative book entitled **'By Your Side: 70 Years of Journeying Together'**. This book describes the Society's work since our inception, focusing on our work in the last ten years. The book is a tribute to all volunteers, donors and staff members who have dedicated their time to making a difference in the life of our beneficiaries.

The first copy of this publication was presented during our Charity Gala Dinner to the Guest of Honour, Deputy Prime Minister Heng Swee Keat. An e-copy of the book is also available on our website.

Scan QR code to download an e-copy of the book



## New Corporate Video



Scan QR code to access the latest corporate video

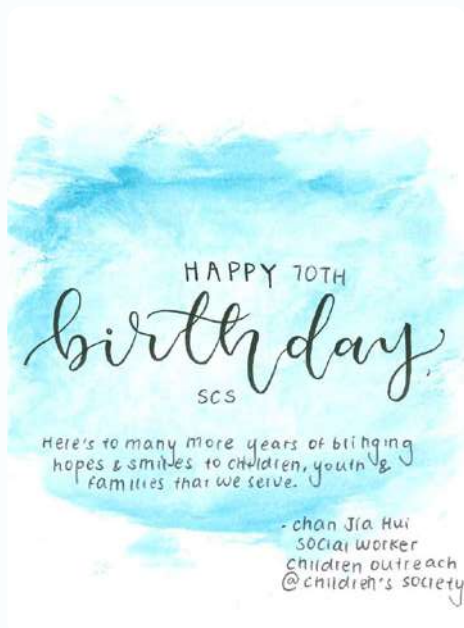
We unveiled our updated corporate video at the Charity Gala Dinner on 22 November. This new video adopts a personal approach to illustrating the scope and impact of the Society's work. Through the enactment of an abused child and a bullied youth, the video explains our work in protecting, supporting and nurturing children, youth, and families.

The video also highlights the Society's milestones over the past seven decades as we adapted to serve the evolving needs of society. Since our establishment in 1952, the milestones captured the various programmes and services pioneered over the decades, such as the launch of the Latchkey Child Development Centre in 1979, the start of the Tinkle Friend helpline for children in 1984, piloting the

setup of Singapore's first few Family Service Centres in 1990, launching our first community-based youth drop-in centre in 2000 and the start of our Singapore Children's Society Lecture in 2007 to raise awareness on issues pertinent to the well-being of children, youth and families. The video gives a glimpse into the diversity of our programmes and services.

## Memories and Messages

Throughout our 70<sup>th</sup> Anniversary year, we have received many precious wishes, messages, hopes and memories of people whose lives we have touched over the decades. We compiled some of the heartfelt birthday wishes shared by our beneficiaries, volunteers and staff into a video.



Birthday wishes to Singapore Children's Society by one of our staff



Artwork by Ludvig Kong, our ex-beneficiary from JYC @ Children's Society .

To him,

*"the road is our journey in JYC; the hands symbolise the guidance, love and the caring support that helped us during the long run. At the end of the road, there's an arrow's bright entrance, symbolising our next stages in life as an upgrade. "*

Scan QR code to access the birthday wishes video



Mr Tham Choon Kin, Appropriate Adult Scheme for Young Suspects [AAYS] volunteer: Celebration!!! Happy 70<sup>th</sup> Anniversary! Keep up with the 70 long years of outstanding work and good deeds for Singapore's needy children and youth. Glad and honoured to be part of Singapore Children's Society under the AAYS Team!



Mdm Jasbindar Kaur, Yishun Family Service @ Children's Society volunteer: My heartiest congratulations on your 70<sup>th</sup> anniversary! You have come a long way. I genuinely appreciate that Singapore has such an organisation to cater to our children, their emotional needs, and helping them adjust or assimilate into society to achieve their future goals.

# Our Board and Key Committees



**Mr Koh  
Choon Hui<sup>1</sup> DUBC**

**Chairman**  
(since 1978)  
(Board member since 1975)



**Prof Ho  
Lai Yun<sup>2</sup> BBM (L), JP**

**Deputy Chairman**  
(since 2002)  
(Board member since 1989)



**Assoc Prof Cuthbert  
Teo Eng Swee<sup>3</sup> PPA(G)**

**Honorary Secretary**  
(since 2015)  
(Board member since 2005)



**Mr David  
Toh Seng Hong<sup>4</sup>**

**Honorary Treasurer**  
(since 2021)  
(Board member since 2019)



**Mr Alex  
Lee Ka But BBM**

**Member**  
(since 1999)



**Mr Kurt  
Wee Chong Kien JP**

**Member**  
(since 2007)



**Assoc Prof  
Lim Lee Ching**

**Member**  
(since 2013)



**Mdm Rashidah  
Bte Abdul Rasip PPA(P)**

**Member**  
(since 2011)

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

<sup>2</sup> Prof Ho Lai Yun is a Paediatrician and Neonatologist at the Singapore General Hospital and KK Women's and Children's Hospital.

<sup>3</sup> Assoc Prof Cuthbert Teo Eng Swee is a Senior Consultant and Gazetted Forensic Pathologist at the Forensic Medicine Division, Health Sciences Authority.

<sup>4</sup> Mr David Toh Seng Hong is a Partner at PricewaterhouseCoopers LLP.



**Mr Ronald  
Liew Wing Kong**

**Member**  
(since 2018)



**Capt  
Suresh Menon**

**Member**  
(since 2016)



**Ms Tan  
Khiaw Ngoh PBM, JP**

**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 PPA(P)(L)**  
**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)

## 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
Financial Assistance	Ms Tan Khiaw Ngoh
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



# Committee Members 2022/2023

## Children In Care Standing Committee

### Chairman

Capt Suresh Menon

### Deputy 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 *BBM*

Mr Yew Hang Meng *BBM*

### 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

## Community Engagement and Partnerships Standing Committee

### Chairman

Mr Kurt Wee Chorng Kien *JP*

### Members

Mr Alvin Yapp

Mr Chan Hiang Tiak

Ms Fiona Leung

*(from Apr 2022)*

Mr Frank Khoo Shao Hong

*(from Dec 2022)*

Mr Karan Singh Thakral

*(from Apr 2022)*

Mr Koh Yeong-Kheng

Dr Lee Jee Mui

Mr Leonard Sim

Mr Mark Lee Kah Hui

*(from Apr 2022)*

Mr Max Goh Way Siong

Dr Neera Gupta

Mr Richard Teo

Mr Ronald Liew

Mr Thomas Ting

Mr Victor Tay

Mr Winston Lumenta

*(from Dec 2022)*

Mr Yew Hang Meng *BBM*

## Information and Corporate Relations Standing Committee

### Chairman

Assoc Prof Lim Lee Ching

### Deputy 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

Ms Heidi Yeo

### Observer

Ms Carol Lee

*(from Jul 2022)*

## Research and Advocacy Standing Committee

### Chairman

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

### Deputy Chairman

Dr Tan Seok Hui

### Members

Mr Alex Lee Ka But *BBM*  
 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  
 Ms Loy Sye Yuet  
*(from Jul 2022)*  
 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

### Resource Person

DAC Lionel Bok  
*(from Jun 2022)*

## Social Work Service Standing Committee

### Chairman

Ms Tan Khiaw Ngoh *PBM, JP*

### Deputy Chairman

Mdm Rashidah Abdul  
 Rasip *PPA (P)*

### Members

Dr Alfred Choi  
 Ms 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

## Audit and Risk Committee

### Chairman

Ms Tan Khiaw Ngoh *PBM, 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 Chorng Kien *JP*  
 Assoc Prof Lim Lee Ching  
 Capt Suresh Menon  
 Ms Tan Khiaw Ngoh *PBM, JP*

## Crisis Management Committee

### Chairman

Mr Koh Choon Hui *DUBC*

### Deputy 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 Chorng Kien *JP*  
 Assoc Prof Lim Lee Ching  
 Capt Suresh Menon  
 Ms Tan Khiaw Ngoh *PBM, JP*

## Financial Assistance Committee

### Chairman

Ms Tan Khiaw Ngoh *PBM, JP*

### Members

Dr Agnes Chang Shook Cheong

Mr Alex Lee Ka But *BBM*

Assoc Prof Cuthbert Teo

Eng Swee *PPA (G)*

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

Mdm Rashidah Abdul Rasip *PPA (P)*

## 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 *PBM, JP*

## 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 Frank Khoo Shao Hong

*(from Nov 2022)*

Mr Koh Choon Hui *DUBC*

Mr Koh Yeong-Kheng

Mr Mao Nan Hwa

Mr Mark Lee Kah Hui

*(from May 2022)*

*Mr Gwee Lian Kheng BBM stepped down as a Member from April 2022*

## 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

## Nomination 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 Chua Ah Leng

*(from Nov 2022)*

Dr Clifton Phua

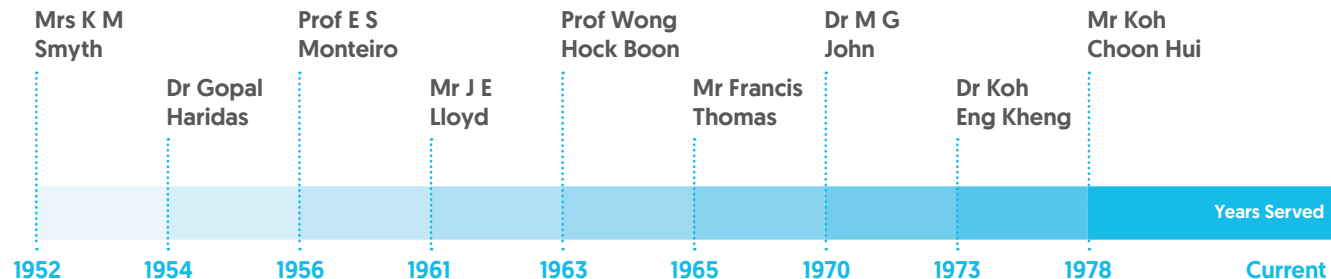
*(from Aug 2022)*

Mr Richard Teo

*Mr Harold Thng stepped down as a Member from June 2022*

## Chairmen of Singapore Children's Society

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



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

2011	Mr Koh Choon Hui
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### 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

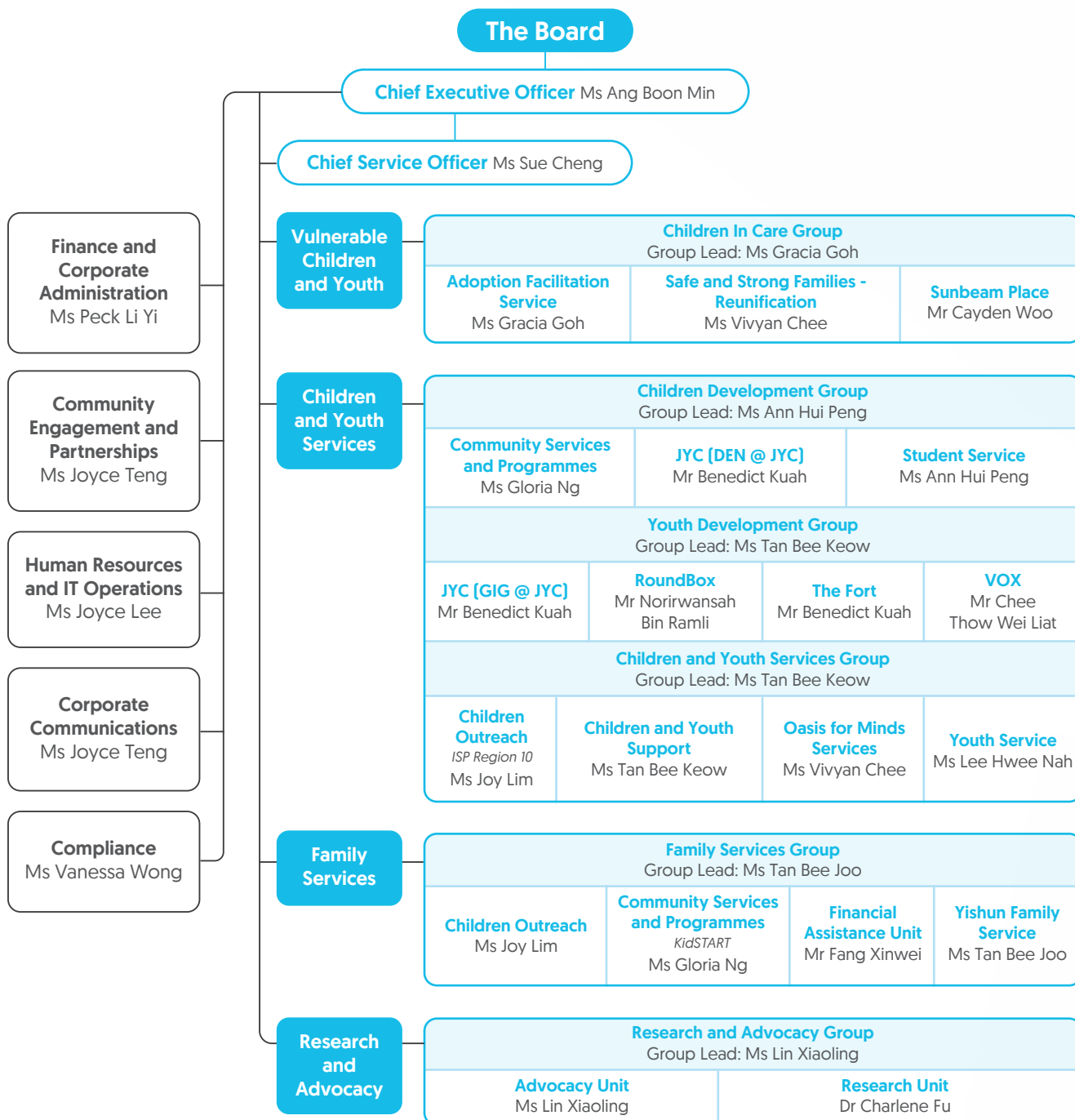
### The Public Service Star (Bintang Bakti Masyarakat)

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 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
2022	Ms Tan Khiaw Ngoh

# Organisation Chart



# Management Team

## Senior Management



**Ms Ang Boon Min**  
Chief Executive Officer  
[from 2020]



**Ms Sue Cheng**  
Chief Service Officer  
[from 2017]

## Corporate Function Heads



**Ms Joyce Lee**  
Director  
Human Resources and  
IT Operations



**Ms Joyce Teng**  
Senior Director  
- Community Engagement  
and Partnerships  
- Corporate Communications



**Ms Peck Li Yi**  
Deputy Director  
Finance and Corporate  
Administration



**Ms Vanessa Wong**  
Manager  
Compliance

## Group Leads



**Ms Ann Hui Peng**

**Director**

- Children Development Group

**Head:**

- Student Service



**Ms Gracia Goh**

**Director**

- Children In Care Group  
- Professional Development

**Head:**

- Adoption Facilitation  
Service Project



**Ms Lin Xiaoling**

**Director**

Research and Advocacy Group

**Head:**

Research and Advocacy  
Department (Advocacy Unit)



**Ms Tan Bee Joo**

**Senior Director**

Family Services Group

**Head:**

Yishun Family Service



**Ms Tan Bee Keow**

**Senior Director**

- Children and Youth  
Services Group  
- Youth Development Group

**Head:**

- Children and Youth Support

(from 15 Aug 2022)

- RoundBox

(till Feb 2022)

- Youth Service

(till Jun 2022)

## Heads and Deputy Heads



**Mr Benedict Kuah**  
Director

- JYC  
- The Fort



**Mr Cayden Woo**  
Director

Sunbeam Place



**Dr Charlene Fu**  
Assistant Director

Research and Advocacy  
Department (Research Unit)



**Ms Gloria Ng**  
Assistant Director

Community Services &  
Programmes



**Ms Joy Lim**  
Director

Children Outreach



**Ms Lee Hwee Nah**  
Deputy Director

Youth Service  
(from Jul 2022)



**Mr Norirwansah  
Bin Ramli**  
Assistant Director

RoundBox  
(from Mar 2022)



**Mr Chee  
Thow Wei Liat**  
Deputy Director

VOX



**Mr Fang Xinwei**  
Deputy Director

- Financial Assistance Unit

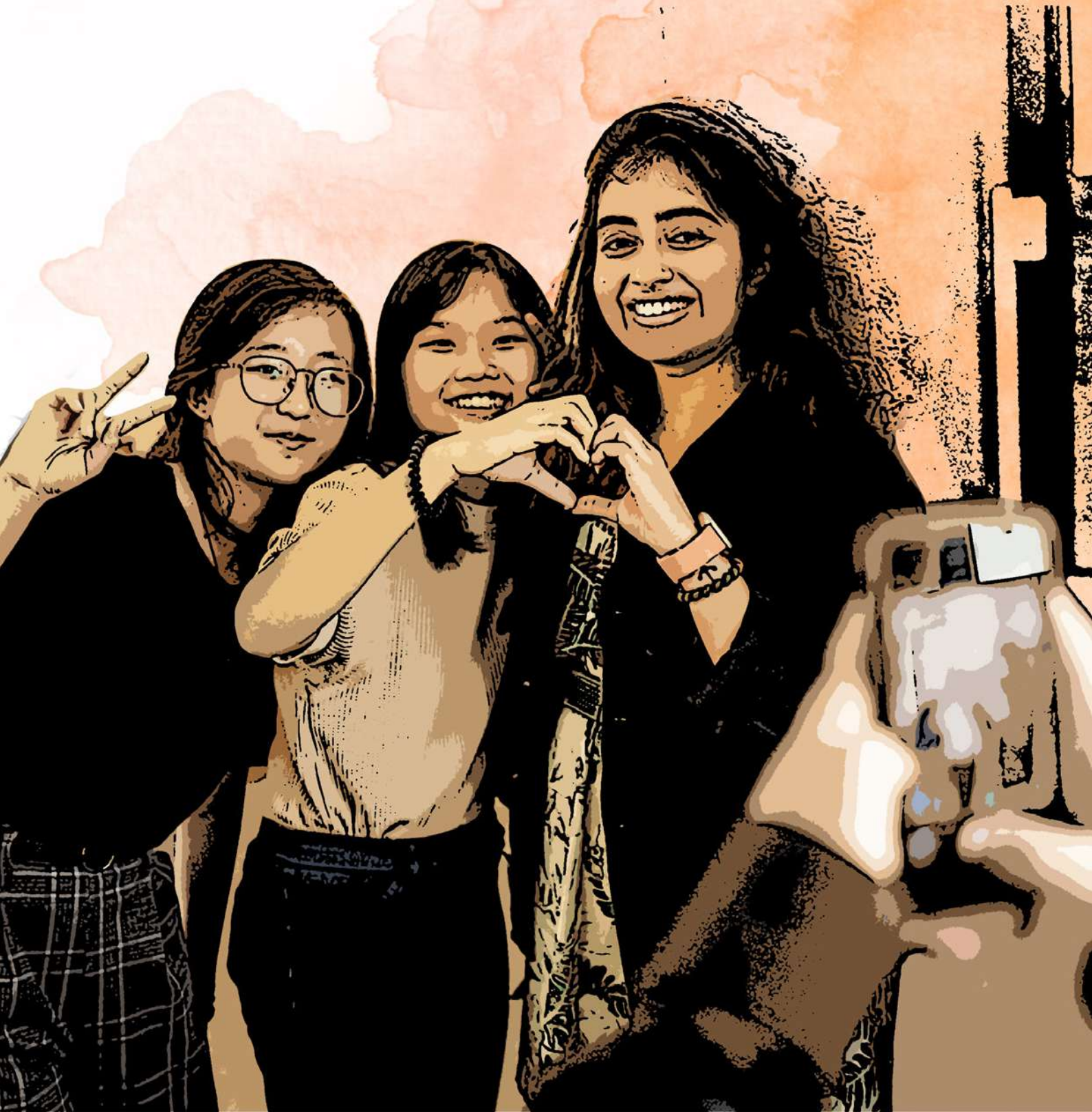
**Deputy Head:**  
- Yishun Family Service



**Ms Vivyan Chee**  
Deputy Director

- Safe and Strong Families -  
Reunification  
- Oasis for Minds Services

# Our Work



## 4 Service Categories focusing on:

### Service Category 1:

#### Vulnerable Children and Youth

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

### Service Category 2:

#### Children and Youth Services

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

### Service Category 3:

#### Family Services

Supporting and strengthening families in need by working together with them, we empower caregivers to manage challenges to enable their children to grow and develop in a positive home environment.

### Service Category 4:

#### Research and Advocacy

Through our work in research and advocacy, we enable children's voices to be heard, and protect and promote the well-being of children, youth and their families.

# Programme and Service Descriptions

Our 11 service centres provide a spread of programmes and services catering to the different needs of children, youth and families.

## Service Category 1:

### Vulnerable Children and Youth

#### Sunbeam Place @ Children's Society

A residential home and gazetted place of safety for children and youth who need care and protection due to abuse and severe neglect. Upon our residents' return to their families, we continue checking in with them until they are 21.

#### Safe and Strong Families - Reunification

An intensive home-based service that aims to increase familial connections and prepare birth families so that their children in foster or residential care can reunify with them in a safe, timely and sustainable manner.

#### Adoption Facilitation Service

A post-adoption support programme to help adoptive children and their families achieve stable and permanent care.

## Service Category 2:

### Children and Youth Services



#### Appropriate Adult Scheme for Young Suspects

Under this programme, staff members and volunteers are trained and matched with requests to support young suspects who have to attend law enforcement interviews.

#### BEing Safe Together (BEST)

A programme to empower children to take ownership of their safety through knowledge of their right to feel and be safe, and guiding them on what they should do to achieve this.

#### Bully-Free Programme

Includes workshops, talks and campaigns conducted in schools to address school bullying.

### Children and Youth Drop-in Services

Through outreach, intentional engagement, casework and counselling, our drop-in service promotes positive development in children and youth, reducing or preventing them from engaging in risky behaviours. Our four youth drop-in centres, GIG @ JYC, RoundBox, The Fort and VOX, and two children's drop-in facilities, DEN @ JYC and JYC @ ComLink are situated across the island.

### Integrated Service Provider

Differentiated Programmes to curtail offending and prevent re-entry to the offending cycle by focusing on early identification and diversion for youth offenders. We serve clients residing in Toa Payoh, Bishan, Novena, Kallang, Rochor, Kreta Ayer and Bukit Merah.

### Project CABIN

An after-school drop-in service within the school premises to encourage and promote positive youth development in students.

### Vulnerable Witness Support Programme

A service to provide emotional and practical support to vulnerable children and young persons who have to testify in court proceedings.

### End-to-End Service (ETES)

A pilot project with the Ministry of Education to provide early intervention for students at risk of long-term school absenteeism.

### KidzSHinE

A programme to equip children aged nine to twelve with resilience-building skills based on Ginsburg's 7Cs of Resilience.

### Storm Riders

An anger management programme to help children aged nine to twelve understand their emotions and respond to anger in a healthy manner, without harming themselves, others or the environment.

### Work related to the Family Guidance Order (FGO)

Tiered interventions to support caregivers to better manage challenging behaviours in their children to prevent them from entering or re-entering the Court system.

### Mental Health Literacy Programme and Casework and Counselling

A programme to develop the knowledge, attitudes and behaviours of children, youth and parents so that they can safeguard their mental health and that of others. Early interventions and recovery-focused services will also be accessible to children and youth.

### Tinkle Friend

A national toll-free helpline and online chat manned by trained volunteers and staff members to provide support, advice and information to lonely and distressed children, especially when their parents or primary caregivers are not available. This is a service for all primary school children in Singapore.

## Service Category 3:

# Family Services

### Compulsory Education Casework

A service by appointment to work with children of primary school-going age and their parents to ensure that they are registered in a national primary school and attend school regularly as set out in the Compulsory Education Act.

### KidSTART

KidSTART is a programme aimed at helping children from low-income families, aged zero to six years, have a good start in life. We do this by supporting families in building strong foundations for their children in their early years, while creating positive growth and wonderful memories. Currently, we serve families in Bedok and Geylang Serai.

### Community Work and Group Work

Yishun Family Service @ Children's Society harnesses community resources and partner stakeholders, volunteers and residents to help individuals and families better support one another. Several programmes are designed to empower beneficiaries to achieve independence, stability and resilience.

### Empower

An employment support programme to help low-income clients who face employment challenges by providing career counselling, training, job referral and financial assistance for work-related expenses.

### Financial Assistance

Different financial assistance schemes are available to help children with chronic illnesses and families overcome their financial difficulties.

### Pre-School Outreach

This programme supports low-income families with children aged three to six, facilitating their pre-school enrolment and ensuring regular school attendance.

### Project Relate

Parenting and coaching workshops for inmates to equip them with skills to communicate with their family members, especially their children.



### Project LADDER

A joint project with the Singapore Prison Service allows children whose parents are incarcerated to maintain frequent contact through tele-visits from our premises. Through these sessions, our social service practitioners engage the families, especially children, and assess if they require support.

### Referral, Casework and Counselling

Yishun Family Service @ Children's Society helps residents in its vicinity who are in crisis or distress through casework and counselling to help them regain stability and independence.

### Yellow Brick Road

A programme that supports children with incarcerated parent(s). Funded by the Yellow Ribbon Fund, it works with the children and their caregivers to nurture the children's cognitive, social and emotional development through home-based tuition, case management, group work and family bonding activities.

## Service Category 4:

## Research and Advocacy

### Promoting Child Sexual Abuse Prevention

Public education initiatives are developed to create awareness and manage suspected child sexual abuse.

KidzLive: I Can Protect Myself is a programme to impart body safety skills to pre-school children. It teaches them how to differentiate between good and bad touches and to tell a trusted adult if someone behaves in sexually inappropriate ways. Complementary programmes for educators and parents are also available to reinforce the children's learning.

Child Abuse and Neglect Prevention Talks/Workshops equip teachers with the skills to identify signs and symptoms of abuse and respond appropriately when they suspect abuse.

### Singapore Children's Society Lecture

An annual event in which an invited expert shares views with policymakers, social service practitioners and members of the public on issues regarding children, youth and families.

### ParentTIPS

ParentTIPS is a topical parenting series on trends and research concerning children and youth. We aim to provide caregivers with useful information on supporting children's well-being and helping them thrive. A variety of formats, including infographics, animation videos and podcast, has been used to deliver these content via our social media platforms.

### Research Studies

The Society's Research Unit conducts empirical studies to better identify and understand issues that affect local children, youth and families.

### Singapore Children's Forum

A national platform for children and youth to voice their opinions on issues important to them.

### Programme Evaluation

The Research Unit supports the service centres in evaluating their programmes and services for continuous improvement.

## Service Category 1: Vulnerable Children and Youth

### Providing safe and stable care for vulnerable children and youth

Protection of vulnerable children and youth who suffer abuse and 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 that 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 academic support.

#### Tasty Tuesday and Take Action Thursday

Sunbeam Place Health and Wellness programme was initiated in 2022 to promote a healthy and active lifestyle among our residents through two new initiatives:

##### Tasty Tuesday

A hands-on healthy snack-making session where all residents are taught about healthy food choices. They learn simple life skills by preparing their snacks independently.

##### Take Action Thursday



Residents and staff out for a walk as part of Take Action Thursday

To encourage residents to adopt an active and healthy lifestyle, weekly games and activities such as captain's ball, basketball, badminton and mass walks are organised.

***"It is interesting as I get to do hands-on activity which I prefer. Moreover, it's related to food and everyone likes food! My favourite was the fruit salad cones! Looking forward to more Tasty Tuesdays."***



Healthy snacks prepared by Sunbeam Place residents for Tasty Tuesday

**Dinesh\***, Sunbeam Place resident

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

### Home Retreat 2022

This year's 2D1N Home Retreat was held at Singapore Discovery Centre, with the participation of 40 residents and 30 staff members.

This was one of the rare opportunities for all to gather and participate in activities such as Laser Tag, Escape Room and Toasty by the Lake.



Residents and staff members gathered for a campfire during the Home Retreat

***"I like that everyone worked together. Initially, I doubted if the team would work well together. But my team managed to complete most of the activities together. It is good to cross dorms because it helps to strengthen the bonds and build rapport between the older and younger residents. This retreat allowed us to put our differences behind to work together."***

**Daniel\***, Sunbeam Place resident on Home Retreat 2022, a yearly retreat for residents and staff to bond outside the home premises

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

Having undergone adverse childhood experiences can impact the health and well-being of a child for life. Whether in caring for a child in our residential Home or reunifying children with their birth family, we ask, "what happened to this child?" instead of "what is wrong with this child?"

As part of applying trauma-informed approaches in our service delivery, Sunbeam Place adopts the Trauma-Informed Positive Behavioural Intervention Support (TI-PBIS) model in caring for our residents.

Additionally, trauma screening and assessments are administered to ensure that our residents can have timely access to targeted and evidence-based interventions, while staff members and volunteers create a nurturing environment to help them feel safe and loved.

### TI-PBIS Implementation

Our staff received training and on-site coaching support to implement TI-PBIS to manage challenging behaviours and cultivate positive behaviour amongst residents.

With the implementation of TI-PBIS, residents were provided with the structure, guidance, and motivation to change undesirable behaviour and display positive behaviour anchored in Sunbeam Place's core values - Respect, Responsibility and Resilience.

***"Through these lessons on TI-PBIS, not only can we help children identify and manage their feelings, I also find myself benefitting from it by understanding my own feelings. Building a trusting relationship with the girls in my care makes my work rewarding."***

**Magdelline Koh**, Senior Residential Care Associate

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

### Trauma-Informed Care Evaluation

The SSF-R programme aims to prepare birth families through intensive and targeted interventions so that their children in foster or residential care can be reunified with them in a timely and safe manner. To ensure our practitioners' proficiency in the Trauma-Informed Care (TIC) approach, SSF-R completed the 3rd run of the Trauma System Readiness Tool (piloted in 2020) in March 2022 to examine practitioners' perceptions of their understanding and ability to (i) provide TIC for children, youth and families, (ii) coordinate services with other child-welfare agencies, and (iii) mitigate the impact of vicarious trauma.

Findings revealed that we achieved positive results over the past three years in all three areas of interest and identified areas for further programme improvement.



Staff members sharing on reunification process of children in out-of-home care with their birth families at our Children's Society Learning Festival

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

**We adopt a family-focused and collaborative approach with parents and kin of our children and youth clients. One key goal is to enable timely, successful and enduring family reunifications. Hence, maintaining familial connection is emphasised for our SBP and SSF-R clients.**

**Our Adoption Facilitation Service aims to bolster relational permanence in adoptive families. Currently, the service conducts post-adoption support programmes to support adoptive children and parents on their parenting journeys.**

### Practice Research

After five years of providing reunification services for children in out-of-home care, we wanted to better understand the factors that influence the stability and permanency of care for vulnerable children in Singapore.

Our findings show that families exposed to domestic violence were ten times less likely to achieve stable reunification. These same families often experience multiple stressors, leading to higher interpersonal tension and aggression.

Also, children and young persons from single-parent households were six times less likely to achieve stable reunification because of multifaceted issues parents encounter, despite their best efforts.

We further found that stable reunification is twice more likely with every additional informal support network member.

Our findings imply that families with complex risks and needs require more resources to overcome challenges and sustain positive changes. A longer duration of pre-reunification services, domestic violence specialist services, and expansion of their informal network support to provide practical and emotional support were all identified as critical factors that are particularly helpful for this clientele group.

Findings were presented in one of the learning sessions at our 70<sup>th</sup> Anniversary Learning Festival.



## Service Category 2: 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, and empower and nurture them towards positive lifestyles.

### Responding appropriately to bullying

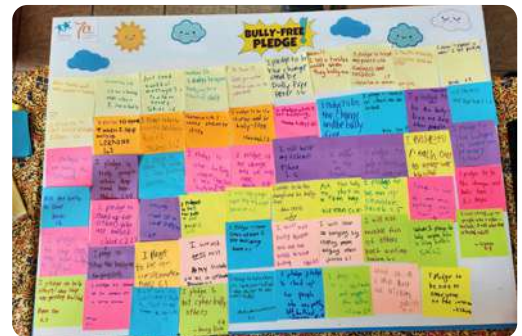
The Bully-Free Programme promotes a safe and supportive culture in school, thereby enhancing the social-emotional well-being and safety of our children and youth. We conduct talks, campaigns and workshops in schools to address school bullying. In 2022, more than 32,000 participants attended 36 Bully-Free e-talks conducted in 33 schools.

*"Thank you to your team for setting up and making the campaign engaging for the students. It certainly brought some buzz and greater awareness about how to work towards a bully-free environment."*

**Ms Faith**, school counsellor from Anderson Primary School after a Bully-Free campaign was organised in their school



Scan here to access Bully-Free website for useful tips for students, parents and educators



Students from Anderson Primary School pledged to say no to bullying during the Bully-Free campaign

### Pilot run of Bully-Free Ambassador Project

20 Primary Four students from Ahmad Ibrahim Primary School attended the pilot run of the Bully-Free Ambassador Project conducted between April and July 2022. Their hard work culminated in a showcase of the students' anti-bullying projects during the school's recess time. The students also screened their work on the school's info-TV. The school personnel's active involvement further contributed to this project's success.

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

We conduct programmes in school and community settings to address the different needs of our children and youth.

### KidzSHinE

The KidzSHinE programme targets children's motivation, coping and social skills. We conducted the programme in six primary schools in 2022, with children experiencing an overall improvement in the 7Cs of resilience.

### Evaluation:

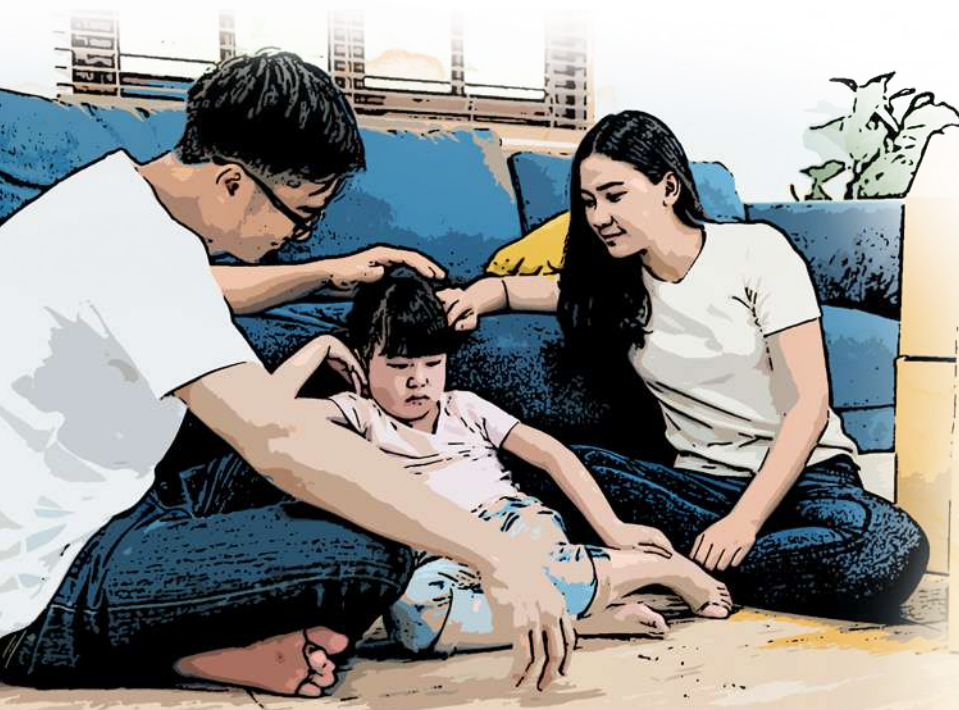
There was an overall improvement in the children's understanding of the 7Cs of resilience [Competence, Confidence, Character, Connection, Control, Coping and Contribution], suggesting that children should be better able to manage challenges. The team will improve the evaluation process and strengthen our partnership with schools and community partners in future runs.

### Storm Riders

Storm Riders teaches anger management skills. Through activities and games, participants learn how to identify anger triggers and to cope with their anger. Children also learn how to exercise perspective-taking and problem-solving skills to tackle problems they might face daily.

***"I was glad that children learned skills to manage their anger and practised them beyond the programme sessions. Some of them even created their calming jars at home. The children were also open to sharing their difficulties and successes. We hope the children had as much fun as we did, and it was a joy to run Storm Riders for them!"***

**Sharmaine Low**, Storm Riders staff facilitator



### Being Safe Together (BEST)



Interactive programme materials from BEST highlighting participants' right to feel safe

BEST teaches children how to keep themselves physically and emotionally safe. Two runs of BEST were conducted in the year: one for upper primary school children from different student care centres in collaboration with the Community Development Council (CDC) and another for children aged seven to twelve living in the Bedok community.

Caregivers, including parents and teachers, were also given relevant information to reinforce the participants' learning outside the sessions.

*"I learnt to balance and make changes to myself, so that at the end of the day, my child will come to me either during bad or good days. I think it benefited her to learn from an outsider's perspective about safe touch, saying the correct words like "vagina" and "penis" and saying a hard NO. It's good after each session to go through the booklet together. With the sessions, I have seen her more confident in asking strangers if they need help or are in trouble when we do volunteering."*

**Mdm Nurwati**, mother of a BEST participant

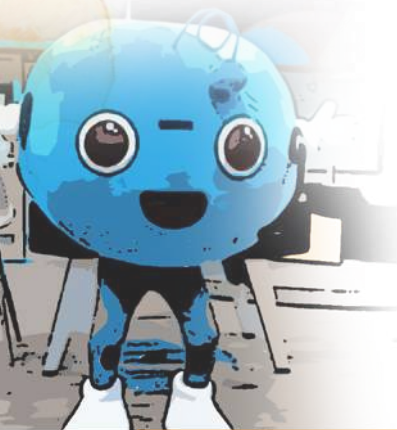
*"The programme has helped me to be more aware of the safety aspects that my child needs to know!"*

**Mrs Tan**, mother of a BEST participant

Safety Ambassador  
Grad



## Supporting children through Tinkle Friend helpline and online chat



Tinkle Friend is a national toll-free helpline and online chat for primary school students. Our Tinkle Friend service offers anonymity, allowing children to share their problems without inhibitions. Tinkle Friend also publishes quarterly e-newsletters [BUZZ magazines] that address common issues that children spoke about with us via the Tinkle Friend service. We also provided complimentary e-assembly talks to primary schools, covering topics that surfaced often in calls, as well as issues suggested by the schools.

We keep abreast of children's changing needs by closely monitoring the issues brought up by Tinkle Friend users. From our analysis of the online chats received in 2020 and 2021, we received an increasing number of contacts made about mental health among online chat users. Our observations were shared at our Society's 70<sup>th</sup> Anniversary Learning Festival.



Tinkle Friend volunteer engagement session with staff members

**"Thank you to the Tinkle Friend Team for arranging the engagement session, sharing the experiences and spending time together making art."**

**Wynn**, a Tinkle Friend volunteer who attended the art jamming cum bonding session on 11 Nov 2022

## Promoting positive development in our children and youth

Our four community-based youth drop-in centres and seven school-based 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 the youth and build on these strengths to help them thrive and achieve their potential and give back to the community.



**Renee** [centre, standing] first joined VOX @ Children's Society in 2020, when the COVID-19 pandemic had just started. Three years on, she has had many great and memorable experiences and forged a close bond with her social worker, Ms Hong Jing Ying [right].



Scan the QR code to read Renee's story

**"JYC @ Children's Society is like a second home to me, where I feel safe and I know that there are people around that care for my well-being. JYC is also where I discover and showcase my talent which is singing. Last but not least, JYC is where my friends are."**

**Aidil**, 17 years old, on JYC @ Children's Society, one of our four community-based youth drop-in centres

2022 marked the end of Project CABIN after 28 years. Meanwhile, we will continue to seek new ways to collaborate with schools to support their student population effectively.

## Preventing and reducing risky and harmful behaviour in youth

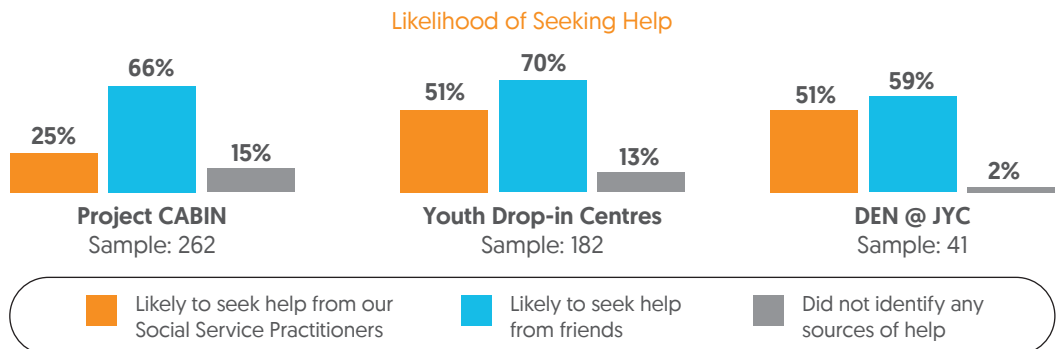
As a community touchpoint, our centres are uniquely positioned to steer youth away from dangerous activities and support them to better themselves. When rapport is established, youth members share their inner thoughts and feelings, enabling our social service practitioners to identify their strengths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

*"The centre staff have inspired me to be a better person. I used to say a lot of vulgarities, but now I'm more respectful and mindful when I talk to others. I also learned to be a responsible person by helping to clean up the space without being told."*

**Yong Xun**, 14 years old, member of RoundBox @ Children's Society

### Evaluation:

In 2022, the focus of our evaluation in the Youth Development Group was to understand our children and youth's likelihood of seeking help. We rolled out a questionnaire to understand the help-seeking behaviour of children and youth across six out of seven of the Project CABIN secondary schools, our four youth drop-in centres, and DEN @ JYC, our children's drop-in centre. The key findings are presented in the graph below.



Across all services, we found that children and youth who are more likely to seek help from us are also more likely to seek help from other sources of support. Of note, parents were the top choice of support that children would turn to, and friends were the top choice of support for youth.

### Strength of Relationships

We administered another survey to some of the children and youth who responded to the help-seeking questionnaire to understand the strength of the relationship between them and our Social Service Practitioners.

We found that 64 per cent of the 117 youth that we surveyed had strong relationships with us. Further analyses showed that the stronger the relationship between youth and workers, the more likely they are to seek help from the youth drop-in centre. 57 per cent of the 31 children we surveyed had strong relationships with their workers.

With these results in mind, we will double down on increasing help-seeking among our children and youth across the various services, and continue to avail ourselves to our children and youth who are unlikely to seek help from others. We will also fine-tune our processes in building stronger relationships, to be more effective in achieving our longer-term goal of helping children and youth thrive and achieve their potential.

## Supporting families in Family Guidance Order (FGO) related work

We have been involved in all three tiers of intervention work relating to the Family Guidance Order (FGO):

### 1) Pre-FGO Screening and Programmes

Our systemic approach in working with the different stakeholders, along with our knowledge of community resources, enables us to right-site applications upon assessing risk and needs at the screening stage. Families are referred to community partners or Pre-FGO programmes for the right level of intervention in the hope of diverting them from the court system.

We provide two mandatory Pre-FGO programmes: Functional Family Therapy-Case Management and Functional Family Therapy.

### 2) FGO-Social Investigation

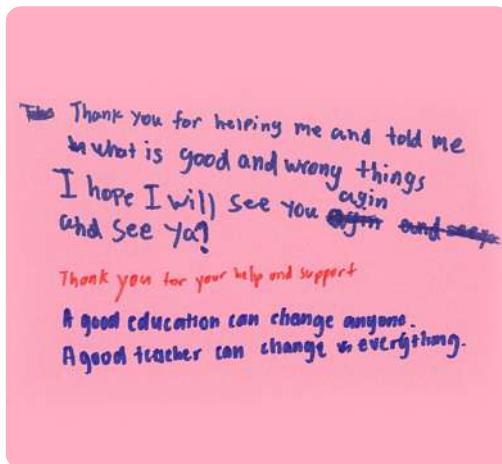
Caregivers may proceed to apply for FGO-Social Investigation if progress remains unsatisfactory despite Pre-FGO programmes.

Adopting a holistic lens, we will make an in-depth assessment of the family's struggles and recommend to the Youth Court the next appropriate intervention for the young person.

### 3) FGO-Statutory Supervision Order

Following the FGO-Social Investigation, the Youth Court may order a Statutory Supervision Order for a young person to receive community rehabilitation.

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



Thoughts and feedback from a LIFE youth group work participant. The group work is a component of Functional Family Therapy-Case Management

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

ESU and CE casework seek to support students who exhibit long-term school absenteeism. These remedial approaches have been challenging as very often, school absenteeism had been entrenched in the students.

For youth who have dropped out of the school system, we work towards getting them engaged in vocational training or be gainfully employed.

Recognising the need to intervene early, in late 2020, along with five other Social Service Agencies, we participated in a Ministry of Education pilot initiative to work upstream to provide early intervention for students at risk of long-term absenteeism. We addressed their socio-emotional needs and facilitated healthy coping mechanisms and decision-making skills through our End-to-End Service (ETES).

### Evaluation:

As part of our evaluation process, inputs were gathered from school personnel, students and our practitioners. Given the relevance of the programme, we will continue with this programme and draw on our evaluation findings to improve its effectiveness.

***"Farah was with my daughter for her 'N' Level results collection today. I want to thank her for her continued support and for being her lifeline over the years."***

Parent of an ESU client to  
**Farah Binte Jaffar**, Social Service Practitioner  
at Youth Service @ Children's Society

***"I am glad to have agreed to the first session as I felt comfortable, happy and in a better mood after the first session with you. You listen to me and understand me."***

From an ex-ESU client to her caseworker, **Tan Xin Yi**, Social Service Practitioner at Youth Service @ Children's Society

## 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 work, and to manage their emotions positively, forming healthy relationships with others.

The Ministry of Social and Family Development (MSF) appointed us as the 10<sup>th</sup> Integrated Service Provider (ISP) in April 2022 to run the Enhanced STEP-UP, Triage System, and Guidance Programme for at-risk youth and youth offenders below 21.

On 17 August 2022, we presented to MSF's newly appointed Permanent Secretary, Mr Aubeck Kam and his team about the work of the ISPs. We shared about our implementation journey, observations on the ground and the positive impact of being involved in a continuum of services we provided through upstream and rehabilitative efforts.



ISP sharing and discussion with MSF Permanent Secretary in Aug 2022

## Supporting children and youth in times of distress

**A child or youth who has to attend an investigation interview for an alleged offence will likely experience anxiety. The same goes for a child or youth called to testify at Court hearings because they were a victim or witness of a crime or family dispute. 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 proceedings, looking out for their physical and emotional well-being.**



Staff members with Court Officers at the viewing gallery of the Supreme Court during an orientation and briefing session

For children and youth facing adversities or experiencing mild to moderate mental health symptoms, we adopt a trauma-informed, recovery-oriented and family-focused approach to supporting them. The interventions implemented in phases include developing children, youth and parent's mental health literacy and providing case management, psychosocial and psychological interventions and transitional care support.

The Supporting Youth in Community (SYINC) programme is a pilot project by the President's Challenge and the Institute of Mental Health (IMH) to boost community-based support for youth with mental health conditions. On 22 March 2022, we were appointed as one of the four Social Service Agencies and received comprehensive training from IMH's multi-disciplinary teams.

Spearheaded by the National Council of Social Services and co-led by TOUCH Community Services, the Beyond the Label (BTL) movement appointed Singapore Children's Society as a BTL 2.0 Steering Committee member and partner of the BTL Collective.

On 7 October 2022, we ran a "How have you bean?" booth at the BTL Festival. The objectives are to debunk myths, perform a mental wellness check-in, and identify helpful coping strategies. At least 100 adults and children visited the booth.



Families participated in a booth activity to reflect on their mental health and identify effective coping strategies at Beyond The Label Festival in Oct 2022

## Service Category 3: Family Services

### Supporting families navigate challenges

We offer programmes and services to individuals and families facing challenges such as incarceration, financial hardship, unemployment, relationship issues and educational neglect. Through casework and counselling, group work, community work and outreach services, we build their resilience and empower them to manage or resolve their difficulties.

#### Family Network

One of our community work programmes, Family Network aims to strengthen relationships between family members and connect our beneficiaries with one another through informal settings.

*"My children and I moved out of the home because of family violence. We went to make a police report, and the officer connected us with Yishun Family Service @ Children's Society, where we met with Social Service Practitioner, Dini. She helped us so much, which was beyond my expectations.*

*When we did not have a safe place to stay, she helped us to find a rental flat. After we left home, I withdrew my children from their school and Dini helped me search and apply to preschools, even writing a letter to make school fees affordable for me. Dini also helped to apply for the Milk and Diapers Programme for my son and secure financial assistance with the Social Service Office. We have everything we need thanks to her."*

*Word of thanks from **Mdm Nguyen**,  
who received casework and counselling from Yishun Family Service @ Children's Society*

#### Project Cook

An employment support programme where we help stay-home mothers from low-income families to set up home-based food business.

**Mdm Hirriyah** is a mother with six children who learnt about Project Cook from her social worker.

Mdm Hirriyah specialises in cooking Nasi Briyani. Within a short time in the programme, she managed to build up a regular customer base. She is humbled by the many positive feedback received from her customers.

## Enhancing parenting capacity

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

### Project Kindle

Research shows that strong social support and internal strengths are positively associated with single mothers' well-being, which directly affects parenting outcomes. Project Kindle, a group work for single mothers, aims to do just that.

### Evaluation:

Our evaluation showed that the 2022 run achieved the objective of strengthening social support for single mothers. The safe environment created during group work enabled them to build positive, authentic relationships with one another. The evaluation further showed that more work is needed to help participants build their optimism, self-esteem, and self-efficacy.

We will also explore involving ex-participants to help facilitate future group work to build a stronger sense of community.

### KidSTART

As the appointed KidSTART agency in the Bedok and Geylang Serai region, we support pregnant mothers and empower low-income families with parenting techniques for positive child development outcomes for their children under six years old.

*"After attending the programme for parents to learn practical strategies to support their children's development and enhance parent-child interaction, I hope to try my best to be a good role model and spend more time reading, sharing and playing with my children."*

**Mdm Chan**, a KidSTART Parent who attended the Mind in the Making, a parent engagement session



KidSTART outreach volunteer engaging children with simple DIY activities at the Kaki Bukit Community Centre Children's Day event.



## Supporting children's development

We provide early intervention for children who face household challenges or who display at-risk behaviours like school absenteeism. Our work with these children aims to facilitate their cognitive, emotional and social development.



Indra listening attentively to a volunteer guiding him with his homework

*"Before attending this programme, my son would often struggle with his homework and had difficulties with spelling. From scraping through his school tests, Indra now passes with flying colours! I am incredibly proud of his achievements in Mathematics which I believe is because of his improved reading skills."*

Words of appreciation from **Mdm Haziqah**, mother of 7-year-old Indra who attends Kaki Learn, a homework support programme

*"I appreciate the support to enable my son Fabian\* to secure a place with Woodlands Garden School."*

*I nearly gave up on putting Fabian to school. With his inability to speak, the hesitancy and worry about how he will cope kept haunting me. However, the encouragement and support given by Serene and Lena from Children's Society made a difference. I told myself to do this for my son's future. All I needed to do was to battle my inner fears, which I finally did."*

Word of thanks from Mother of a 9-year-old under Compulsory Education Casework

**Mdm N** has had to care for her four children single-handedly since 2016 when her husband was incarcerated. Between 2020 and 2022, her four children received tuition support under the Yellow Brick Road programme.

Since coming on board the programme, Mdm N has seen improvement in her children's academic performance. Her eldest daughter was promoted to the express stream after her PSLE. Her younger daughter, who is dyslexic, also improved her grades and was recommended at Primary 5 to take up subjects in the standard stream. Mdm N attributed her children's academic progress to the tutors' patience and dedicated guidance.

Testimonial of a caregiver with three children on the Yellow Brick Road programme



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

## Service Category 4: Research and Advocacy

### Promoting child sexual abuse prevention through public education

Child sexual abuse prevention is an area which Singapore Children's Society has been involved since 2000.

Since 2010, we have been working to advance our efforts in the pre-school sector through direct delivery of the "KidzLive: I Can Protect Myself" programme to pre-schoolers at the pre-school centres, training of pre-school educators in our "Empowering Children with Body Safety Skills" course, Parents' Talk and Parent-Child Programme.



Pre-school educators learning about body safety skills through our training session

*"The training for our 34 Chinese Language teachers was very interactive and expanded the teachers' knowledge. With this training, we can incorporate it into our core curriculum."*

*Trainers are very professional and provide insightful real-life experience, enabling teachers to have the best learning experiences."*

**Magdalene Ang**, Principal,  
Nanyang Kindergarten

*"In today's day and age, we need more than ever to teach all our children about body safety and equip parents with resources to help children understand how to protect themselves against sexual abuse. That's why we have been partnering Singapore Children's Society for the past three years to run their KidzLive Programme."*

*The trainers conduct sessions for parents and children separately - allowing for a more targeted approach. We really appreciate the work that the Society is doing with this programme."*

**Ruth Quek**, Zion-Bishan Bible Presbyterian Church

Various resources related to teaching body safety skills have also been developed, including a teaching kit that pre-school educators can use, an information booklet for caregivers, an animation video, and a picture book titled Jun and the Octopus.



Scan here to download our information booklet for caregivers

We have also been working with stakeholders such as the Early Childhood Development Agency, the National Institute of Early Childhood Development, the Ministry of Education Pre-school Education Branch and Sports SG to impart our knowledge and share our experience.

In January, MSF announced that pre-school educators will be encouraged to teach body safety skills and that training will be enhanced to further equip educators in this area.

In response, we conducted focus group discussions with pre-school educators and lecturers from institutes that train pre-school educators to understand potential challenges on the ground.

With their input, as well as our observations and views, we put up our recommendations to the Ministry on what can be done to encourage pre-school educators to continue their professional development in body safety and the types of additional support that would help educators become more confident in managing potential abuse cases.

In July, our picture book, Jun and the Octopus, was adapted into a puppet theatre play by The Finger Players. Commissioned by The Esplanade, this play was staged for children and youth. Our social service practitioners supported the facilitation of discussions after the shows.



The story of Jun and the Octopus came to life on stage through a puppet theatre play adaption by The Finger Players. This production was commissioned by The Esplanade

#### Evaluation:

We embarked on an evaluation of our teachers' training course, "Empowering Children with Body Safety Skills". The aim is to assess the effectiveness of our training, identify the challenges that educators face post-training and identify the enabling factors that helped them successfully deliver body safety education. Part of the data collection took place in 2022 and will continue into 2023.



## Creating awareness and advocating for change

### Our public education and advocacy efforts take different shapes and forms.

We use social media platforms to push out curated messages on topics relevant to children, youth and caregivers. We brand our parenting messages ParenTIPS and they come in various formats including infographics and podcasts.



**ParenTIPS**  
by Singapore Children's Society



*Scan here to access our podcast*

Informed by our research study on parental disciplinary approaches, which pointed to the negative impact of physical discipline on children, Children's Society adopted an organisation position to discourage parents from using physical discipline.

In October, we held a press conference to share key findings from this study which generated substantial media coverage in The Straits Times, TODAY, CNA, Lianhe Zaobao and Berita Harian.



*Scan here to access the brief to the research study on parental disciplinary approaches*

We organise the annual Singapore Children's Society Lecture for invited experts to share their thoughts on issues concerning children, youth and families. The target audience typically consists of policymakers, social service practitioners and members of the public.

We also work with media outlets to shed light on pertinent issues affecting the well-being of children and youth.

The annual Singapore Children's Society Lecture was held as part of the 70<sup>th</sup> Anniversary Learning Festival. Mr Desmond Lee, Minister for National Development and Minister-in-charge of Social Services Integration, delivered the 15<sup>th</sup> Lecture titled "Strengthening our Social Service Delivery". He also launched the second compilation of our lecture series, Thinking of Children: The Singapore Children's Society Collected Lectures [2015 - 2021]. Details on the Learning Festival can be found in the 70<sup>th</sup> Anniversary Highlights section.



*Thinking of Children: The Singapore Children's Society Collected Lectures [2015-2021] was launched by Minister Desmond Lee at our 70<sup>th</sup> Anniversary Learning Festival. Minister Lee and Mr Koh Choon Hui, Chairman of Singapore Children's Society, with the newly launched publication*

## Promoting a better understanding of issues through research studies

We actively conduct research studies to better identify and understand issues that affect children, youth and families. Our study findings contribute to new knowledge and insights that inform our practice. Upon completing our studies, we disseminate the findings through various channels, including internal and external sharing platforms. Additionally, we publish materials for informing social policies, services and programmes.

In 2022, we continued our research on resilience, child-centred financial aid, children's experience of the COVID-19 pandemic and parenting practices in Singapore. We also started new studies to better understand children's concerns regarding mental health and the experiences of stepfamilies.

Staff members from the Research Unit and SSF-R @ Children's Society collaborated to conduct a practice research study on the risk and protective factors that contribute to better reunification outcomes. We presented the findings of this study to the MSF.

## Building a stronger research and advocacy culture

We aspire to foster a stronger research and advocacy culture in the social services sector and to achieve this through different ways.

### ForUM (For U and Me)

An internal platform to promote staff learning and discussions. Some of these sessions are co-created with practitioner colleagues while others tap on external expertise to bring in knowledge and perspectives that we lack.

2022 was our third year holding ForUM. We held two sessions, titled "Rethinking Poverty" and "Working with Children and Youth on Sexuality Issues".

### Research 2 Practice (R2P)

Sessions aim to share study findings with practitioner colleagues, discuss the implications and applications of the results in practice, and generate ideas for recommendations and suggestions for future studies.

We conducted a Research to Practice (R2P) session to share the findings of our Bullying and Attachment study. Afterwards, staff members engaged in a rich discussion on the implications of the findings.



### 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.

In 2022, we published two issues of Research Bites and delved into topics such as parents' experiences with their children's education and how they can be better supported, as well as

the benefits and risks associated with gaming in adolescents.

We also disburse Research Grants to support undergraduates and students pursuing higher degrees who conduct research on family, children and youth issues.

In 2022, we disbursed five research grants amounting to \$6,200.



*Research Bites: Turning research findings into bite-sized nuggets that can be more easily digested by all*

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

Our Research Unit works collaboratively with service centres to provide technical support in developing and delivering evidence-informed programmes and services. After understanding the programme format and intended outcomes, Research Officers offer recommendations for methods and/or tools to track the efficacy of these programmes and support practitioners in translating learnings from the evaluation process back into the programme.

In 2022, we actively worked with colleagues to evaluate various programmes and services. Write-ups of these evaluation outcomes are reported in this publication alongside the respective programme/service.

## 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, we revamped the Singapore Children's Forum (SCF) format to achieve sustained engagement with a pool of children and youth, and to partner with them in addressing issues that concern them. The youth participants picked up skills and content knowledge in a six-month engagement through workshops and talks as part of this process. They then had the opportunity to work on projects around a topic they felt strongly about, culminating in a final project showcase.

Where possible, we also connected local youth to regional events and activities organised by stakeholders such as UNICEF and the Child Rights Coalition Asia. We provided support and preparation to enable their participation in these events, allowing their views to be heard beyond our shores.



A milestone celebration of the conclusion of the six-month long journey these youth embarked on to delve deeper into issues that concern and affect them. Even sweeter was the chance to have their voices heard by Mr Eric Chua, Senior Parliamentary Secretary of MSF and MCCY

In June, we held a five-day boot camp with learning sessions about youth mental well-being, the digital world and climate change. 27 youth attended the programme. 13 of them also committed to a six-month-long process in which they developed projects related to these topics. They held their project showcase on 3 December 2022. Mr Eric Chua, Senior Parliamentary Secretary at the Ministry of Culture, Community and Youth, and MSF, attended the showcase, as did family members, friends and teachers of the participating youth. Alumni members also returned to lend support to the organisation of this showcase.



Youth were invited to join our learning sessions exploring and discussing social issues that concern them

*"I enjoyed the SCF experience as I gained lots of takeaways during the journey. I realised that SCF topics are very common in society and listening to some of these youth experiences made me realise that these issues could happen to any of us. Furthermore, I got to know a lot of people, and got to work with people of different ages and backgrounds, which I am thankful for.:-)"*

**Quoid Jing-En Anthea**, participant of SCF 2022

*"Throughout my SCF journey, I have gained more confidence in interacting with others and sharing my opinions as I feel heard. At the same time, I have learnt to develop better listening skills as we often attend to each other's thoughts and ideas during the meetings. I have also better understood the digital world when analysing the interviewees' responses."*

**Nur Elisha Binte Muhamad Mahmud Faizal**, participant of SCF 2022

# Goodbye Project CABIN



*A warm and inviting space in the the cabin to hang out with schoolmates*

In the 1980s and 1990s, many youth hung out in malls such as Far East Plaza, Centrepoint and Marina Square after school. Nicknamed “Far East kids”, “Centrepoint kids”, and “Marina Square kids”, they were perceived to be a public nuisance as they were rowdy and caused inconveniences by lining shopping aisles and, at times, disturbing shoppers. While some of these youth were involved in smoking, glue-sniffing, fighting or shoplifting, most were there only to make friends.

Project CABIN was conceived against this backdrop. In 1994, we set out to create spaces within schools to cater to the needs of youth for a place to hang out after school. Recognising schools’ physical and staffing limitations, we placed containers in the schools’ backyards. We staffed these spaces with Social Service Practitioners as School Counsellors and Student Welfare Officers were unheard of then. We called the initiative “Project CABIN” and collaborated with school personnel to support their students’ well-being.

Over the last 28 years, Project CABIN evolved in response to youth and school landscape changes. A significant event occurred in 2002 when Project CABIN was recognised as a school co-curricular activity, leading to the formation of the CABIN Club.



*Bright, vivid colours adorn our Project CABIN exterior to appeal to students*

In the mid 2000s, our cabin containers were made redundant when schools underwent MOE PRIME (Programme for Rebuilding and Improving Existing Schools), resulting in more classrooms upon completion. Progressively, we worked with our partnering schools to transition our cabin space to classrooms. By 2022, we collaborated with 32 schools on Project CABIN.

Subsequently, MOE provided more support to students during and after school hours with the introduction of School Counsellors, Students Welfare Officers, and MOE UPLIFT (Uplifting Pupils in Life and Inspiring Families Taskforce). With these changes, we decided not to continue this model of partnerships with schools. Our work with schools to support their population will continue in different forms.

**“A big shout-out to all Project CABIN workers, past and present - Thank you for all your hard work and heart work in reaching out to and supporting the students in these 32 schools in the last 28 years!”**

**Ms Tan Bee Keow, Group Lead, Youth Development**

# The Year Ahead

We will continue introducing rigour into our work by evaluating the quality and outcomes of our programmes and services. We will cease those no longer impactful or relevant and develop new ones that plug the gaps we see on the ground.

Below are some of our new initiatives for 2023:



## Promoting mental wellness in our children and youth

In 2022, our Oasis for Minds Services (OMS) developed a mental health literacy programme. On top of this, OMS will begin providing accessible early interventions and recovery-focused services in 2023. This will be achieved through triage, mental health literacy, case management, psychosocial and psychological interventions, and transitional care support. We will seek to make such support accessible via various channels such as phone calls, online platforms or in-person consultations.



## Strengthening support for parents

Our study on physical discipline in 2022 shed light on the impact of physical discipline on children and highlighted that more could be done to support parents in regulating their emotions and promoting alternative disciplinary strategies. In 2023, we will focus on sharing and networking with community partners. Through these exchanges, we hope to leverage their existing work and relationships with parents to translate and transmit the learnings from this study.



## Competency development for practitioners

To ensure that our practitioners are well equipped with the relevant knowledge and skills, we aim to improve their competencies in mental health and in building strong relationships with youth. We will also be organising training in programme evaluation and data analysis.



## Digitalisation

We embarked on digitalisation in 2022 to create secure, user-friendly, reliable and efficient digital solutions. We target to complete the development of an integrated information management system in 2023 to help us better connect with our donors and volunteers, and consolidate and analyse data collected from our various programmes and services to derive insights helpful to our practice.



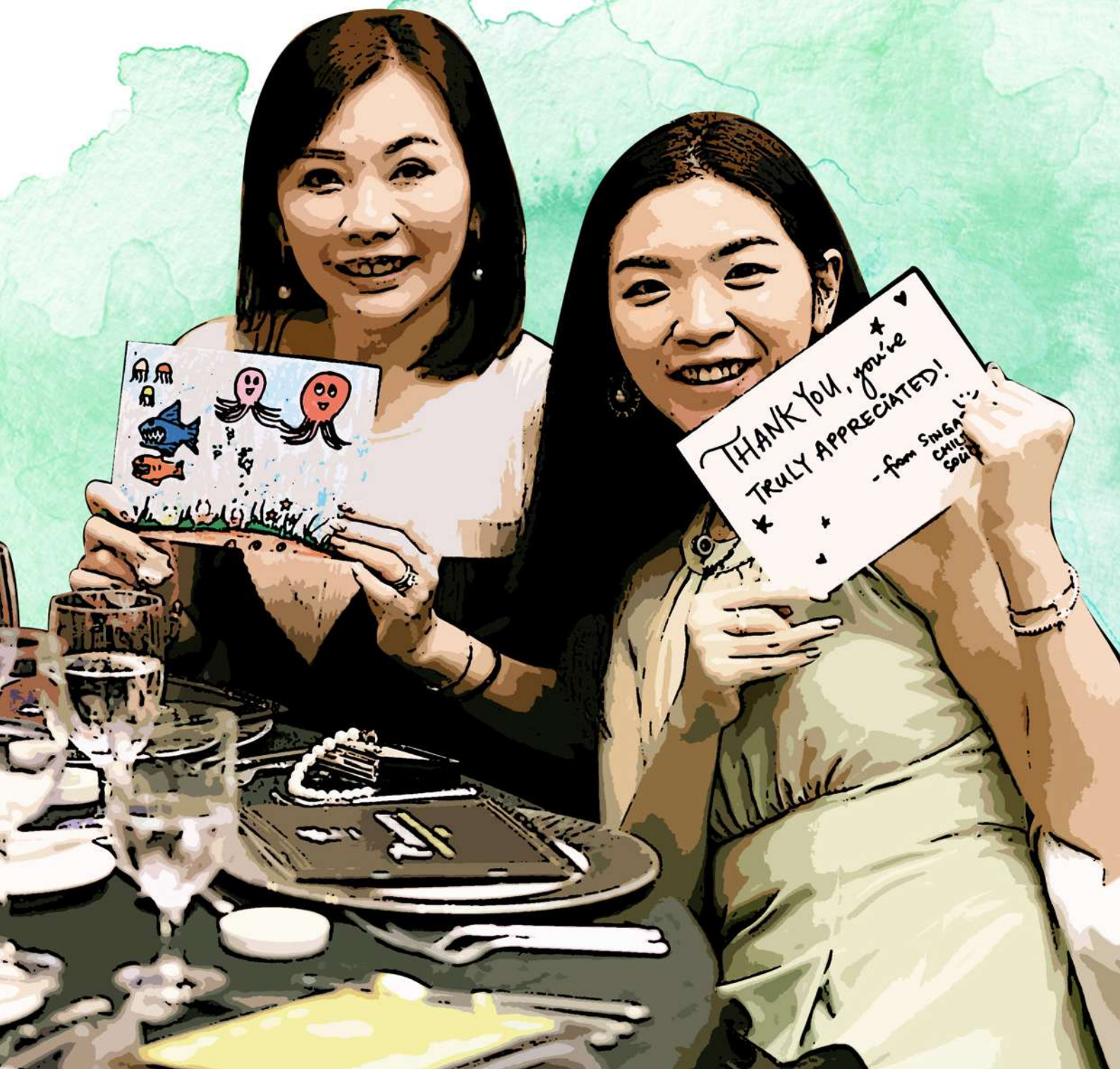
## Fundraising Initiatives



Scan the QR  
code to donate  
via Giving.sg

We will continue recruiting and renewing corporate and individual donors through our 1000 Enterprises for Children-in-Need and 1000 Philanthropists giving programmes. We plan to resume our physical fundraising activities in 2023, including Flag Day and Walk for our Children. We will renew our focus on promoting legacy giving while encouraging our supporters to organise fundraising campaigns for us. We will continue to leverage online platforms such as our own Give2Children and third-party platforms like SimplyGiving.

# Our Supporters



# Singapore Children's Society Awards

## Recipients for 2022

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 2022, 60 awards were conferred to individuals and companies who have contributed to the Society. Warmest congratulations to all recipients.

### Gopal Haridas Award

Estate of William Tung Wai Yoon  
Singapore Totalisator Board

### Gold Service Award

Dr Chan Chee Hoe

### Gold Award

Air Line Pilots Association – Singapore  
Buildforms Construction [Pte] Ltd  
Estate of Tan Sock Kern  
Mr Eugene Lim  
HCS Engineering Pte Ltd  
The Late Mdm Ho Kwai Min  
Mr Hu Chengmei  
Kempar Energy Pte Ltd  
Lam Research Singapore Pte Ltd  
Mr Leonard Sim  
Ms Loh Siew Lan and Mr Ang Kwang Meng  
MapleBear Singapore  
Noble Group Holdings Limited  
PayPal Pte Ltd  
Mr Sim Yong Teng  
Dr Suresh Nair  
Yat Yuen Hong Company Limited

### Platinum Service Award

Dr Lena Lee Siow Ling  
Mr Philip Tan Seng Leong  
Dr Wernmei Yong Ade

### Silver Service Award

Dr Alfred Choi Siu Kay  
Ms Anna Irene Yeow  
Mr Au-Yeung Wing Chung  
Mr Bernard Yip Cheong Heng  
Mr Chan Meng Sun  
Mdm Janice Teo Ai Hua  
Mr Jayems Dhingra  
Dr Lee Wan Peng, Regina  
Mrs Lily Loke  
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Mr Lim Sing Lip Philip  
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Mr Ng Kon Yuh  
Mr Tan Teck Chye Anthony  
Mr Tan Yong Soon Daniel *PBM, PBS*  
Mr Toh Chye Seng  
Mr Tok Yen Siong Michael  
Mr Woong Teck Leong  
Mr Yip Hoi Peng

### Silver Award

CME Group Singapore Operations Pte. Ltd.  
DBS Bank  
Eastspring Investments (Singapore) Limited  
Five M Construction & Engineering Pte Ltd  
HyperLive Entertainment Pte Ltd  
Mr Jonathan Ng Peng Keong  
Mr Lim Han and Ms Moon Jiyong  
Mr Lim Liang Song  
Loke's Association  
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Royal Bank of Canada  
Seed of Life, Fertility & Women's Care Medical Centre Pte Ltd  
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Mr Wang Junhong  
Mr Yu Young Hee

### Commendation Service Award

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DHEENATHAYALAVEL KARTHIK DHEEPAN  
ADRIAN WONG SOON PENG  
RENEWAL AESTHETICS PTE. LTD.  
HIART PTE LTD  
GONGSHANG PRIMARY SCHOOL  
PETER CHEE KUM CHONG  
ROD IRELAND  
VIC-3 DORS ENTERPRISE PTE LTD  
V3 CONSTRUCTION PTE. LTD.  
TEE TREE INVESTMENTS PTE LTD  
VIRIDA PTE. LTD.  
THE SHAW FOUNDATION PTE  
UNIGOLD INTERNATIONAL PTE LTD  
SOCIETY OF PROJECT MANAGERS  
PROVIDENCE LAW ASIA LLC  
LEE KIM TAH FOUNDATION  
PACIFIC INTERNATIONAL LINES (PTE) LTD

MUKIM INVESTMENT PTE LTD  
PELUCCHI (S.E.A.) PTE. LTD.  
SANCHOON BUILDERS PTE LTD  
PETROCHINA INTERNATIONAL (SINGAPORE) PTE. LTD.  
LINHART GROUP PTE. LTD.  
PRACTICAL SOLUTION PTE LTD  
IC VISION PTE. LTD.  
HUBER'S PTE. LTD.  
KIM HOCK CORPORATION PTE. LTD.  
K&E SCIENTIFIC (SINGAPORE) PTE. LTD.  
HSUEN CHOW PTE LTD  
HERCHIN SINGAPORE PTE. LTD.  
CONRAC ASIA DISPLAY PRODUCTS PTE LTD  
BROADWAY FOOD CENTRE (HOLDINGS) PTE LTD  
ALTRUS PTE LTD  
ASSOCIATION OF CONSULTING ENGINEERS SINGAPORE  
CARLTON GLASS ENTERPRISE PTE LTD  
EDIFY EDUCATIONALS  
ZHAO BO  
YEO SIEW HAIP  
VIVIAN P J CHANDRAN  
THEN GUANG YAW  
TEO SENG SAN  
TAN LI MENG  
NG TING ANN  
NI BIWU  
NG MAY CHOO  
LONG TIAN CHING  
LORRAINE SHIOW SOU CHING  
LIM BOON ENG JULIE  
LIM WEE GUAN  
LIM CHOO SAN MICHAEL  
LEE MING KAI  
LEE WEE BUANG  
LEOW WEI CHANG  
LEE KAH WENG  
LEE MOI HONG  
LAI KWOK KIN  
KOH YEONG-KHENG  
HO YEE HOON  
JOHNSON ABRAHAM  
HOW MENG HOCK  
GOH TECK JIN  
ELLIOTT MYRA NEE  
GOH SEOK ENG  
DAVID DEVAKUMAR ELIATHAMBY  
CHUA KEE TEANG  
CHAN MEOW KHIN JESSIE  
ANNE ONG YOU MEI  
ANG CHOON YAN

## Fundraisers

### \$5,000 to \$9,999

OGILVY SINGAPORE PTE. LTD.  
LOH HONG PHENG AMOS  
STONEX FINANCIAL PTE. LTD  
THAN CHUNG KIAT  
QUEK WAN YEE  
ODYSSEY TECHNICAL  
SOLUTIONS SINGAPORE  
PTE. LTD.  
MIHAUD TRADING PTE LTD  
YU HUAJIE  
TANG BAOCUN  
ONG BECK WAN  
FRANKY S TANUDJOJO  
THE COFFEE BEAN & TEA LEAF [S]  
PTE LTD  
SHIPPINITY INTERNATIONAL  
PTE LTD  
JACK INVESTMENT PTE LTD  
CHUAN KEE TRANSPORT [SG]  
PTE. LTD.  
BRIDGE DATA CENTRES  
[INTERNATIONAL] PTE. LTD.  
SURENTHIRAN MAHESWARAN  
LUA EE LAINE  
CHEA BENG HAI  
BERNARD LLOYD FERNANDO  
HAMPTON PRE-SCHOOL  
[BISHAN]  
MICROSOFT  
MARSHALL WACE SINGAPORE  
PTE LTD  
ZOE NISSI PTE. LTD.  
HELIOS CAPITAL MANAGEMENT  
PTE. LTD.  
ALLALLOY DYNAWELD PTE LTD  
DANESH KUMAR S/O MUTHU  
WORLD BANK GROUP  
COFCO INTERNATIONAL  
SINGAPORE PTE. LTD.  
LINN YEH CHING  
DR WARREN LEE'S PAEDIATRICS,  
GROWTH & DIABETES CENTRE  
PTE. LTD.  
SIM WAI FUN VERA LISA  
INTER RICE ASIA PTE LTD  
SHIRLIN SIM YU YU  
TANG CHEE FOOK  
ANTHONY OSBORNE  
LEE HAN CHEW  
ACECOM TECHNOLOGIES PTE LTD  
WAN SIOK HONG  
QUAH SAW HAN  
MARIA SHIU-SIU LAI YEE  
DAVID TOH SENG HONG  
MINISTRY OF DEFENCE [MINDEF]  
ALCO SUNSHADE PTE. LTD.  
GCB COCOA SINGAPORE PTE. LTD.  
THONG TECK CO [2011] PTE. LTD.  
YAHYA ABDULHUSSAIN  
LUKMANJI SAIF CHARITY  
TRUST  
YINGXIN INTERNATIONAL PTE LTD

OCEANWAY-OES SHIPPING  
PTE LTD  
LIH MING CONSTRUCTION  
PTE. LTD.  
MANEUVER MARKETING PTE LTD  
ING BANK N.V. SINGAPORE  
BRANCH  
DABO CORPORATION PTE. LTD.  
AMGEN SINGAPORE  
MANUFACTURING PTE LTD  
YAU POH YONG  
TAN MENG HOR FREDDIE  
TAN CHEE CHENG SHANN  
LEE KHOON YONG  
LEE BENG HOOI  
KARAN SINGH THAKRAL  
GOH SEAU BOON IAN  
CHERAINE TAN CHAI HEAH  
ANJALI MOHAN RAMCHAND  
THE LASER VISION CORRECTION  
CENTRE PTE. LTD.  
DAMON OON  
PAVILION ENERGY PTE. LTD.  
SAMUEL WEE  
PT-G BUILDERS PTE. LTD.  
LOW CHER HONG LENNARD  
JUSTIN KEH WEN QING  
TECHNO SERVICES OIL & GAS  
PTE. LTD.  
GOOGLE INC.  
LEE GEK LAN  
SKECHERS SINGAPORE PTE. LTD.  
KWEK EIK SHENG  
VISTA REALTY [PTE] LTD.  
VICTORY SHIPPING PTE. LTD.  
WILLIAM ENG PTE LTD  
UNITED ENGINEERING &  
CONSULTANCY SERVICES  
WING SHIP MARINE SERVICES  
PTE. LTD.  
STRATEGIC MARKETING [S]  
PTE LTD  
THOMSON SHIN MIN  
FOUNDATION  
TAN KONG PIAT [PTE] LTD  
LOH CHWEE CHEW MOORING  
SERVICES PTE LTD  
PRESTECH INDUSTRIAL  
AUTOMATION PTE. LTD.  
MARKSMAN CONTROL  
LOH & TAN PTE. LTD.  
NV GRAPHICS  
RSM CHIO LIM LLP  
SHENSHIP [SINGAPORE] PTE. LTD.  
GRACE OCEAN PRIVATE LIMITED  
JOHNRIIS SYSTEM PTE. LTD.  
ISAAC MANASSEH MEYER TRUST  
FUND  
FOODSTERR PTE LTD  
KAREXPARTS PTE. LTD.  
G.C.M. ENGINEERING &  
CONSTRUCTION PTE LTD  
HUANG YU DEVELOPMENT  
PTE. LTD.

ASIA ENTERPRISES (PRIVATE)  
LIMITED  
COWAY MARINE SERVICES PTE. LTD.  
ACESIAN TECHNOLOGIES PTE LTD  
AGW METALS PTE. LTD.  
CARS & STARS PTE. LTD.  
ACCESSTECH ENGINEERING  
PTE LTD  
BERRIES WORLD OF LEARNING  
SCHOOL [TPCL] PTE. LTD.  
BFF CLIMBING PTE LTD  
BON ELEMENTS PTE LTD  
YEO WEE GIN  
YEO HOCK LENG  
YIP LOUN CHEONG  
TIONG SHU  
TAN SIOK LAI  
TAN YANG GUAN  
TAY CHENG POH  
TAN LEE TECK  
SURESAN SACHITHANANTHAN  
TAN HUEY KHIANG  
TAN JIEW SIN AUGUSTUS  
TAN CHENG SOO EDDIE  
TAN SHEAU YEN HELEN  
SIMON KEE AIK SENG  
ROBIN IAN RAWLINGS  
SEAH WONG CHI  
SHI XIANG  
ONG ENG HOE MELVIN  
ONG SIEW KHIM  
NIGEL WONG HAI TOR  
MOHAN K VASWANI  
LOW NGEE TONG  
LOKE WAI YIN  
LOW CHOI CHUE  
LIANY JUWONO  
LIM WEI-YEN  
LEONG MOK KAM  
LEE SOO HIANG MADELEINE  
LEE CHUN SIONG WILSON  
LEONG PENG KUEN  
LEE KIM TECK  
KWOK FOOK THONG  
KHONG MUN PEW  
KHOO SHIH HUI  
KOH TAT LEE  
HENG CHING KIANG  
GWEE SIEW PING  
GARY TANG  
GARY OW CHIN PANG  
CHOO ENG KING COLIN  
EDWIN TAN  
CUTHBERT CHAN HENG KIAT  
CHRISTOPHER TAN ENG KIAT  
CHOW JOO MING  
CHONG LO LAN PEARLYN  
CHUA KIM HUA  
CHENG CHEANG WING  
CHENG JOANNA SIY  
CHIN TAO  
CHARINE WONG  
CHEN HSIU CHUAN  
CHENG KWEE KIANG

### \$100,000 and above

ROYAL BANK OF CANADA  
LEONARD SIM [PROJECT DUM  
SPIRO SPERO]  
ORCHARD ROAD BUSINESS  
ASSOCIATION

### \$50,000 to \$99,999

EASTSPRING INVESTMENTS  
[SINGAPORE] LIMITED

### \$20,000 to \$49,999

JCI SENATORS CLUB OF  
SINGAPORE [CYCLE FOR  
CHILDREN]

### \$10,000 to \$19,999

IPG FINANCIAL SERVICES  
PTE. LTD.  
WORLD BANK GROUP  
PRADEEP KUMAR AGGARWAL  
[BETTER CHILDREN FOR A  
BETTER SOCIETY]  
LAND TRANSPORT AUTHORITY  
INFINEON TECHNOLOGIES ASIA  
PACIFIC PTE LTD  
YORIFE PTE LTD

# Facts and Figures



# Service Statistics

Here is the list of the number of children, youth and adults we reached out to in 2021 and 2022.

## Service Category 1: Vulnerable Children And Youth

### Children In Care Group

Programmes/Services	Provided by	2021	2022
Post-Adoption Children's Group Work	Adoption Facilitation Service	6	23
Safe and Strong Families - Reunification related work	SSF-R @ Children's Society	79	60
Sunbeam Place After-care Service	Sunbeam Place @ Children's Society	97	100
Sunbeam Place Residents	Sunbeam Place @ Children's Society	57	53
<b>Total</b>		<b>239*</b>	<b>236</b>

## Service Category 2: Children And Youth Services

### Children Development Group

Programmes/Services	Provided by	2021	2022
BEing Safe Together	Community Services & Programmes @ Children's Society	10	189
Community-based support work	Community Services & Programmes @ Children's Society	29	13
KidzSHinE	Community Services & Programmes @ Children's Society	138	169
Storm Riders	Community Services & Programmes @ Children's Society	39	6
Outreach, Engagement and Asset Building	JYC @ Children's Society [DEN @ JYC]	128	116
Outreach, Engagement and Asset Building	JYC @ ComLink	35	43
Afterschool Care <sup>1</sup>	Student Care @ Children's Society	29	NA
Sunbeam Friends: Alumni Club <sup>1</sup>	Student Care @ Children's Society	15	NA
Bully-Free related work [campaigns, workshops and ambassador project] <sup>2</sup>	Student Service @ Children's Society	3,619	4,536
Tinkle Friend Helpline	Student Service @ Children's Society	856	581
Tinkle Friend Online Chat	Student Service @ Children's Society	4,272	4,458
<b>Total</b>		<b>9,170</b>	<b>10,111</b>

### Youth Development Group

Programmes/Services	Provided by	2021	2022
Outreach, Engagement and Positive Youth Development	JYC @ Children's Society [GIG @ JYC]	363	430
Outreach, Engagement and Positive Youth Development	RoundBox @ Children's Society	159	174
Outreach, Engagement and Positive Youth Development	The Fort @ Children's Society	95	325
Outreach, Engagement and Positive Youth Development	VOX @ Children's Society	430	496
Project CABIN	JYC @ Children's Society RoundBox @ Children's Society The Fort @ Children's Society VOX @ Children's Society	1,364	1,485
<b>Total</b>		<b>2,411</b>	<b>2,910</b>

**Note:**

<sup>1</sup> Student Care @ Children's Society was closed in 2021 | <sup>2</sup> Figures exclude participants of Bully-Free e-talks

\* The difference in numbers is due to the addition of our Post-Adoption Children's Group Work, which was not included in Annual Report 2021.

### Children and Youth Services Group

Programmes/Services	Provided by	2021	2022
Appropriate Adult Scheme for Young Suspects	Student Service @ Children's Society (till Jul 2022) Children and Youth Support	2,420	2,523
Vulnerable Witness Support Programme	Student Service @ Children's Society (till Jul 2022) Children and Youth Support	62	53
Work related to the Family Guidance Order (FGO)	Youth Service @ Children's Society	226	212
ISP related work	Youth Service @ Children's Society Children Outreach @ Children's Society VOX @ Children's Society (only for 2021)	235	151
Mental Health - Literacy Programme	Oasis for Minds Services	NA	100
Mental Health - Counselling and Case Work	Oasis for Minds Services	NA	3
<b>Total</b>		<b>2,943</b>	<b>3,042</b>

### Service Category 3: Family Services

#### Family Services Group

Programmes/Services	Provided by	2021	2022
Compulsory Education Casework	Children Outreach @ Children's Society	18	14
Pre-school Outreach	Children Outreach @ Children's Society	331	534
Project LADDER	Children Outreach @ Children's Society	101	71
Project Relate	Children Outreach @ Children's Society	NA	12
Yellow Brick Road <sup>3</sup>	Children Outreach @ Children's Society	121	75
KidSTART	Community Services & Programmes @ Children's Society	568	983
Community work and Group work	Yishun Family Service @ Children's Society	39	518
Referral, Casework and Counselling	Yishun Family Service @ Children's Society	1,544	1,494
Children's Medical Fund and Children's Medical Fund (Singapore Children's Society)	Financial Assistance Unit	13	6
The Straits Times School Pocket Money Fund	Financial Assistance Unit	203	161
Casework Fund and Other assistance	Financial Assistance Unit	145	106
<b>Total</b>		<b>3,083</b>	<b>3,974</b>

### Service Category 4: Research And Advocacy

#### Advocacy and Research Group

Programmes/Services	Provided by	2021	2022
KidzLive: I Can Protect Myself and related work	Research & Advocacy Department	536	559
Singapore Children's Society Lecture	Research & Advocacy Department	341	371
Other Talks/Workshops <sup>4</sup>	Community Services & Programmes @ Children's Society	1,246	329
Singapore Children's Forum	JYC @ Children's Society (only 2021) SSF-R @ Children's Society (only 2021) Youth Service @ Children's Society Research & Advocacy Department	17	27
<b>Total</b>		<b>2,140<sup>^</sup></b>	<b>1,286</b>
<b>Beneficiaries for Public Education Initiatives<sup>5</sup></b>		<b>5,759<sup>^</sup></b>	<b>5,922</b>
<b>Beneficiaries for Direct Services<sup>6</sup></b>		<b>14,227<sup>*</sup></b>	<b>15,637</b>
<b>Total Beneficiaries</b>		<b>19,986</b>	<b>21,559</b>

**Note:**

<sup>3</sup> In 2022, new referrals only came in in Q4 as the new service contract only started in September 2022 | <sup>4</sup> We stopped one of the programmes that was offered in 2021 in collaboration with a few other social service agencies | <sup>5</sup> Public Education Initiatives refer to campaigns, roadshows and talks | <sup>6</sup> Direct Services refer to programmes and casework and counselling

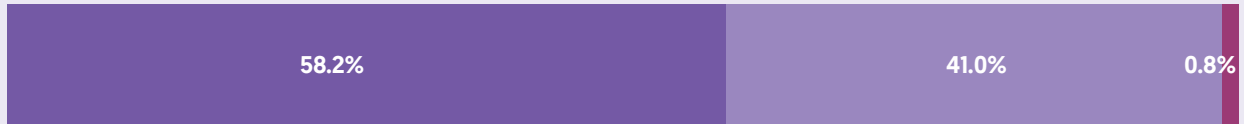
<sup>^</sup> Figures reported in Annual Report 2021 only took into account the number of core group members instead of the total number of youth that participated in Singapore Children's Forum

<sup>\*</sup> The difference in numbers is due to the addition of our Post-Adoption Children's Group Work, which was not included in Annual Report 2021.

# Financial Information Summary

## Breakdown of Income from Operations

2021



2022



■ Donations ■ Grants ■ Others

## Breakdown of Expenditures from Operations

2021



2022



■ Service Programmes ■ Fundraising ■ General and Administration ■ Publicity and Promotion

# Audited Financial Information 2022

## Balance Sheet

	2021 [\$'000]	2022 [\$'000]
<b>ASSETS</b>		
Plant and Equipment	1,191	849
Right of use – Leased Asset	914	480
Intangible asset – Building use rights	573	358
Financial assets - FVTOCI	5,389	11,905
<b>Non-current Assets</b>	<b>8,067</b>	<b>13,592</b>
Financial assets - FVTOCI	-	4,439
Financial assets - FVTPL	45,056	41,051
Other receivables	2,904	2,580
Other assets	291	165
Cash and cash equivalents	53,806	45,499
<b>Current Assets</b>	<b>102,057</b>	<b>93,734</b>
<b>Total Assets</b>	<b>110,124</b>	<b>107,326</b>
<b>FUNDS AND RESERVES</b>		
General Fund	78,929	77,851
Other Reserves	352	[111]
<b>Unrestricted Fund</b>	<b>79,281</b>	<b>77,740</b>
Children's Medical Fund	20,969	20,409
Madam Ho Yun Wai Fund	500	500
Professor S.S. Ratnam Memorial Fund	271	275
Other Restricted Funds	2,199	1,884
<b>Restricted Fund</b>	<b>23,939</b>	<b>23,068</b>
<b>Total Funds and Reserves</b>	<b>103,220</b>	<b>100,808</b>
<b>LIABILITIES</b>		
Lease liabilities	510	51
Other non-financial liabilities	526	487
<b>Non-current Liabilities</b>	<b>1,036</b>	<b>538</b>
Trade and other payables	2,642	2,770
Lease liabilities	446	459
Other non-financial liabilities	2,780	2,751
<b>Current Liabilities</b>	<b>5,868</b>	<b>5,980</b>
<b>Total Liabilities</b>	<b>6,904</b>	<b>6,518</b>
<b>Total Funds, Reserves and Liabilities</b>	<b>110,124</b>	<b>107,326</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 Summary

	2021 [\$'000]	2022 [\$'000]	Percentage of Income from Operations	
			2021	2022
<b>INCOME FROM OPERATIONS</b>				
Donations	15,295	13,329	58.2%	57.6%
Grants	10,771	9,622	41.0%	41.6%
Other Income	199	188	0.8%	0.8%
<b>Total Income from Operations</b>	<b>26,265</b>	<b>23,139</b>	<b>100%</b>	<b>100%</b>
<b>EXPENDITURE FROM OPERATIONS</b>				
Service Programmes	15,231	15,961	58.0%	69.0%
Fundraising	2,090	2,296	8.0%	9.9%
General and Administration	2,637	3,362	10.0%	14.5%
Publicity and Promotion	274	416	1.0%	1.8%
<b>Total Expenditure from Operations</b>	<b>20,232</b>	<b>22,035</b>	<b>77.0%</b>	<b>95.2%</b>
<b>Surplus from Operations</b>	<b>6,033</b>	<b>1,104</b>	<b>23.0%</b>	<b>4.8%</b>
Net Investment Income/(Loss)*	2,084	[3,100]	7.9%	[13.4%]
<b>Surplus/(Deficit) for Financial Year</b>	<b>8,117</b>	<b>[1,996]</b>	<b>30.9%</b>	<b>[8.6%]</b>

\*Under challenging economic conditions caused by the COVID-19 pandemic, commodities inflation and geopolitical tensions, the Society's investment portfolios recorded a net loss in 2022. The Society will continue to closely monitor the situation while navigating the market uncertainties.

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

## Major Financial Transactions

In 2022, we placed an additional \$11.4 million of funds in investments.

## Annual Remuneration Declaration of Three Highest Paid Staff

Annual Remuneration	Number of Management Staff	
	2021	2022
\$100,001 to \$200,000	2	1
\$200,001 to \$300,000	1	2

**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 2021/2023

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 12 meetings held for the term 2021/2023. The attendance of the meetings is as shown:**

Name	Position	Attendance
Mr Koh Choon Hui	Chairman	11
Prof Ho Lai Yun	Deputy Chairman	12
Assoc Prof Cuthbert Teo Eng Swee	Honorary Secretary	11
Mr David Toh Seng Hong	Honorary Treasurer	9
Mr Alex Lee Ka But	Member	12
Mr Kurt Wee Chorng Kien	Member	11
Assoc Prof Lim Lee Ching	Member	11
Mdm Rashidah Bte Abdul Rasip	Member	7
Mr Ronald Liew Wing Kong	Member	3
Capt Suresh Menon	Member	11
Ms Tan Khiaw Ngoh	Member	11
Ms Theresa Sim May Ling	Member	4
Assoc Prof Isabella Wong Yuen-Fun	Nominated Member	10
Mr Koh Yeong-Kheng	Nominated Member	11
Dr Lena Lee Siow Ling	Nominated Member	10
Ms Lee Kwai Sem	Nominated Member	6
Dr Tan Seok Hui	Nominated Member	6
Mr Chan Hiang Tiak	Co-opted Member	10
Dr Quah Saw Han	Co-opted Member	11

# Governance Evaluation Checklist

## (Advanced Tier)

1 January 2022 to 31 December 2022

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
	<b>Is there any governing board member who has served for more than 10 consecutive years?</b>		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>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year?</b>		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 three 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 three 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 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 no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	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

**2022**

NUS Department of Social Work  
Appreciation Award

**2016**

Charity Transparency Awards

**2004**

Asia Pacific NGO Award  
(3rd Runner Up)

**2019**

Charity Transparency Awards

**2014**

President's Award for  
Social Impact

**1986**

Community Excellence Awards

**2019**

4th ASEAN Rural Development  
and Poverty Eradication  
Leadership Award

**2010**

NCSS Outstanding VWO Award in  
Innovation (Special Mention)

**1984**

UNAS Most Outstanding Civic  
Organisation of Singapore Award

**2018**

Charity Transparency Awards

**2010**

Singapore Quality Class Award

**1983**

UNAS Special Award

**2017**

Charity Transparency Awards

**2009**

Singapore Prestige Brand Award  
(Special Merit)

**1982**

UNAS Most Outstanding Civic  
Organisation of Singapore Award

**2004**

NVPC Non-Profit Organisation  
Award





## Corporate Office

210 Middle Road #05-03  
Singapore 188994

Tel: 6273 2010

## Children's Medical Fund

Tel: 6753 7331

## Oasis for Minds Services

oms@childrensociety.org.sg

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

## Stay Connected with Us

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

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

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

LinkedIn/YouTube: Singapore  
Children's Society

## Our Service Centres:

### Children Outreach @ Children's Society

9 Bishan Place #05-02 Junction 8 Office Tower Singapore 579837

Tel: 6358 0911 Fax: 6358 0936

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

Block 529 Bedok North Street 3 #01-570 Singapore 460529

Tel: 6448 6658 Fax: 6448 9896

### JYC @ Children's Society

DEN @ JYC | Block 554 Jurong West Street 42 #01-349 Singapore 640554

Tel: 6563 0593

GIG @ JYC | Block 552 Jurong West Street 42 #01-321 Singapore 640552

Tel: 6566 6989 Fax: 6566 6386

### RoundBox @ Children's Society

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

### SSF-R @ Children's Society

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

### Student Service @ Children's Society

51 Telok Blangah Crescent #05-01 Radin Mas Community Club

Singapore 098917 Tel: 6276 5077 Fax: 6276 5075

### Sunbeam Place @ Children's Society

28 Hong San Terrace Singapore 688247 Tel: 6462 3477 Fax: 6462 3371

### The Fort @ Children's Society

51 Telok Blangah Crescent #05-01 Radin Mas Community Club

Singapore 098917 Tel: 6276 5077 Fax: 6276 5075

### VOX @ Children's Society

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

### Yishun Family Service @ Children's Society

Block 107 Yishun Ring Road #01-233 Singapore 760107

Tel: 6753 7331

### Youth Service @ Children's Society

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

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

### Advocacy Unit

9 Bishan Place #05-02 Junction 8 Office Tower Singapore 579837

Tel: 6358 0911 Fax: 6358 0936

### Research Unit

51 Telok Blangah Crescent #05-01 Radin Mas Community Club Singapore

098917 Tel: 6276 5077 Fax: 6276 5075