

# Service



# Above

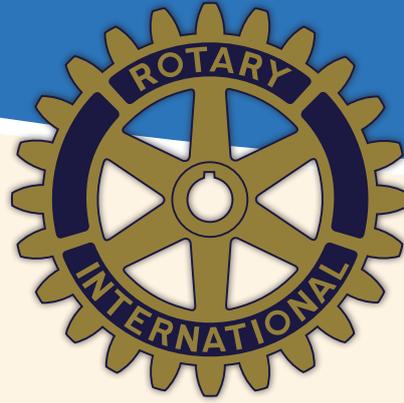


# Self



**Rotary Family Service Centre**

**ANNUAL REPORT FY 2013/2014**



## About Us

Rotary Family Service Centre (Rotary FSC) is a division of the Foundation of Rotary Clubs (Singapore) Ltd and the FSC has been established since 1997.

The Foundation of Rotary Clubs (Singapore) Ltd is part of Rotary International which is the world's first service club organization.

### Our Mission

Impacting Every Family and Individual in Need Through Our Ideal of Service Above Self

### Our Objectives

- To strengthen the potential of individuals and their families who face various challenges
- To provide services and programmes which are responsive to the needs of the community

### Financial Year

Unless otherwise specified, this report is applicable for the financial year ending 30 June 2014 so as to align with the financial year period adopted by Rotary International and the Foundation of Rotary Clubs (Singapore) Ltd. The Independent Auditor's Report for Rotary FSC will be made available in a consolidated report under the Foundation of Rotary Clubs (Singapore) Ltd. Details can be found at Rotary FSC's website at [www.rotaryfsc.org](http://www.rotaryfsc.org).

### Disclaimer

The report is accurate at the point of printing. Should there be further updates to the report thereafter, this will be revised in the online version at [www.rotaryfsc.org](http://www.rotaryfsc.org).

# Content

Chairman's Message	2
Management Committee	3
Executive Director's Review	5
Staff Members	6
Strategic Direction	7
Services	8
Casework and Counselling	9
Community Support Programmes	14
Outreach and Networking	16
Training and Development	18
Research	20
Achievements and Key Highlights	23
Reflections	27
Acknowledgements	30

# Chairman's Message

The Foundation of Rotary Clubs (Singapore) Ltd (FRCS) with the support from all Rotary Clubs in Singapore remains dedicated to serve our community. FRCS in turn supports our Rotary Family Service Centre (FSC) in its mission of impacting every family and individual in need through our ideal of 'Service Above Self'.

Since 1997, Rotary FSC has been reaching out to more than 600 individuals and families yearly through its information and referral services. It has also been supporting and assisting an average of 500 individuals and families annually through its casework and counselling services as well as community support programmes.

The journey in this financial year had been indeed challenging as Rotary FSC managed an increased number of cases compared to previous years due possibly to the changing society's demographics. The needs presented by our society have now become more complex and diverse. In view of the increasing expectations to address these challenges, our FSC will continue to nurture and invest in its most important asset, our staff.

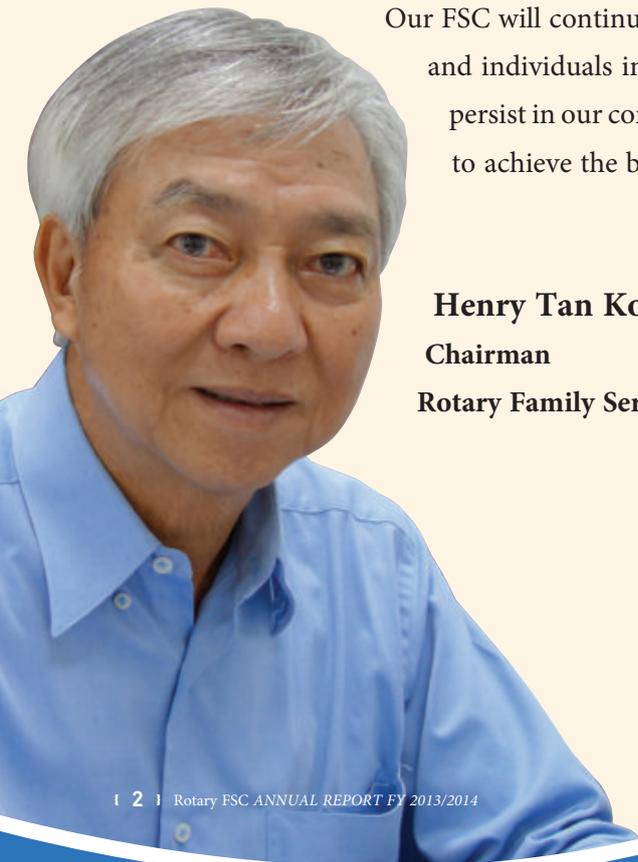
We have already begun in this Financial Year 2013/2014 to look into enhancing our human capital capabilities, transforming our workplace and embracing sector-wide strategies such as the Code of Social Work Practice (CSWP) and the Social Service Network (SSNet). Through these efforts, our staff will be better equipped to meet and cope with our society's emerging needs.

Our FSC will continue to ramp up its initiatives and refine its services to help more families and individuals in need to achieve a better quality of life in years to come. We will also persist in our commitment to collaborate with our stakeholders and community partners to achieve the best outcomes for the families and individuals that our FSC serves.

**Henry Tan Kok Hiang** *JP, PBM*

**Chairman**

**Rotary Family Service Centre Management Committee**



# Management Committee

Our Management Committee consists of volunteers who are professionals from various fields of specialization, such as Human Resource, Finance, Business, Legal, Psychology, Medical and other related fields.

## The Management Committee comprises of:

Mr. Henry Tan Kok Hiang <i>JP, PBM</i>	Chairman
Mr. Yeo Chuen Eng	Vice-Chairman
Mr. Henry Lim Kim Seow	Honorary Secretary
Mr. Li Guang Sheng	Honorary Treasurer
Mr. Rustom M. Ghadiali	Committee Member
Mr. Low Hoon-Kee	Committee Member
Ms. Lily Lim	Committee Member
Dr. Monica H. Walet	Committee Member

## The Management Committee receives advisory from:

Dr. Philbert Chin Soon Siang	Principal Advisor
Dr. Wu Dar-Ching	Chairman, Foundation of Rotary Clubs (Singapore) Ltd

The Management Committee is further divided into four Sub-Committees, to look into key areas of development for the Family Service Centre:

- Strategic Planning Sub-Committee
- Human Resource Sub-Committee
- Finance Sub-Committee
- Legal Sub-Committee

# Management Committee



Dr.  
Wu  
Dar-Ching

Chairman,  
Foundation of Rotary Clubs (S) Ltd



Mr.  
Henry Tan  
Kok Hiang  
JP, PBM

Chairman,  
Rotary Family Service Centre



Dr.  
Philbert  
Chin  
Soon  
Siang

Principal Advisor,  
Rotary Family Service Centre



Mr.  
Yeo  
Chuen  
Eng

Vice-Chairman,  
Rotary Family Service Centre



Mr.  
Henry Lim  
Kim Seow

Honorary Secretary,  
Rotary Family Service Centre



Mr.  
Li  
Guang  
Sheng

Honorary Treasurer,  
Rotary Family Service Centre



Mr.  
Low  
Hoon-Kee

Committee Member,  
Rotary Family Service Centre



Mr.  
Rustom  
M.  
Ghadiali

Committee Member,  
Rotary Family Service Centre



Ms.  
Lily Lim

Committee Member,  
Rotary Family Service Centre



Dr.  
Monica  
H. Walet

Committee Member,  
Rotary Family Service Centre

# Executive Director's Review

Financial year 2013/2014 has been another fruitful year for Rotary Family Service Centre (FSC) as our Management Committee continues to place human resource as its top priority and support the programmes that have been developed and implemented for our beneficiaries, their families and the community.

Having participated in the Master Social Worker (MSW) scheme the year before, our FSC begins to reap the benefits of documented processes and established best practices. Through the trainings on processes and practices conducted in this financial year, we have seen our staff becoming increasingly confident and competent in delivering more efficient services to our beneficiaries. Furthermore, portions of the content and materials developed by our FSC for the MSW scheme will be incorporated into the Practice Guide for the Code of Social Work Practice (CSWP) that will be rolled out to all FSCs in Singapore by 2016.

Rotary FSC's caseload for the year under review saw a rise of 25% at 657 cases compared to 525 cases seen in the last financial year. Of the 657 families on our casework and counselling programme, 52% presented with issues of financial difficulties and slightly more than 50% had a monthly household income of less than \$1,500. More than 65% of the families we saw this financial year also came from 3-room flats or smaller. The issues these families faced were often multi-faceted, ranging from unemployment of adults in the household to lack of food and adequate shelter as well as schooling needs of the children. We are seeing cases with increased complexities and risks and with the enhanced processes and practices as a result of the MSW scheme; our caseworkers are better equipped to handle them. To exceed the expectations of our beneficiaries, community and partners, our FSC will remain committed in our efforts to continually develop and enhance our staff's capabilities and competencies.

In 2013/2014, we conducted a second run of the support group programme for single mothers; 'SUPERMUM!' spurred on by the success of the pilot run in the previous year and the positive feedback given by past participants.

This financial year also marked yet another milestone as our FSC revamped and launched its website and updated publicity brochure to deepen our outreach to the community and stakeholders. Our FSC had also embarked on several research projects and focus group discussions as part of the continuous efforts to track and study the trends of our cases and fine-tune our best practices to achieve better outcomes for our beneficiaries and their families.

Our cover for this year's Annual Report depicts a team navigating the swift and surging waves of the river. This is akin to the social service terrain ahead which is expected to be more complex and demanding with the implementation of CSWP and SSNet as well as managing the higher risks and more diverse needs of individuals and families. All the more, our FSC will need to prime itself and equip its staff with the tools and skills to navigate these coming challenges well. We are confident, nevertheless, that we will weather these waves and take it in our stride together.

**Amran Jamil** *RSW*  
**Executive Director**  
**Rotary Family Service Centre**



# Staff Members



*From left to right*

**1st row (Seated):**

Mr. Eric Wong Zheng Wei (*Counsellor*); Ms. June Leo Ching Ching (*Social Worker*); Ms. Lim Re Har (*Senior Social Worker*); Mr. Kwan Siew Leong (*Social Worker*); Mr. Harry Low Teck Keong (*Principal Counsellor*); Mr. Amran Jamil (*Executive Director*); Ms. Nursuhailah Abu Samat (*Social Worker*); Ms. Celine Thoo Ee Fong (*Corporate Service Manager*); Ms. Alice Koo Ngar Shan (*Social Worker*); and Miss Madeline Krishnasamy (*Counsellor*)

**2nd row (Standing):**

Miss Nur Hamizah Abdul Rahim (*Social Work Associate*); Ms. Chey Siow Wei (*Social Worker*); Miss Nurazlin Razak (*Social Work Associate*); Miss Nur Atiqah Rasul (*Corporate Service Associate*); Ms. Nurhayati Othman (*Social Worker*); Mr. Peter Li Zhao Jie (*Social Worker*); Ms. Cynthia Paulchamy (*Programme Co-ordinator*); Mr. Billy Loh Rong Shun (*Social Worker*); Ms. Stephanie Lai Yoke Fong (*Programme Executive*); and Ms. NurulJannah Karim (*Corporate Service Assistant*)

# Strategic Direction



The Management Committee and the Staff Team  
of Rotary Family Service Centre are  
committed to drive towards:

- **Our Mission and Objectives and be recognized as an Integral Social Service Resource in Singapore.**
- **A Strong Family Service Centre in supporting Individuals and Families who are facing various Challenges.**
- **Meeting Needs of Clients through Evidence-Based Practice and Research and Growth towards Specialization.**
- **Growing Staff Capability through Training Programmes and Structured Supervision.**
- **Enhancing Collaboration with Key Stakeholders in supporting the Needs of our Clients.**

# Services

## Casework and Counselling

We focus on assisting the individuals and their families to develop insight and be empowered to manage challenges. We work with Families, Children, Youth, Adults and Seniors.

### Type of Issues Handled

- Emotional
- Marital
- Parenting / Child Management
- Financial
- Family Violence / Abuse
- Interpersonal Relationship

## Information and Referral

We provide assistance and support by assessing the different needs of individuals and their families as well as link them with community resources.

## Community Support Programmes

Programmes are targeted at children, youth and parents as well as other specific groups. This may be conducted through talks, workshops and support group sessions, to meet the well-being of individuals and families.



## Outreach and Networking

We conduct outreach to residents and partners so as to:

- Reach out to families in need of support
- Collaborate with community partners, to bring about support for individuals and families

*We can't direct the wind, but we can adjust the sails.*  
– Thomas S. Monson



# Casework and Counselling

Rotary Family Service Centre (FSC) adopts the reporting standards, as required by the Ministry of Social and Family Development (MSF) and the National Council of Social Service (NCSS). The following data presented is a reflection of cases managed by Rotary FSC for the period of 1 April 2013 to 31 March 2014 (Financial Year 2013).

## Summary of Clientele

In FY 2013, Rotary FSC attended to a total of 1,310 cases, a hike of 11.9% compared to the total number of cases worked in the previous financial year (FY). Of the total cases in FY 2013, 657 were casework and counselling; an increase of 132 cases (25.1%) as compared to 525 cases seen in FY 2012.

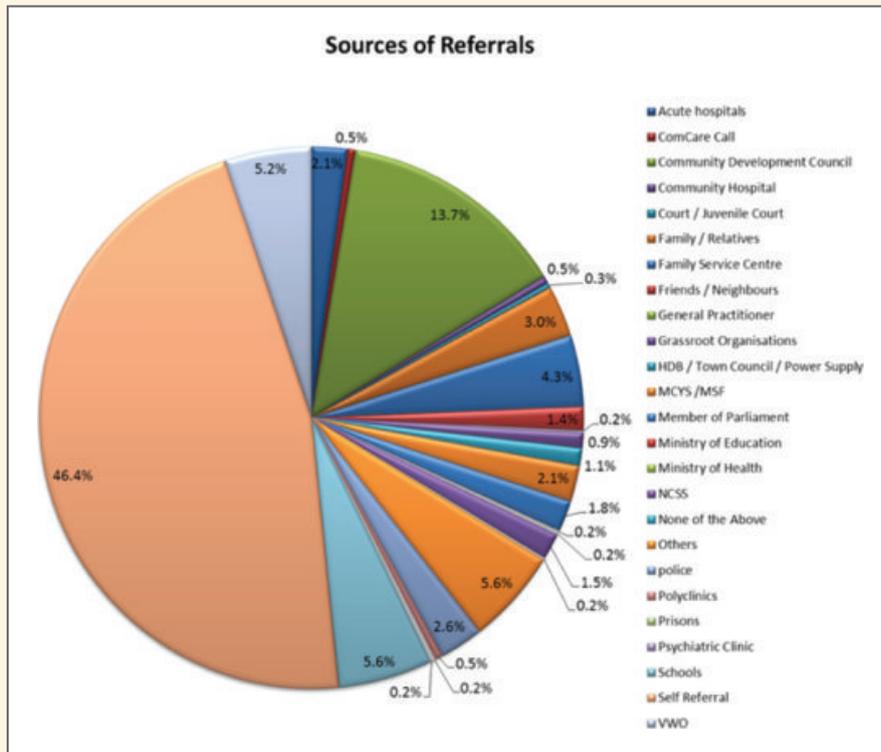
Types of Cases	FY 2012	FY 2013
Information and Referral	646 (55.2%)	653 (50.1%)
Casework and Counselling	525 (44.8%)	657 (49.9%)
<b>Total</b>	<b>1,171 (100%)</b>	<b>1,310 (100%)</b>

## Sources of Referrals

In comparison to FY 2012, there were generally increases in the number of cases referred in all top four referral sources, with the most prominent increases in self-referrals and referrals from the Community Development Councils which includes the Social Service Offices or SSOs. Rotary FSC also saw increasing referrals from other Family Service Centres, hospitals, NCSS as well as Members of Parliament and grassroots organizations.

Sources of Referrals	FY 2012	FY 2013
Self-Referral (such as Calls and Walk-Ins)	259 (49.3%)	305 (46.4%)
Community Development Councils (including Social Service Offices)	76 (14.5%)	90 (13.7%)
Schools	35 (6.7%)	37 (5.6%)
Others	31 (5.9%)	37 (5.6%)

# Casework and Counselling



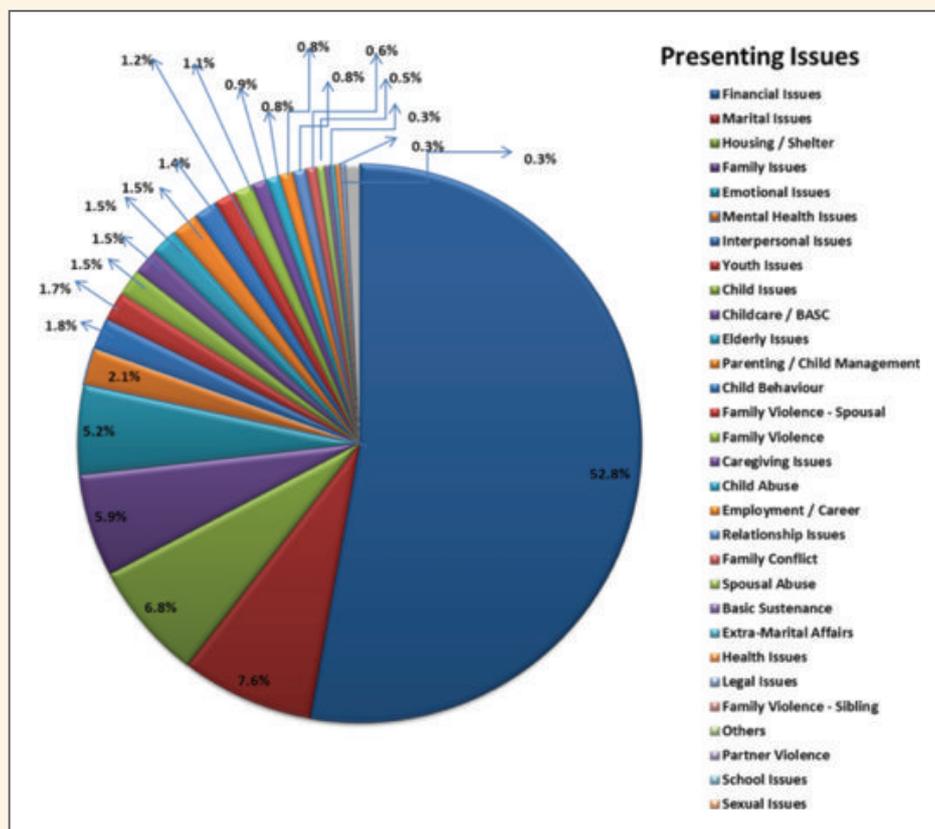
## Presenting Issues

The top three presenting issues seen by Rotary FSC in FY 2013 were:

- Financial
- Marital
- Housing / Shelter

Financial and Marital Issues continued to be the top two presenting issues managed by the FSC as seen in FY 2012 and FY 2013. However, presenting issues pertaining to Housing or Shelter replaced Family Issues as the third highest in FY 2013.

Presenting Issues	FY 2012	FY 2013
Financial Issues	1: 278 (53%)	1: 347 (52.8%)
Marital Issues	2: 52 (9.9%)	2: 50 (7.6%)
Housing / Shelter	4: 30 (5.7%)	3: 45 (6.8%)
Family Issues	3: 38 (7.2%)	4: 39 (5.9%)



## Ethnic Distribution

The ethnic distribution for FY 2013 remained comparable with that of the previous FY. Of 657 casework and counselling clients who had approached the FSC in FY 2013, Chinese formed the largest proportion, closely followed by Malays, Indians, and Eurasian and Other Ethnicities.

Ethnicity	FY 2012	FY 2013
Chinese	253 (48.2%)	312 (47.5%)
Malay	186 (35.4%)	237 (36.1%)
Indian	75 (14.3%)	90 (13.7%)
Eurasian and Other Ethnicities	11 (2.1%)	18 (2.7%)
<b>Total</b>	<b>525 (100%)</b>	<b>657 (100%)</b>

# Casework and Counselling

## Gender Distribution

In FY 2013, clients who sought casework and counselling services at Rotary FSC remained predominantly female.

Gender	FY 2012	FY 2013
Male	183 (34.9%)	217 (33%)
Female	342 (65.1%)	440 (67%)
<b>Total</b>	<b>525 (100%)</b>	<b>657 (100%)</b>

## Income Distribution

The monthly income distribution of the households ranged from no income to above \$3,000. Majority of clients seen for casework and counselling at the FSC in FY 2013, reported monthly household earnings of below \$1,499. Many of the clients from this income bracket sought financial assistance from Rotary FSC in this FY.

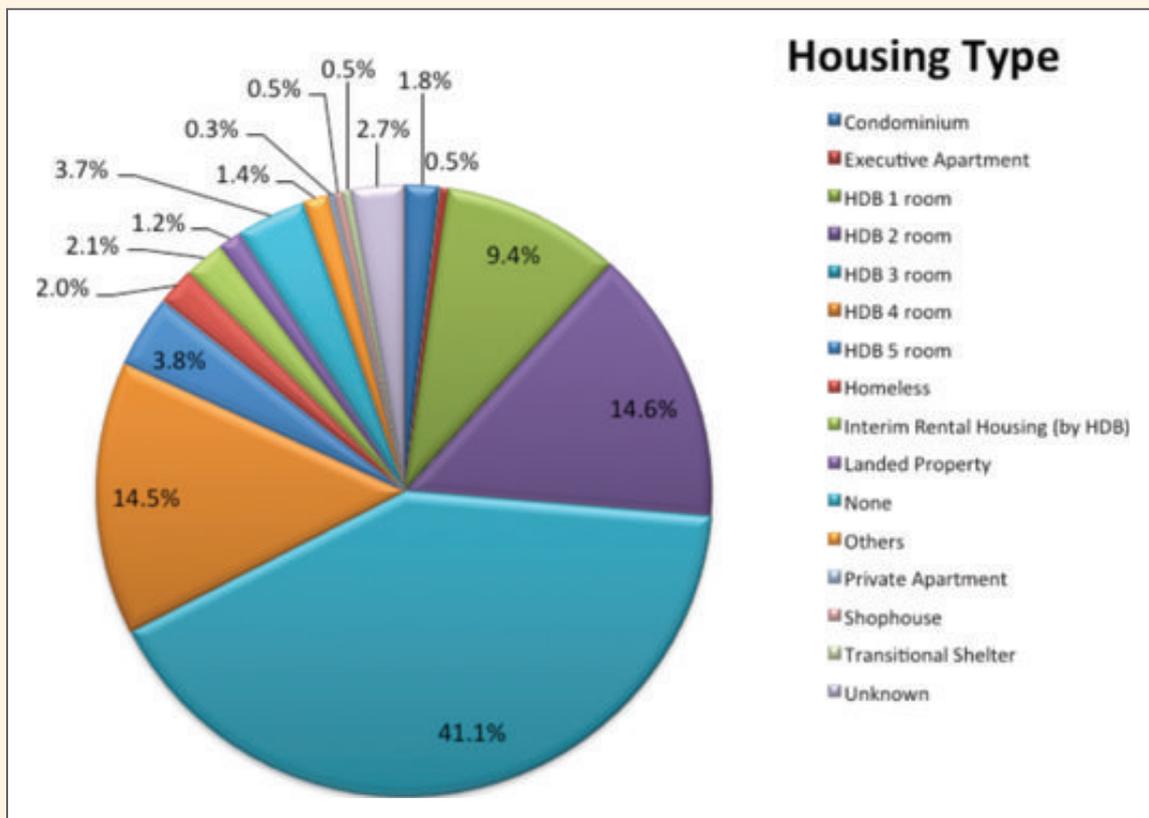
Monthly Household Income Bracket	FY 2012	FY 2013
\$1,499 and Below	272 (51.8%)	333 (50.7%)
\$1,500 to \$1,999	54 (10.3%)	62 (9.4%)
\$2,000 to \$2,999	55 (10.5%)	73 (11.1%)
\$3,000 and Above	73 (13.9%)	78 (11.9%)
Data Not Available / No Known Income	71 (13.5%)	111 (16.9%)
<b>Total</b>	<b>525 (100%)</b>	<b>657 (100%)</b>



## Housing Type

It can be seen from the table below that the clients who stayed in HDB 3-room flats remained as the main group of clients served by Rotary FSC. There were increases in the numbers of cases across the top four housing types that the FSC served in FY 2013. The FSC had also served proportionately more clients who stayed in HDB 2-room flats than HDB 4-room flats in this FY compared to the previous year.

Housing Type	FY 2012	FY 2013
HDB 3-room	224 (42.7%)	270 (41.1%)
HDB 2-room	75 (14.3%)	96 (14.6%)
HDB 4-room	85 (16.2%)	95 (14.5%)
HDB 1-room	50 (9.4%)	62 (9.4%)



# Community Support Programmes

## Support Group Programme for Single Mothers – SUPERMUM!

For the period of April 2013 to March 2014, Rotary FSC ran two runs of single-mother support group programme 'SUPERMUM!', where a total of 17 single mothers participated. The support group programme aimed to empower low-income single mothers in dealing with their emotions, coping with parenting, finding support and resources and in re-building their lives. Each run consisted of eight sessions, one family outing and one graduation ceremony. The first run of the SUPERMUM! programme was held from 1 June 2013 to 8 September 2013 while the second run was conducted from 9 November 2013 to 16 February 2014.

A small group setting had helped to build strong bonds among group members, and enhanced mutual learning and contribution. During the sessions, the participants shared on their life experiences, joy and sorrows, successes and challenges with each other.



*Group activity with members*



*Families are the compass that guide us.  
They are the inspiration to reach great heights,  
and our comfort when we occasionally falter.*

*– Brad Henry*



*Pot-luck lunch outing*

Among the participants, 11 of them graduated with good attendance, and were given a certificate for their hard work and consistent efforts. The speeches by the participants were the highlight of the graduation ceremonies as it was very encouraging to see the confidence of the participants sharing on about their difficult moments and breakthroughs.

### **Support Group Programme for Single Mothers (SUPERMUM!) – A Focus Group Discussion**

On 22 March 2014, single mothers who graduated from Rotary FSC's two runs of the support group programme, SUPERMUM! were invited for a focus group discussion. The discussion aimed to find out the mothers' views on their participation in SUPERMUM! programme as well as inputs for future programme planning.

In all, the mothers gave positive feedback on the experiences they had with the support group programme as they found a sense of belonging in the group and displayed qualities of independence and strength for their children. They hoped that Rotary FSC will continue to organize periodic gatherings for them to bond and learn from each other.

Sharing from one of the SUPERMUM! participants:

*“I learnt a lot from the group such as how to deal with my anger. The group allows me to share my experience and to help other single mothers.”*



*Social workers facilitating the focus group discussion session*

### **School Pocket Money Fund (SPMF) – A Focus Group Discussion**

Rotary FSC hosted a focus group discussion (FGD) on 15 April 2014 targeted at parents with children who are School Pocket Money Fund (SPMF) beneficiaries. Attended by 10 parents, the FGD's main objective was to gather opinions and views from the parents for the FSC's future planning of programmes for SPMF beneficiaries.

A varied topic of concerns that the participants faced were discussed which includes challenges in parenting, dealing with emotions, balancing between their jobs and supporting their children with school work, marriage and money. Participants appreciated the interaction format of the FGD as they were given a platform to talk about their concerns and share their ideas with others. They hoped that similar group discussions among the beneficiaries and caseworkers can be held more often in future.



*Courage doesn't always roar.  
Sometimes courage is the quiet voice at the end of the day saying,  
“I will try again tomorrow.”  
– Mary Anne Radmacher*



# Outreach And Networking

## At A Glance

Rotary FSC reached out to 19 agencies for the period of April 2013 to March 2014. Of the agencies visited, 12 were enabled with a referral process. Below is a list of agencies that Rotary FSC networked with over the past one year period:

Name of Agency	Date of Outreach
Singapore Association of Mental Health (SAMH)	29 April 2013
Young Men's Christian Association (YMCA)	2 May 2013
Boon Lay Youth Executive Committee	17 May 2013
Holy Cross Church	26 June 2013
NTUC MyFirstSkool	1 July 2013
SAGE Counselling Centre	9 July 2013
DesignUp Asia	25 July 2013
Health Promotion Board (HPB)	6 August 2013
National Volunteer and Philanthropy Centre (NVPC)	4 September 2013
Students Advisory Centre	10 September 2013
Agency for Integrated Care (AIC)	11 September 2013
Clementi Police Station	25 September 2013
Clementi Grassroots Leaders and Clementi Community Centre	9 October 2013
NTUC First Campus Co-operative Ltd	21 January 2014
Social Service Office @ Jurong East	20 February 2014
PPIS Family Service Centre (West)	20 February 2014
SCWO Star Shelter	26 February 2014
Casa Raudha Women's Home	5 March 2014
Singapore Association of Social Workers (SASW)	28 March 2014

## A Social Worker's Reflection on Outreach and Networking

One of the crucial elements of Casework and Counselling, which is the core service of a family service centre, is working with multiple stakeholders in mobilizing resources and bringing about impact and changes will ultimately benefit our clients and their families.

Through the visits, I gained greater insights into the roles and the niche services of the agencies in helping our beneficiaries, especially the myriad assistance schemes and programmes offered by them. In one of the visits, I had also learnt about the agency's system of conducting case reviews and case presentations to foster a more effective learning among staff. From discussions with our counterparts from these agencies, I had obtained a better understanding of some of the challenges that the agencies were facing and sharing on tips in dealing with them.

*The gains from the visits were indeed great and I felt relieved and assured that there were 'Many Helping Hands' in our community and we will never be alone in serving the individuals and families in need.*

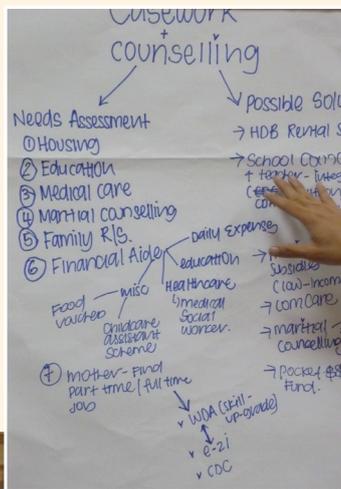
– Ms. Lim Re Har,  
Senior Social Worker

*Obstacles don't have to stop you. If you run into a wall, don't turn around and give up. Figure out how to climb it, go through it, or work around it.*

– Michael Jordan

## Agency Visit by Social Work Students of National University of Singapore

Rotary FSC hosted an agency visit on 28 February 2014 for social work students from the National University of Singapore. The visit provided the students an opportunity to understand the services provided by the FSC and how our caseworkers helped clients to cope with their life challenges through the FSC's services and programmes. The students also participated in group activities and case discussion session with our caseworkers and worked together on a case study.



The students gave feedback that the sharing and activities had provided them with a better understanding of the social services and the profession as well as better equipped them with the knowledge of community resources to help individuals and families in-need.



*A case discussion session with the students*



*Group picture with the students*

# Training And Development

## Trainings on Enhanced Programme Evaluation System (EPES)

Rotary FSC's Standards Team achieved a new milestone for the period of April 2013 to March 2014 with a series of trainings conducted for internal and external parties. Internally, a series of three training sessions were conducted from June 2013 to March 2014 for caseworkers to familiarize with the new automated EPES system that was launched in Rotary FSC in July 2013. The new enhanced system allowed for higher accuracy of EPES reporting with improved efficiency.

The trainings provided a platform for Rotary FSC to fine tune an improved version of the automated EPES system for use in FY 2014. These efforts were indicative of the FSC's continual commitment to upgrade and review its systems and processes so as to ensure accurate and reliable EPES statistics for reporting, thereby safeguarding the integrity of the reported data.

A joint sharing was conducted with caseworkers from THK Family Service Centre (Tanjong Pagar) on 17 December 2013 to elaborate on the system and its uses. In early 2014, a manual version of the system developed by the Standards Team was further shared with the caseworkers from the THK FSC (Tanjong Pagar) for their reference and usage.

## Working with Multi-Stressed Families – Development of the Tree of Growth Framework

Rotary FSC had seen an increased in the number of clients from multi-stressed families, wherein more than one member in the family had presented with multiple problems and challenges and had also encountered frequent crisis situations.

Two focus group sessions were conducted on 14 and 28 May 2013 with clients from multi-stressed families to better understand their concerns and how they conceptualize their family and their environment, their strengths, the effectiveness of social service agencies and some useful tips on promoting a more collaborative working relationship. With the information gathered and analyzed, in-house training sessions were subsequently held for Rotary FSC's caseworkers to enhance their understanding of the characteristics of multi-stressed families and to discuss useful interventions that can better cater to the needs of such families.



*The Tree of Growth*

## A Social Worker's Reflection on Supervision

Through these internal discussions, Rotary FSC developed its own theoretical framework, called the Tree of Growth, which aims to enable our caseworkers to conceptualize the assessment of multi-stressed families.

Using the Tree of Growth, caseworkers are reminded to see the clients through the lenses of two perspectives: the Ecological Systems Perspectives; and the Strengths Perspectives. These perspectives, which form the foundation of the Tree, help shape the caseworkers' worldview about multi-stressed families. Moving up the Tree, our caseworkers' assessment approach is based on four theories: Maslow Hierarchy of Needs, Life Span Development, Family Life Cycle and Family Systems Theories. The Bio-Psycho-Social model is then used and these are represented as the 'light bulbs of ideas' for a multi-dimensional assessment.

These perspectives, theories, models, 'light bulbs' and in conjunction with the caseworker's qualities of empathy, counselling skills and person-centered approach, aim at promoting change in the multi-stressed families that will hopefully lead to growth and catapulting the families to become the 'rising star' of the framework.

*I had always looked forward to the monthly meetings with our external clinical consultant, Mr. Tan Boon Huat. Boon Huat was a very experienced clinical supervisor and was able to provide valuable inputs to my work with my clients.*

*During the consultation sessions with Boon Huat, I gained insights that helped broaden my perspectives in handling my cases. Boon Huat was particularly strong in the micro-skills aspects and was able to guide me into exploring the details of my sessions with clients that will lead to more therapeutic changes.*

- Ms. Lim Re Har, Senior Social Worker

## Trainings on Crisis Management

Rotary FSC's Clinical Team conducted three in-house trainings on 3 July 2013, 18 October 2013 and 21 March 2014, revolving around the concepts of crisis management. The FSC expressed its gratitude to Mr. Udhia Kumar, Master Social Worker and Executive Director of THK Family Service Centre (Tanjong Pagar) for his guidance and advice during the planning and implementation of the training.

In the second training session, our caseworkers were joined by colleagues from Care Corner Family Service Centre (Woodlands), Whispering Hearts Family Service Centre and Family Service Centre Development Branch of the Ministry of Social and Family Development.

Overall, the trainings covered the concept of Crisis Management, Crisis Intervention, Team Approach in Managing Crisis and Triage Assessment Framework. In addition, the FSC's Clinical Team introduced a compilation of resource pack for crisis which includes, risk assessment forms and the Information and Assessment/Intake and Referral resource kit.



*For a tree to become tall,  
it must grow tough roots among the rocks.*  
- Friedrich Nietzsche



# Research

## General Client Profile Study

With the help of our Management Committee member, Dr. Monica H. Walet, Rotary FSC engaged the support of students from Applied Psychology, Raffles College of Higher Education to conduct a general client profile study.

A hundred cases were randomly selected, from the active caseload managed by the FSC in the period between January and December 2012, for analysis of the characteristics of the clients and identification of trends for service planning. The study was carried out in July 2013 and was completed in September 2013.

The key findings of the study were as follows:

- Malay and Indian clients were over-represented in our FSC clientele as compared to the national figures, and they were more likely to come for financial assistance as compared to Chinese clients.
- Single parents were also more likely to be seeking financial assistance at our FSC.
- For clients who sought only counselling services, Chinese formed the highest proportion as well as those with higher income of more than \$3,000 a month.
- Interestingly, family violence issues were more likely to be found in families with monthly household income of over \$2,500, which was not the usual understanding given that issues of family violence tended to be prevalent among low-income families as based on external research. However, due to the small sample size, this figure is not very significant.

## Client Profile Study on Beneficiaries of School Pocket Money Fund (SPMF) and their Families

A client profile study was conducted on all School Pocket Money Fund (SPMF) beneficiaries (children) and their families, seen at Rotary FSC from 1 January 2013 to 31 December 2013. The findings were then compared to that of the same period in 2012.

## Number of Cases

In 2013, there were 258 SPMF beneficiaries, who came from 141 families or cases. There was an increase of 10% in the number of families or cases receiving SPMF, and an increase of almost 17% in the number of beneficiaries, as compared to 2012.

The number of SPMF beneficiaries is as follows:

	2012	2013	Increased By:
No. of Cases with SPMF (Families)	128	141	10%
No. of Beneficiaries (Children)	221	258	16.7%

## Ethnic Distribution

There was a slight increase in the number of Malay and Indian families who were receiving SPMF, and a slight dip in the number of Chinese families in 2013 as compared to the previous year.

The distribution of ethnicity for SPMF beneficiaries is as follows:

Ethnicity	2012 (%)	2013 (%)
Chinese	45 (35.2%)	37 (26.2%)
Malay	66 (51.6%)	78 (55.3%)
Indian	15 (11.7%)	22 (15.6%)
Eurasian and Other Ethnicities	2 (1.5%)	4 (2.8%)
<b>Total</b>	<b>128 (100%)</b>	<b>141 (100%)</b>

## Monthly Household Income Level

In 2013, most families had a monthly household income of under \$1,500. There was a slight increase in the percentage of families who reported no income in comparison to those in 2012.

The distribution of the monthly household income levels is as follows:

Monthly Household Income Bracket	2012 (n/%)	2013 (n/%)
NIL Income	7 (5.5)	12 (8.5)
\$500 and Below	9 (7.0)	13 (9.2)
\$500 to \$999	45 (35.2)	39 (27.6)
\$1,000 to \$1,499	35 (27.3)	39 (27.6)
\$1,500 to \$1,999	22 (17.2)	20 (14.2)
\$2,000 to \$2,499	9 (7.0)	11 (7.8)
\$2,500 to \$2,999	-	3 (2.1)
\$3,000 and Above	-	1 (0.7)
Data Not Available	1 (0.8)	3 (2.1)
<b>Total</b>	<b>128 (100%)</b>	<b>141 (100%)</b>

# Research

## Families with Complex Needs

National Council of Social Service (NCSS) listed 3 types of 'complex families', in which their exceptional applications can be approved at the Rotary FSC level. These types are:

- Single-parent families;
- Families with at least one parent who cannot work due to chronic illness; and
- Families where children are taken care of by a care-giver who is not supported.

In 2013, among all families who applied for SPMF, 52 (36.9%) were from single-parent families, 12 (8.5%) were families with at least one chronically ill adult, and 6 (4.3%) were from families where children were cared for by an unsupported care-giver.

## Analysis of Key Findings

In general, the profile of SPMF applicants in 2012 and 2013 are similar: they were most likely to be female applicants in their late 30s to 40s, married and staying with their nuclear family members in a 2- or 3-room flat, and with household income of below \$1,500. There also seemed to be more than one child in a family receiving SPMF in the same year. Supportive services for SPMF beneficiaries should be planned with this profile in mind.

Comparing 2012 and 2013, there was an overall increase of applicants mainly from Malay and Indian families, but a drop in Chinese applicants. The increase in number of applicants and number of beneficiaries may be contributed by a few factors. Firstly, SPMF for post-secondary students was launched as a pilot scheme in 2013, thus expanding the pool of beneficiaries. Secondly, the enhancement in Rotary FSC's capacity, such as greater autonomy in approval and increased in the number of caseworkers, may contribute to the corresponding increase in cases in general. It was also likely that more families had generally gained awareness of SPMF scheme due to greater publicity.

The analysis is limited by the information available in the Rotary FSC's database. With improvements made in the database records of SPMF cases initiated by NCSS, this may help to produce a more detailed and systematic profile analysis as a basis for service planning for the FSC in future.



*You don't drown by falling in the water;  
you drown by staying there.*

– Edwin Louis Cole



# Achievements and Key Highlights

## Launch of Rotary Family Service Centre's Website and Enhancement of Centre's Publicity Brochure



Rotary FSC was honoured to have Mr. Arthur Fong, Grassroots Advisor for Clementi Constituency and Member of Parliament for West Coast Group Representative Constituency, as the Guest-of-Honour to launch Rotary FSC's new website and the enhancement of the FSC's publicity brochure on 9 October 2013. This initiative is part of the FSC's outreach effort in deepening collaboration with stakeholders so as to provide better assistance to residents who require the FSC's services.

At the event, Mr. Arthur Fong was joined by grassroots leaders of Clementi Constituency and Clementi Community Centre, the Management Committee of Rotary FSC and staff. A fruitful dialogue session was also held following the launch, which brought about positive synergy for future collaborations, with the intention of further benefitting our community.



*Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all.*

– Dale Carnegie



# Achievements and Key Highlights

## A Client's Success Story Published in the Straits Times School Pocket Money Fund Annual Report 2013

**success story**

### Rotary Family Service Centre

When Billy met Madam Norishah\* in February 2012, she was expecting a baby. For the serene of the Drug Rehabilitation Centre who has another child Yusri starting Primary One in January 2013, it would be one more mouth to feed.

Her husband was the sole breadwinner and the monthly take-home income of \$1,040 was insufficient to support the newborn baby.

Billy helped Madam Norishah to apply for SPMF and provided some counselling to help her cope with her daily challenges, including care giving and parenting.

Madam Norishah shared that she feels proud to be able to give Yusri his daily pocket money from the assistance received from SPMF. With this, she is assured that Yusri will not go hungry during recess and at lunch. She also encouraged Yusri to save his pocket money whenever he had left-over.

The family is very grateful for the assistance from the School Pocket Money Fund, especially given the increased expenses from a new born and a school-going child. The money from SPMF has enabled the couple to stay committed to Yusri's education.

SPMF is not just about the financial assistance. It has enabled Billy and other social workers to counsel and render other areas of assistance to the affected families. Billy worked closely with the hospitals and school to strengthen the support for the family. He helped them focus on family relationship, financial budgeting, employment and school bullying issues.

The couple completed their mandatory urine tests recently, and Mdm Norishah is ready to take on short courses to help her start on some flexi-scheme employment.

\* her real name to protect her privacy

Behind every family needing financial help, lives a story waiting to be uncovered and the opportunity for breakthroughs. SPMF as a resource tool has enabled the helping process for clients, to be in a dignified way, which has far-reaching effects.

Ms Clara Lee  
Executive Director  
Rotary Family Service Centre  
Foundation of Rotary Club (S) Ltd

Mr Billy Loh  
Social Worker  
Rotary Family Service Centre  
Foundation of Rotary Club (S) Ltd

Madam Norishah has kindly agreed for her story to be featured. She hopes it will inspire others with similar problems.

As a social worker, it is important to go beyond financial disbursement, to understand the client's family's predicament, and to have a quiet confidence to know the strengths that lies within.

The Straits Times School Pocket Money Fund ANNUAL REPORT 2013

## Singapore Discovery Centre: Hope, Heart and Home

Rotary FSC participated in an exhibition organized by the Singapore Discovery Centre titled, "Hope, Heart and Home", which was launched on 26 October 2013. It was a photo-journalistic exhibition that showcased Singapore's Hope (our future), Heart (our state of happiness and giving back to the community) and Home (what home means to us).

An interview with our Social Worker, Ms. Alice Koo Ngar Shan, was featured in the 'Heart' session and on an exhibition panel. Ms. Alice Koo shared her insights on being a social worker, and on running a support



group for single mothers. She was inspired by the single mothers' journey of resilience and on their willingness to support each other; and by sharing this in the exhibition she hoped to show that regardless of our backgrounds, individuals when given the support, can contribute to the well-being of others in their community.

Following the launch, the exhibition was then brought to various schools and community clubs nationwide.

## Back-to-School Project 2013

The Back-to-School Project 2013, a partnership between Rotary Club of Singapore West and Rotary FSC, benefitted 186 school-going children from 111 families.

The Back-to-School Packages comprising of Popular and Bata Shoes Vouchers and School Bags were disbursed to the families by Guest-of-Honour, Mr. Chew Ghim Bock (District Governor of Rotary District 3310) on 6 November 2013 at a disbursement event held at the FSC.



## Appreciation Lunch with Ms. Sim Ann



The Management Committee and staff of Rotary FSC were honoured to be invited by Ms. Sim Ann, Minister of State for Communications and Information, and Education, and Member of Parliament for Holland-Bukit Timah Group Representative Constituency (GRC), for an Appreciation Lunch on 13 November 2013.

During the event, Ms. Sim introduced her Grassroots Leader, Mr. Mogan as Special Coordinator, to be the contact person between the GRC and Rotary FSC with the hope of facilitating the communication process, so as to better meet the needs of the residents. The FSC also took the opportunity to get to know the other guests which included the North West Community Development Council staff and Grassroots Leaders.

## Staff Retreat 2013 – Review and Forward Planning

Rotary FSC organized a staff retreat at the Social Service Institute on 13 December 2013. Packed with discussions, planning, learnings and reflections, the staff team went on full speed to develop the FSC's Strategic Plans for Financial Year 2014.



# Achievements and Key Highlights

Then Executive Director, Ms. Clara Lee Peng Peng noted on the following milestones achieved by the FSC thus far:

- Centre Stability Achieved
- Performance and Rewards Systems in Place including a Review of Staff Remuneration
- Development of Staff On-boarding Package
- Project Management Systems
- Systems in Place such as Finance, Information-Communications Technology and Human Resource
- Supervision Framework

In 2014, the FSC aims towards capability building through:

- Continuous Improvement of Systems and Meeting all Key Performance Indicators
- Enhancing Relationship with Stakeholders
- A Higher Percentage of Trained Staff
- Implementation of Standard Operating Procedures for Working with Multi-Stressed Families
- Fine-tuning Standard Operating Procedures for Finance

## Awards and Recognition

Rotary FSC had its version of 'Oscar Awards' to recognize staff for their special contributions based on votes from the rest of the team:

- Most Diligent Staff Award went to Social Worker, Ms. Alice Koo Ngar Shan.
- Most Caring Staff Award went to Senior Social Worker, Ms. Lim Re Har.
- Most Creative Staff Award went to Social Worker, Ms. June Leo Ching Ching and then Receptionist, Ms. Uma Lekshimi d/o Moorthila.
- Most Steadfast Staff Award went to then Executive Director, Ms. Clara Lee Peng Peng.



Ms. Clara Lee closed off the retreat with the following thought-provoking closing message:

“Whenever you find yourself doubting how far you can go, just remember how far you have come. Remember everything you have faced, all the battles you have won, and all the fears you have overcome.”

## Children's Camp 2014

Fourteen children of Rotary FSC's beneficiaries participated in the Children's Camp 2014 at Nan Hua Primary School from 3 to 5 June 2014. Organized by the school, West Coast Youth Executive Committee and South West Community Development Council, the 3-day camp aimed to help primary school children to build up their leadership and life skills.

# Reflections

## Our Journeys and Discoveries

Working with our 'multi-stressed' clients is like peeling an artichoke. It looks ugly and tough and inedible on the outside, but as you begin to peel the layers, there is always something good that you can find inside. Our clients never fail to fascinate me with their ability and spirit to overcome their difficulties.

– **Ms. Alice Koo Ngar Shan**, *Social Worker*

As a fresh diploma graduate, working here has presented a wonderful opportunity for me to be able to experience direct work with clients and apply the knowledge that I have learned. I hope that I will be able to make a difference in my clients' lives, no matter how big or small it may be.

– **Miss. Nurazlin Razak**, *Social Work Associate*

When clients experience positive changes, they thanked us for our assistance rendered to them. For me, I would like to thank them for giving me the opportunity to work with them and allowing me to learn from them as they journey towards self-reliance.

– **Mr. Billy Loh Rong Shun**, *Social Worker*

It is normal to have challenges in our lives at certain point of time. I view working in the social service sector as an opportunity to help people at their difficult times. As a counsellor with Rotary FSC, I get to work with clients from all walks of life and learn positive traits from them such as perseverance which has helped me to grow as a person and as more effective helper.

– **Mr. Eric Wong Zheng Wei**, *Counsellor*

I am thankful to be given an amazing opportunity to experience first-hand what it is like to work in a family service centre. Despite being a fresh graduate from Nanyang Polytechnic, I was given the opportunity here to learn beyond what was being taught in the classroom. I am also blessed with amazing colleagues who have been supporting me in every step of my journey here.

– **Miss. Nur Hamizah Abdul Rahim**, *Social Work Associate*

Everyone here in Rotary FSC is kind and ready to support one another. It is like a one, big family and our clients are part of our extended family. We grow and strive for a better life together and that, I think, is the Rotary FSC spirit!

– **Mr. Harry Low Teck Keong**, *Principal Counsellor*

I meet inspiring people every day in my work. Despite the circumstances, our clients' ability to overcome their difficulties never fails to amaze me. It has been fulfilling for me as in this journey that I took with them, they have helped me to grow and learn more about myself.

– **Ms. Nurhayati Othman**, *Social Worker*

# Reflections

Social work can be tough and psychologically draining to social workers. But seeing our clients becoming more self-reliant as they no longer need our support makes the hard work worthy. The harder the work, the greater the satisfaction.

– **Ms. June Leo Ching Ching**, *Social Worker*

It is a beautiful thing when a career and a passion come together, and that is exactly how I feel being in this profession today. It is a privilege when clients are willing to share their deepest emotions and trust me in helping them create a positive change in their lives. I am glad the work here has allowed me to create a positive difference and to provide support for change for my clients.

– **Miss. Madeline Krishnasamy**, *Counsellor*

It requires quite a lot of patience and perseverance in journeying with clients through their difficult time and sometimes you may doubt yourself when the path appears to have no end in sight. However, it is important to have faith that people have the potential and ability to change, grow and strive for their best. With this belief, we will be able to persevere and hold on even when we are faced with the toughest challenges in our work.

– **Ms. Lim Re Har**, *Senior Social Worker*

I am encouraged by clients who took actions to move themselves and their family to a better quality of life.

– **Mr. Kwan Siew Leong**, *Social Worker*

You could spend a lifetime worrying about what others have, but it would not get you anything. Stop focusing on how stressed you are and remember instead, how blessed you are. Count your blessings while others are adding up their troubles.

– **Ms. Chey Siow Wei**, *Social Worker*

Turning from a caseworker to a programme executive, I journey this transition with gratitude as I can continue to contribute to our clients in a different way. Together as a team, we overcome the hurdles and celebrate little achievements along the way. It is also good to be part of a team that supports one another.

– **Ms. Stephanie Lai Yoke Fong**, *Programme Executive*

Being in Rotary FSC has inspired me to continue learning and practising social work skills, in order to help our clients improve their life. I know now that I am in the right field and the right place!

– **Ms. Nursuhailah Abu Samat**, *Social Worker*

I consider it my privilege as a social worker to receive the trust and openness from our clients when they share about their lives. It is through their sharing that I could empathize with their challenges as well as help them discover their unique strengths amidst their issues, fears and concerns.

– **Mr. Peter Li Zhao Jie**, *Social Worker*

There is no fast track to success, and no highway to happiness. All success comes from tireless effort and pursuit, and all happiness comes from daily struggles and perseverance.

– **Ms. Celine Thoo Ee Fong**, *Corporate Service Manager*

Building a cohesive team is important and despite our differences, every staff has his or her potential and strengths, which can be utilized and harnessed to meet the needs of our clients.

– **Miss. Nur Atiqah Rasul**, *Corporate Service Associate*

Working in Rotary FSC has opened my eyes to the different challenges and issues faced by our beneficiaries. I now have a better understanding of the services and resources that our beneficiaries can tap on to help and support them in their journeys.

– **Ms. NurulJannah Karim**, *Corporate Service Assistant*

Sometimes it may look like it is hard to come out of a difficult situation and that it seems like everything is stuck with no way out. But then the power to change is in our hands and we only choose to remain where we are if we allow it to. I believe that small steps can bring us to where we want to go.

– **Ms. Cynthia Paulchamy**, *Programme Co-ordinator*

# Acknowledgements

## Words of Appreciation from Our Clients

*Thank you for your rendering (of) support and advice. We appreciate your thoughts and gestures.*  
– Aminah

*You are also great! A great listening ear and we appreciate (you very) much.*  
– Pavarthi

*Thank you for your gestures. We are (very) much appreciating (them).*  
– Mr. Tan

*You are a great counsellor that I ever have! Thank you!*  
– Mdm. Nor

*You have a good heart and (a) warm smile; (and) we are grateful to have met you.*  
– Mr. Hamdan

*We love you. You have been caring towards me and my son. You are very sincere and (you) have a beautiful heart.*  
– Mdm. Sharifah

*\*Names have been changed to protect clients' confidentiality*

## A Letter of Appreciation from A Client

I am a mother of two children, aged 12 and 19. I am working as a childcare teacher assistant and my husband is working as an odd job worker. My daughter is currently a second-year Polytechnic student and my son is hearing impaired. He is currently using a cochlear implant and is attending primary school. My son was born 3 months premature and had experienced a lot of complications from birth. At three years of age, the doctor detected that he was unable to hear.

As a mother, I had to be strong to carry out my duties towards my children. It was really hard for me to survive with an income as a relief teacher but people say patience is a virtue. After I received assistance from Rotary Family Service Centre and with the Centre's support and encouragement, my financial situation began to stabilize. I was subsequently able to take a foundational course in early childhood. I have met with wonderful colleagues, friends and a social worker (Ms Nurhayati Othman) who readily listened to and understood my needs.

“Mdm. Z is a determined lady who knows what she wants and will go for her dreams. Despite the challenges that she faced, she is one who will not concede defeat easily. Mdm. Z is an example of a person who possesses a strong will to change her family's life for the better. It has been very encouraging for me to be able to work alongside Mdm. Z in seeing her achieve her goals. She is truly an inspiration to me!”

– Ms. Nurhayati Othman, Social Worker

I would like to express my gratitude towards Rotary Family Service Centre in helping me and my family. I am glad that I have also played my role in achieving my goals so as to prove that I am capable of being independent and motivated, and achieving a better and stable income as well as not to be too reliant on others. Always believe in yourself and do not be afraid or to feel shy to get help. For me, my family always comes first. The strong bond among my family members had helped me overcome all obstacles. We will continue to accept each other's strengths and weaknesses. I believe that these values will aid us in our search for happiness and staying strong.

*Mdm. Z (name has been changed to protect client's confidentiality)*

## **An Appreciation to Our Funders, Sponsors and Donors**

Rotary FSC would like to extend its heartfelt thanks and gratitude to the following organizations and persons for their kind funding, sponsorships and donations:

- Foundation of Rotary Clubs (Singapore) Ltd
- Ministry of Social and Family Development
- National Council of Social Service, Community Chest and Tote Board Social Service Fund
- Lee Foundation
- Kwan Imm Thong Hood Cho Temple
- Nan Hua Primary School
- West Coast Youth Executive Committee
- South West Community Development Council
- North West Community Development Council
- Social Service Office @ Jurong East
- Boys' Brigade Share-a-Gift 2013
- HDB Grains
- The Food Bank Singapore Ltd
- Credit Suisse
- JoyRiver LLP
- Krispy Kreme Doughnuts
- Ms. Nicole Lee (Donation of baby items)
- Ms. Wang Hui Keng (Donation of story books)

## **An Appreciation to Our Volunteers**

Rotary FSC would like to also extend our heartfelt gratitude to our volunteers who have spent their valuable time helping us in our programmes and activities. Your participation has made a difference in the programmes and activities that we have conducted for our beneficiaries. THANK YOU!

# Acknowledgements

## A Farewell to Our Ex-Colleagues

We bade farewell to staff who had left us in this financial year. We thanked them for their past contributions to Rotary FSC and wished them all the best in their future endeavours.



*Don't be dismayed at goodbyes. A farewell is necessary before you can meet again. And meeting again, after moments or lifetime, is certain for those who are friends.*

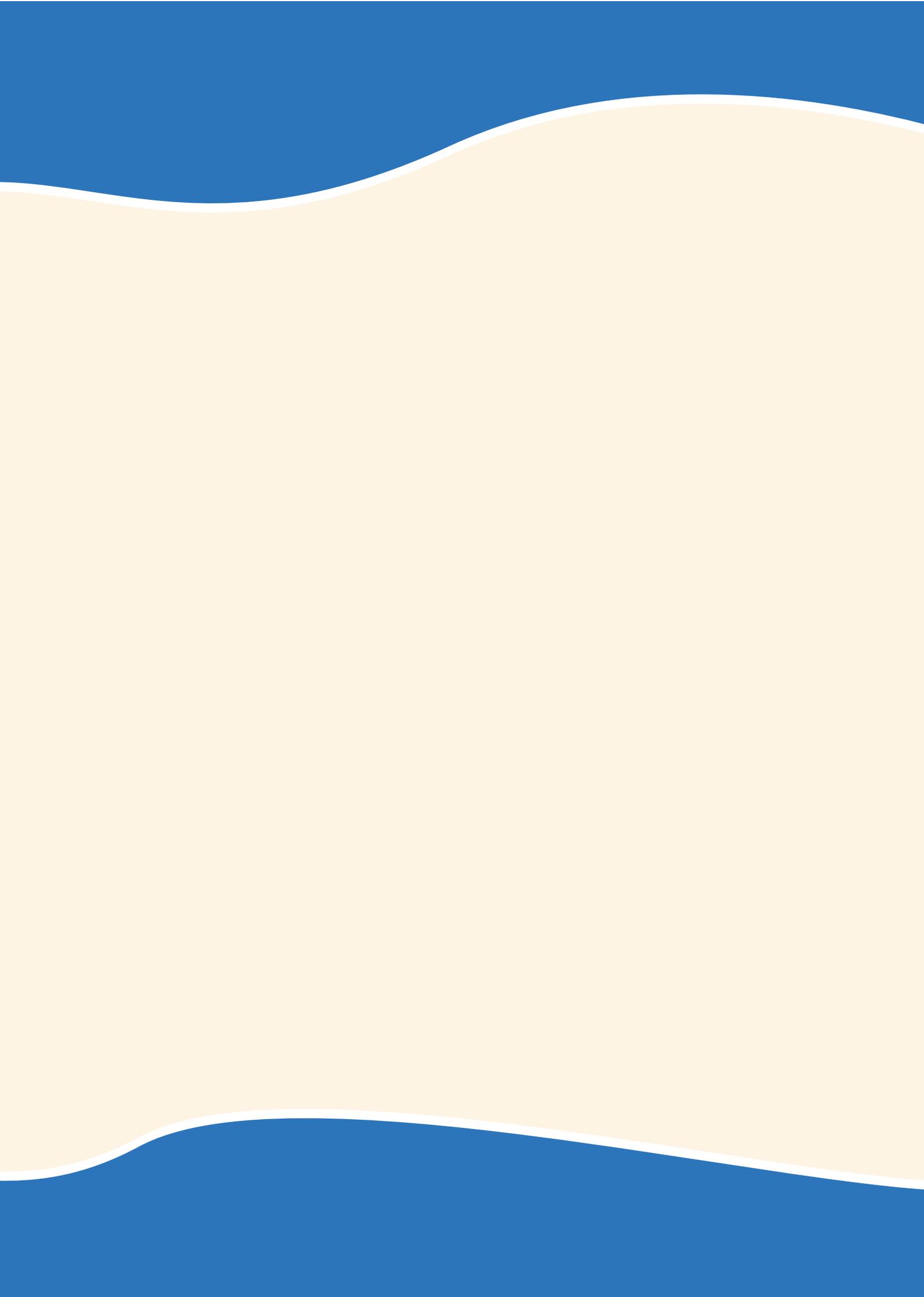
– Richard Bach



## A Word of Thanks

We would like to take this opportunity to thank the following individuals that had made the production of this Annual Report possible. They are as follows:

- Rotary Family Service Centre Management Committee
- The Standards Team especially Ms. June Leo Ching Ching, Social Worker; Mr. Kwan Siew Leong, Social Worker; Ms. Chey Siow Wei, Social Worker; and Ms. Cynthia Paulchamy, Programme Co-ordinator; for pulling together the statistics for analysis and checking for accuracy.
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- Importantly, all Rotary FSC staff for believing in each other and supporting one another in our journey as we continue to embrace upcoming waves of challenges as a team.



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## OPERATING HOURS

Monday and Wednesday 9.00am to 6.00pm

Tuesday and Thursday 9.00am to 8:30pm

Friday 9.00am to 5:30pm

Our Centre is closed on Saturdays, Sundays and Public Holidays.

For more information, do visit us at:

<http://www.rotaryfsc.org>

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