



# ANNUAL REPORT 2020/2021

# Our Mission

Blessing families in Woodlands through transformational community services

## Objectives

1. To initiate and organise schemes of social services and programmes which would help meet the needs of the poor and disadvantaged in the Woodlands community irrespective of race and religion.
2. To establish centres such as Student Care Centre and tuition classes for the children and youth of the community.
3. To organise programmes to strengthen the family.
4. To receive, administer and distribute such fund and goods that are entrusted to it in furtherance of the above objectives.

## Our Strategy





## Chairman's Message

The past year has been both tumultuous and tremendously exciting for Woodlands Social Centre.

**A Season of Challenges:** The global pandemic upended our many plans and programs, but our staff continued to reach out to the community and meet needs in new ways. Tuition programmes went online, and food delivery methods changed. Large events like Community Dinner were forced to stop, then creatively decentralised as we continually looked for new ways to meet the genuine needs of those around us.

Financially, our Centre was impacted as donors all over Singapore faced financial instability. Nation-wide work from home schemes had a knock-on effect on our Student Care Centres, which impacted our income. However, government funds from the Job Support Scheme helped greatly. We are thankful that we were able to continue our assistance programs to families in need.

**A Season of Change:** The year has also seen significant changes in the leadership and strategic direction for our centre. We are very grateful for the faithful 15 years of service of our former Executive Director, Mrs Evelyn Chong, who retired at the end of 2020. Since January 2021, our new Executive Director, Ms Tricia Yeo, has taken the lead of our Centre. She comes with a wealth of relevant experience, and the board is pleased to have her at the helm as we navigate future growth and changes.

Having completed my first term of 2 years as the Chairman, I am enthusiastic about the next stage of growth in our future. Our board has matured and is actively contributing to strategic direction for the Centre. Together with the staff team, which has grown in numbers and experience, we are genuinely excited about what the coming year will bring.

**A Look to the Future:** We have clarified WSC's mission as "Blessing families in Woodlands through transformational community services." Our mission is the answer to the question, "What are we doing?" and our strategy answers "How are we doing it?"

As we meet clients and minister to families, our strategy is to gather their hopes and resources, grow their abilities and relationships, and challenge them to go beyond themselves and bless others. Our Executive Director, Ms Yeo, describes this Gather-Grow-Go Cycle as our therapeutic framework – how we will make a transformational difference in the lives of individuals in families in Woodlands. We will develop this further and engage with families more deeply in the coming year.

Thank you for your support as members, donors, and volunteers towards the worthy work and ministry of the Woodlands Social Centre.

A handwritten signature in black ink, appearing to read 'Ivan Liew', written over a horizontal line.

Rev Dr Ivan Liew  
Chairman  
Woodlands Social Centre

## Our Executive Directors

Woodlands Social Centre (WSC) was established by a group of active volunteers in 1999 seeking to make an impact in Woodlands by establishing programmes and services in response to the needs of families living in the community. Full time staff were employed to run the centre soon after its inception, with Mrs Evelyn Chong coming onboard as the Executive Director in 2005.

In 2020, Mrs Chong retired after 15 years of faithful service. We want to thank her for her years of hard work and dedication in running WSC, especially during times when resources were very limited. Evelyn handed over the leadership of the Centre to Ms Tricia Yeo in December 2020, with Ms Yeo officially taking over its helms on 1 January 2021.

Ms Yeo is a trained social worker with more than 15 years of experience in the field, both locally and overseas. As a former NCSS post-graduate scholarship award recipient, she graduated with the first batch of students in the NUS Master of Social Work program.

Prior to joining WSC, Ms Yeo served as an honorary consultant to non-profit organisations serving the poor and disadvantaged in a less developed country. She was also the pioneer Executive Director of FaithActs, helping to set up and operationalise its first Centre at Commonwealth.

Ms Yeo is very passionate about and dedicated to the field of social work. She firmly believes in improving the quality of care and services to beneficiaries. As a pioneer staff during the early years of Children's Cancer Foundation, she was part of the multidisciplinary team that started the Family Centres, eventually leading the social service staff to develop and launch some of its services, both in the hospitals and the wider community.

Ms Yeo not only enjoys being engaged in social service management and fieldwork, she also loves to teach. She has supervised numerous social work student interns in the course of her work and served as a lecturer in a local polytechnic. Through her new role at WSC, she hopes to see WSC through a period of organisational renewal, growth and development.

## Corporate Information

Woodlands Social Centre (WSC) was established as a Society on 28 September 1999 and registered as a Charity on 17 April 2002. We have been a full member of NCSS since 16 July 2002.

Unique Entity Number (UEN):	S99SS0135G
Charity Registration Number:	001561
IPC Registration Number:	IPC000131
IPC Status Period:	01 June 2018 to 28 February 2021 01 March 2021 to 31 August 2023
Registered Address:	1 Woodlands Street 83, Singapore 738488
Website Address:	<a href="http://www.wsc.org.sg">www.wsc.org.sg</a>
Bankers:	DBS Bank, Hong Leong Finance
Auditor:	FAC Assurance Pac

## Management Board

The following members were appointed to the Management Board for a 2-year term of office at the AGM held on 26 May 2019. None of the Board members have served for more than 10 years.

		Meeting Attendance
Chairman:	Rev Dr Ivan Liew Weng Cheung ( <i>Pastor</i> , Woodlands Evangelical Free Church) [Vice Chairman from 2017 to 2019]	4/4
Vice Chairman:	Dr Liu Te Chih ( <i>Doctor</i> , NUH & <i>Chairman</i> , Woodlands Evangelical Free Church) [Asst Treasurer from 2011 to 2013, 2017 to 2019]	4/4
Secretary:	Mr Ho Seong Kim ( <i>Chief Digital Officer</i> , SIM) [Treasurer from 2017 to 2019] [Asst Treasurer from 2013 to 2015]	4/4
Treasurer:	Mr Joshua Cheong Chee Wei ( <i>Director</i> , SAP Asia) [Secretary from 2017 to 2019] [Asst Treasurer from 2015 to 2017]	4/4
Asst Treasurer:	Mr Mui Zhiming Justin ( <i>Executive Director</i> , Lutheran Community Care Services)	4/4
Member:	Mr Ng Pak Shun	4/4
Member:	Mr Cheok Peng Joo	3/4
Ex-officios:	Ms Evelyn Chong (till 31 December 2020) Ms Tricia Yeo (from 01 January 2021)	

## Our Management Board Members



*Rev Dr Ivan Liew  
(Chairman)*



*Dr Liu Te Chih  
(Vice Chairman)*



*Mr Ho Seong Kim  
(Secretary)*



*Mr Joshua Cheong  
(Treasurer)*



*Mr Justin Mui  
(Assistant Treasurer)*



*Mr Ng Pak Shun  
(Member)*

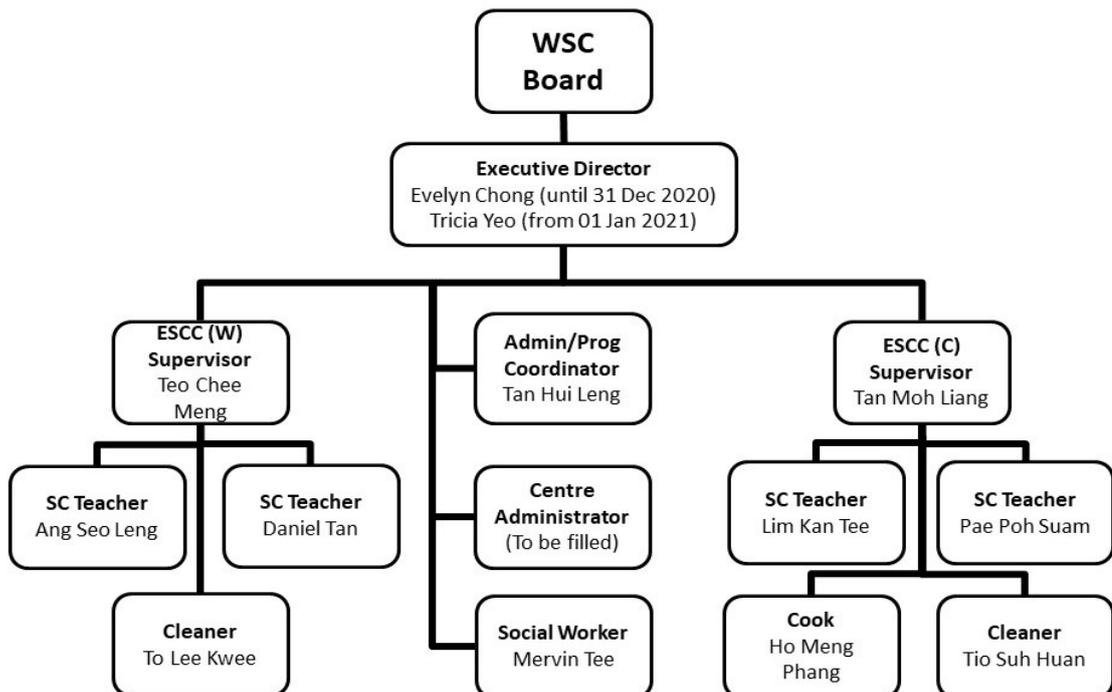


*Mr Cheok Peng Joo  
(Member)*



*Ms Tricia Yeo (ED)  
(Ex-Officio)*

## Organisational Chart



## Staffing

### Woodlands Social Centre (HQ & Social Services)

Executive Director: Evelyn Chong (Aug 2005 to 31 Dec 2020; 15 years' Service Award),  
Tricia Yeo (since 01 Jan 2021)

Social Worker: Mervin Tee

Admin/Programme Coordinator: Tan Hui Leng (10 years' Service Award)

### Evangel Student Care Centre (Woodlands)

Supervisor: Teo Chee Meng

Programme Staff: Daniel Tan (10 years' Service Award),  
Ang Seo Leng

Cleaner: To Lee Kwee (15 years' Service Award)

### Evangel Student Care Centre (Canberra)

Supervisor: Tan Moh Liang

Programme Staff: Pae Poh Suam  
Lim Kan Tee

Cook: Ho Meng Phang (15 years' Service Award)

Cleaner: Tio Suh Huan

### Centre Contact Details

WSC Social Services

Blk 830 Woodlands Street 83  
#01-33 Singapore 730830  
6365 5234  
[info@wsc.org.sg](mailto:info@wsc.org.sg)

Evangel Student Care Centre  
(Woodlands)

Blk 830 Woodlands Street 83  
#01-33 Singapore 730830  
6365 0076  
[esc@wsc.org.sg](mailto:esc@wsc.org.sg)

Evangel Student Care Centre  
(Canberra)

Blk 503B Canberra Link  
#01-23 Singapore 752503  
6853 5813  
[esc@wsc.org.sg](mailto:esc@wsc.org.sg)

## Our Programmes and Services

### Casework & Counselling

Casework and counselling services are made available to those who face financial, psycho-social and/or emotional issues. Besides counselling, various support schemes are provided to support the families as they struggle to cope with their difficulties. Some of these families also face multiple challenges and may require longer term counselling and support from our caseworkers before they are able to experience a breakthrough in their situations.

Between 1 March 2020 to 28 February 2021, we served a total of 140 individuals.

### Welfare Assistance Schemes

With the onset of Covid-19 and the ensuing restrictions placed on face-to-face meetings, our staff raced to push all our welfare assistance schemes online. This was to ensure that our beneficiaries did not experience any disruption in the necessary assistance.

Food rations were ordered online and delivered to their homes and online bank transfers were quickly arranged for their monthly financial aid.

A total of 140 persons received welfare assistance from WSC in FY 2020-2021. The breakdown is as follows:

Food Ration:	23 families
Financial Assistance:	10 families
Home Improvement Aids:	2 families
Food Donations:	36 families

#### A. Food Ration

On a monthly basis, families used to come and collect food rations from our Centre. However, these rations are now carefully picked out and ordered online by our social worker, who will then arrange for it to be delivered to their homes. These rations are provided to help supplement the food that the families need. This helps reduce the financial burden that each family faced when it came to meeting the needs of their daily meals.

*“The food I’ve received had help me through the difficult times during circuit breaker. I was not doing well at work and was earning less than what we need. I’m glad to have receive the ration from WSC.”*

*Liu Qiong*

#### B. Financial Assistance

Financial assistance is provided to beneficiaries facing financial difficulties. This assistance is often short to mid-term as the assistance will cease once their finances stabilise or when they have a more a stable income.

*“After the circuit breaker, I was having a hard time securing a job. Without the transport assistance provided, I would not have been able to travel around and look for a job.”*

*Hashia*

## **Home Improvement Aids**

After the Circuit Breaker ended, we resumed helping with the most pressing home improvement needs of some of our beneficiaries. Home repair works, sourcing for donated furniture and spring cleaning were provided for those who urgently needed them. In instances where home repair works were needed, we either invited our beneficiaries to help by contributing their "handyman" skills to another family, or by engaging an external handyman where this was not possible.

We are privileged to have had the opportunity to walk alongside 2 families in need during this challenging season.

*"I do not have any energy to pack the house due to my tight schedule, with the help from the youths to pack my home. My family is very happy and appreciate the help received from the Centre."*

*Mr Goh*

## **Food Donations**

In 2020, WSC also partnered with The Boys' Brigade and Evangel Kindergarten to contribute food hampers and breakfast sets to our beneficiaries and other low-income families living in our Woodlands community. This was facilitated by volunteers stepping in to help deliver the hampers to every household. A total of 443 food hampers and breakfast were donated and distributed to the families.

## **"Eat with Us" Community Dinners**

Prior to COVID-19, community dinners were held fortnightly with each attending family being befriended by volunteer host(s). However, since the start of the circuit breaker, these dinners were subsequently held remotely, with volunteer hosts meeting up with the families over video calls. Meals were ordered by the host(s) and delivered straight to the beneficiaries' homes. When social distancing measures were more relaxed, some of the hosts also invited the families to their home for meals. Despite the disruptions faced, we still managed to organise community dinners with a range of 13 families and 20 volunteers attending these dinners aimed at creating greater social cohesion and a spirit of community or belonging amongst those who come.

## **Dinner Distribution through #834Eats**

As the families were unable to come to WSC to collect their free cooked meals during circuit breaker, a group of young volunteers created an app which provided the means for them to collect the food from the food stalls directly with WSC picking up the tabs from these stalls without the need for the families to make any cash payments. This helped to ensure that the families would receive at least one good meal a week without having to worry about rushing home to cook after a long day at work or even worrying about whether they could afford to pay for their meal that day. Thus, it also helped to relieve the financial cost of the meal for the family, and it was something they could look forward to each week. Over the period of 52 weeks, an average of 38 persons received these free cooked meals each week with a total of 1,785 free meals being given out in the year.

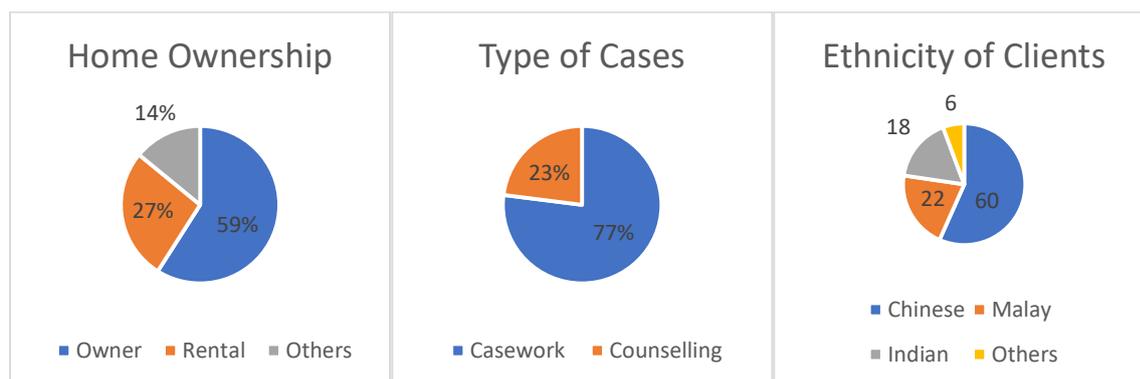
## **Study Awards 2020**

The study awards were given out to the students through GIRO this year as large gatherings and celebrations were not allowed. In 2020, a total of 70 students received awards for their hard work and academic achievements.

**Table 1: Amount Awarded to the Students by Level:**

Amount Awarded per Level	Number of Students	Amount (\$)
Primary (\$200 each)	16	3200
Secondary (\$250 each)	22	5500
Tertiary (\$300 each)	32	9600
<b>Total</b>	<b>70</b>	<b>18300</b>

### Demographics of Clients



### Tuition Programme

Our free weekly Tuition programme has been a big help to the low-income children and youth under our care. Though it has been at times challenging to find suitable tutors, we are thankful that we have been able to recruit sufficient volunteers thus far. Sometimes, the students may be placed on a wait list until a tutor is found. The patient guidance given by these dedicated volunteer tutors have made a difference in the academic achievements of the students in our programme. Some of the students have shared their heartfelt feedback in the responses below.

**Table 2: Demographics of Students by Level**

Levels	Number of students	Number of Tutors
Primary	19	14
Secondary	13	11
<b>Total</b>	<b>32</b>	<b>25</b>

**Table 3: Demographics of On-Site and Off-site Tuition**

Levels	Number of students
On-site	19
Off-site	13
<b>Total</b>	<b>32</b>



*Due to the covid restriction, I had online tuition with my teacher initially. I like it because I do not need to wake up early to go to the centre. However, it was difficult to talk to the teacher due to the lagging WIFI connection. I am glad that we went back to face-to-face tuition when the lockdown was eased. My teacher was very patient and spend time helping me to understand those Maths concepts and unfamiliar words. I like her very much!*  
Remus Lim (Primary 4)



*Tuition is a fun time through teacher Felicia as she is patient and understanding about my struggle in my study. She is like a big sister that I never had. I have since gain more confidence and working towards a better study habit.*  
Lim Jing Xuan (Primary 6)

## Tuition Programme – Online

Although COVID-19 disrupted our onsite services, our staff worked hard to quickly push all the tuition sessions online. Our volunteer tutors were very supportive and responded swiftly so that our students could continue their learning journey.



*I am grateful of the help and guidance provided by my teacher, Xing Fang who makes the tuition an enjoyable time. I work hard by paying attention and listening attentively to her teaching, I also try to read more to improve myself. My teacher is the best teacher because she was patient with me and taught me many unfamiliar words that I am no longer afraid when reading. I am confident that I have a head start and cannot wait for school to reopen for the new year to show my knowledge to my schoolteachers and friends.*  
Jasper Woo (Secondary 2)

*Online tuition was fun, but it was a little bit troublesome as I was not used to the google meet app. Sometimes, the video quality was bad, and the audio breaking up every now and then. Other than that, it was ok as we adapted to those changes, and I improved quite a lot in my Chinese language. It was a wonderful opportunity to try something new and get out of our comfort zone, but I hope this pandemic would end so we can continue to learn in person environment.*  
Luther Woo (Primary 6)

*During the circuit breaker I was very concerned about how my studies is going to be affected. Fortunately, my tutor is willing to continue the tuition online when they could have refused. If not for their professionalism and dedication, I may not have done well and built my confidence on my A maths. I sincerely thank my teacher, Seong Yin for taking time off his busy schedule and show much patience to help me out on my studies.*  
Pua Pepin (Secondary 3)

## Evangel Student Care

The Evangel Student Care Centres were set up to serve the Primary School-aged children from families whose parents are both working such that there is no one home to take care of them during school holidays and after school hours.

*Table 4: Enrolment Status of both Evangel Student Care Centres*

	ESCC (Woodlands)	ESCC (Canberra)
Average monthly enrolment in 2020	38	54
No. of new enrolment	6	13
No. of children served	44	75
No. children on SCFA	7	1



*Picture 1: Left: Children from ESCC (Woodlands) Right: Children from ESCC (Canberra)*

## Needs Survey

Around 65 youths and young adult volunteers from Woodlands Evangelical Free Church (WEFC) helped to organise a needs survey of about 166 residents living in the blocks around us. NTUC vouchers were given to all who participated as a token of appreciation. Some of the residents were quite open as they shared about their needs and struggles during this season of change and uncertainty brought about by Covid-19. We hope to be able to reach out to some of these residents with new programmes and services that are relevant to their needs that they highlighted in the near future.

## Our Plans & Appreciation

### To our donors, sponsors, and stakeholders

We want to thank all our faithful donors who contributed a total of \$247,318.11 between 01 March 2020 to 28 February 2021. All donations received are used to fund our programmes, services and operating costs involved in running the Centre. We plan to get in touch with all of you again to keep you updated about what we are doing and how you can be involved. Do contact us to update your particulars and contact details if there have been any changes.

A special word of thanks to Woodlands Evangelical Free Church (WEFC) staff and members for the loan and use of their premises whenever we held large scale events such as our Community Dinners. As part of our fundraising and awareness efforts, we hope to hold a "WSC" Sunday where we can share about our programmes, needs and areas that WEFC members can volunteer or contribute financially to in the year(s) ahead.

We are also thankful for the following grants and sponsorships that helped to see us through this challenging year. For 2021-2021, we plan to continue applying to these or other similar grants/sponsorships available such as the Transformation Support Scheme, Presidents' Star Charity etc.

#### Total Grants and Sponsorships

S/N	Description	Amount (S\$)
i.	Bicentennial Fund	400,000.00
ii	Community Chest	6,000.00
iii	Government grants	106,934.00
iv	SingTel Sponsorship	240.00
	Total	513,174.00

In 2020, we also organised our first ever "Run for Funds" virtual event where participants and their friends donated to WSC and pledged to run a total of either 21km or 52km (in their own time and target) before 31 December 2020. A total \$5,116 was raised, with a fundraising ratio of 1:10. This event was organised solely by our staff and volunteers without the engagement of any commercial fundraisers. We hope to continue running these "Run for Funds" and/or other similar virtual fundraising events in the year ahead.

### To all our volunteers

We want to give our heartfelt thanks to all our 120 faithful and dedicated volunteers who have served alongside us, without whom it would not have been possible to run all the programmes that we have carried out this year.

We really appreciate all of you!

Thank you for all your help and support. Do continue this journey of serving the community alongside of us.

WSC would not be possible with you!

## Disclosure Statements

The Constitution of Woodlands Social Centre was amended with approval from the Registrar of Societies and the Ministry of Social and Family Development in October 2019.

### Remuneration

No board members received any remuneration or benefits for their service in this financial year.

None of the staff of Woodlands Social Centre including the two Evangel Student Care Centres received more than \$100,000 in annual remuneration. Staff are not involved in setting their own remuneration. No paid staff of Woodlands Social Centre including the two Evangel Student Care Centres are close members of the family of the Executive Director or any of the Board Members.

### Conflict of Interest Policy

The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests annually and on a need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

In 2020/2021, none of the Board Members and staff were engaged in any dealings, relationships or businesses that could have potential conflicts of interest that affected the integrity, fairness and accountability of Woodlands Social Centre and the two Evangel Student Care Centres.

### Financial Management & Internal Controls

WSC will seek to maintain a reserve of 12 months of operating costs. The Board will regularly review the reserves needed for financial sustainability of the Centre's operations and will take necessary measures to minimise any potential adverse effects on its ability to fulfil all its ongoing obligations.

We have in place a financial manual with internal controls for financial matters and do not have any endowment funds. The Care and Share Fund administered by the Ministry of Social and Family Development (MSF) is the only restricted fund that we have currently, of which the remaining funds will be fully utilised by 31 March 2022 in accordance with its stated purposes.

Our annual reports and financial statements are submitted to the Commissioner of Charities and available on the Charity Portal for public viewing within 6 months from the end of our financial year.

### Whistle Blowing Policy

Stakeholders, namely, board members, staff, volunteers, or service beneficiaries may, in confidence, raise their concerns about possible wrong-doing or improprieties in financial and any other matters within WSC involving any board member, staff, volunteer and/or service beneficiary. The concerns shall be raised to the Board Chairman or Executive Director or any other most appropriate authority, who is not party to the concerns raised.

The Board will moot an independent investigation into the concerns brought to its attention and will provide arrangements for appropriate follow-up actions to be taken to address and resolve the concerns. The identity of the whistle-blower will be protected and kept confidential by all involved in the independent investigations.