



HONOURING OUR FOUNDATIONS

BUILDING THE
NEXT CHAPTER

Annual Report
FY 2025/2026



CORPORATE INFORMATION

Registered Name

SHINE Children and Youth Services

UEN

S76SS0021F

ROS Registration

Number: 0248/1975CAS
Since 26 May 1976

Charity Registration

Number: 000014
Since 01 Dec 1983

IPC Registration

Number: IPC000462
Accorded IPC status till 30 Nov 2029

IPC Sector Administrator

Ministry of Social and
Family Development (MSF)

Nature of Governing Instrument

The governing instrument of
SHINE Children and Youth Services
is the Constitution.

SHINE Children and Youth Services
is governed by a Board consisting of
voluntary members. The Board members
and Office-Bearers are elected at an
Annual General Meeting and the term
of office is for two years. A Board Meeting is
held at least four times a year.

Corporate Website

www.shine.org.sg

Corporate Email

scys_hq@shine.org.sg

Services

Educational Psychology
School Social Work
Community Social Work
Mental Health
Targeted Interventions
Training, Consultancy & Research

Service Sites

329 Clementi Ave 2 #01-248
Singapore 120329
Tel: 6778 6867
Email: scys_c01@shine.org.sg

463 Hougang Ave 10 #01-964
Singapore 530463
Tel: 6286 9905
Email: scys_h01@shine.org.sg

202 Yishun Street 21 #01-89
Singapore 760202
Tel: 6759 6821
Email: scys_y01@shine.org.sg

Social Service Hub @ Tiong Bahru
298 Tiong Bahru Road #10-04
Central Plaza
Singapore 168730

grovve
*SCAPE, 2 Orchard Link
#04-06 Singapore 237978

Registered Address/Headquarters

463 Hougang Ave 10 #01-964
Singapore 530463
Tel: 6286 9905

Auditor

Odds & Even Associates
151 Chin Swee Road #06-01
Manhattan House Singapore 169876

Bankers

OCBC Bank
65 Chulia Street
OCBC Centre
Singapore 049513

DBS Bank
12 Marina Boulevard
Marina Bay Financial Centre Tower Three
Singapore 018982

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OUR STORY AND LEGACY:

Purpose, People and Foundations That Endure



OUR STORY

One Belief, Five Decades of Service

SHINE Children's and Youth Services was founded in 1976 on a simple but enduring conviction: that **no child's potential should be limited by their circumstances.**

The organisation traces its beginnings to Mr Francis Thomas, then principal at St. Andrew's School, who recognised that many capable students were falling behind—not because they lacked ability, but because challenges beyond the classroom were standing in their way.

What began as an effort to support these students soon grew into a broader commitment to **helping children and young people navigate life's challenges with confidence and resilience.**



Mr Francis Thomas (centre) in discussion with committee members during SHINE's formative years in the mid-1970s.

Over the past five decades, SHINE has continually evolved alongside Singapore's changing social landscape. From supporting students in schools to pioneering new approaches in school social work, youth mental wellbeing, juvenile delinquency prevention, educational psychology, family support, youth development and social mobility, SHINE has expanded its work in response to emerging needs while remaining grounded in evidence-informed practice and strong partnerships with schools, families and the community.

Today, SHINE supports more than 14,000 children and youths each year through a range of programmes and services across Singapore. Our work spans prevention, early intervention and targeted support, helping children and young people strengthen resilience, build positive relationships, develop confidence and realise their potential.

As SHINE marks its 50th anniversary, this milestone is an opportunity to reflect not only on how far the organisation has come, but also on the enduring belief that has guided every chapter of our journey: **that every young person deserves the opportunity to thrive.**



Today, the SHINE team carries forward the vision first set in motion 50 years ago.

MISSION, VISION AND CORE VALUES

Vision & Mission

To be a leading social work organisation in enabling children and youth to maximise their potential.

Core Values

★ Commitment to Serve

We commit to serve clients and stakeholders with professionalism and high ethical standards.

♥ Connection

We create meaningful connections with each other based on trust, clarity and respect.

♦ Competence

We strive towards competence. We commit to growth.

★ Care & Compassion

We create a caring and compassionate environment for all.

Intended Impact

That children and youth, aged 5-25 served by SHINE,

- are positively developed with competence, confidence and character
- have meaningful connections with family and society
- care for others
- are positively engaged in schools and
- steer clear of crimes

THEORY OF CHANGE

SHINE supports children, youth and their families through social work and educational psychology services across schools, communities and our service sites. Grounded in practice-informed evidence, research, practice wisdom and our core values, our work is delivered by qualified professionals committed to helping every young person thrive.

To enable children and youth to maximise their potential

SHINE will.. reach out to..

Children, Youth and their Families

through..

Educational Psychology Service

School Social Work Service

Community Social Work Service

Mental Health Service

Targeted Interventions Service

by rolling out programmes...

Preventive Programmes

Early Intervention Programmes

Remedial Programmes

informed by ...
Research
Theories
Practice Wisdom

Research & Advocacy

Training & Consulting

Volunteerism Capabilities

Environmental sustainability

Social contributions

Governance practices

Eco-Friendly Office Practices

Inclusion and Support

Good Governance and Ethical Practices

..whilst staying true to our core values

Commitment to Serve

Connection

Competence

Care & Compassion

REFLECTING ON 50 YEARS. LOOKING AHEAD WITH PURPOSE.

A message from our Chairperson and Executive Director

Fifty years is often spoken about as a measure of time. To us, it is a story of people. It is the story of children who discovered confidence where there was once uncertainty. Young people who found someone willing to believe in them before they believed in themselves. Families who found hope during difficult seasons. It is also the story of the Board members, staff, volunteers, donors, partners and community members whose commitment has made these journeys possible.

As we mark SHINE's 50th anniversary, we do so with deep gratitude—not only for how far we have come, but also for the people and partnerships that have shaped this journey. Together, they have laid the foundation for the work we continue today and the future we hope to build.

Purpose That Endures

Since SHINE was founded in 1976, our purpose has remained the same: to ensure that no child's potential is limited by their circumstances. While the needs of children and young people have evolved, so too have the ways we fulfil that purpose. Today, children and young people are growing up in an increasingly complex world. Academic pressures, mental wellbeing, family relationships, identity and the digital landscape are deeply interconnected, shaping how they experience life and the support they need. Yet one truth has remained remarkably constant: every child needs someone who believes in them. Every young person deserves trusted relationships, meaningful opportunities and a community committed to helping them thrive.

Responding to Today's Realities

This belief continued to guide our work over the past year as we remained focused on providing timely, holistic support while developing new approaches to meet emerging needs.

Through initiatives such as **STAR**, our professional mentoring programme, we strengthened our focus on earlier and longer-term support. Early outcomes have been encouraging, showing improvements not only in children's confidence and school readiness, but also in families' ability to support their children's development. **STAR** reminds us that meaningful change begins early and is built through trusted relationships.

As youth mental health remains a defining challenge for young people today, the launch of **grove** in November 2025 marked an important step towards more integrated support. As a backbone partner in Singapore's first Integrated Youth Wellness Centre, SHINE is working with fellow partners to make support more accessible while creating welcoming third spaces beyond home and school where young people can connect, seek support and foster a stronger sense of belonging.

Earlier this year, we also joined partners to launch the **ACE Youth Collective**, bringing together schools, families, community organisations and other stakeholders to strengthen coordinated responses to hurtful behaviours among children and youths, while fostering positive relationships, resilience and a more connected ecosystem of support.

We were also heartened to see **Youth COP** receive the **2026 Outstanding Social Work Awards (Practice)**, affirming the impact of strengths-based, relationship-centred approaches in empowering young people to make positive choices and realise their potential.

Over the years, generations of SHINE practitioners have also received national awards and sector recognition for excellence in social work, reflecting not only individual dedication, but also SHINE's longstanding commitment to developing professionals who contribute to advancing practice and leadership across the social service sector.

Alongside these efforts, we continued strengthening SHINE by investing in programme evaluation, organisational capabilities, digital innovation and our people—ensuring we remain ready to meet the evolving needs of future generations.

Looking to the Next Fifty Years

As we reflect on the year, we are encouraged by the resilience and growth we continue to witness in the children, youths and families we serve. Yet we also recognise that much work remains. As their needs continue to evolve, so too must the way we respond.

Our anniversary theme, **SHINE 50, SHINE ON**, is more than a celebration. It is a commitment to continue serving children, youths and families with compassion and professionalism, strengthening partnerships, and building an organisation that remains relevant and ready for the future.

One of our greatest privileges over the past fifty years has been the trust placed in SHINE by government agencies, schools, community organisations, funders and many others. It is through that trust, and the partnerships it has fostered, that we have been able to pioneer new approaches, contribute alongside others to shaping and strengthening the social service sector, and support more children, young people and families than we could ever have done on our own. It is a responsibility we never take for granted, and one we remain committed to honouring in the years ahead.

To our Board members, staff, volunteers, donors, partners, families, alumni, and every child and young person who has allowed us to be part of your story—thank you. This milestone belongs to all of you.

Our first fifty years have shown us what is possible when a community chooses, generation after generation, to believe in the potential of every child and young person. That is the legacy we celebrate today—and the future we remain committed to building together.



Mr Lim Tuang Liang
Chairperson



Mr Lee Seng Meng
Executive Director



2010

The Youth COP programme received the South West District Community Safety and Security Programme (CSSP) Gold Award

Co-organised and presented the professional seminar "Engaging Youths to Succeed in Schools" in conjunction with the National Youth Council's ASEAN + 3 Seminar on Urban Youth Work IV

2012

Staff member Mr Benjamin Teo Chye Hee received the South West District ComCare Award (Social Service)



Staff member Mrs Tan-Wu Mei Ling was conferred the Outstanding Social Worker Award (OSWA) for 2012

2015

Appointed by Ministry of Education (MOE) to provide consultation and training for the pilot of the Student Welfare Officers scheme in Singapore

2018

Organisation renamed SHINE Children and Youth Services



2020

Launched Resilience, SHINE's youth mental health service. The launch was officiated by Mr Eric Chua, Parliamentary Secretary for the Ministry of Social and Family Development and the Ministry of Culture, Community and Youth



Received the Star Partner Award at the Public Sector Transformation (PST) Awards Ceremony on 21 Oct 2020, in recognition of Youth COP programme's strong contributions to achieving better outcomes for the Public Service



Received the People's Association Community Spirit Awards 2020 – Community Partnership Merit Award in recognition of SHINE's commendable contributions to the community through the Integrated Care Programme @ North East

2023

Received the Charity Transparency Award for the second consecutive year in 2023

Youth COP programme received the Ministry of Home Affairs National Day Award.

Received the Friends of MSF Award in recognition of SHINE's significant contributions to the communities served by the Ministry of Social and Family Development



2025

Launched grovve, Singapore's first integrated wellness centre for youth mental health

grovve

2011

Launched the Daisy Phay Foundation-Students Care Service Scholarship for full-time Junior College students

2014

Received the Outstanding Community Partnership Award from Clementi Police Division on 14 November in recognition of SHINE's close partnership with and strong support for the Division

2016

Awarded full 3-year CARF Accreditation for attaining international service standards and best practices in youth diversion/intervention programmes

Organised and presented the 2-day International Conference on Children and Youth Work Practice. The conference was officiated by Mr Tan Chuan-Jin, Minister for Social and Family Development

2019

Staff member Mr Lee Seng Meng was conferred the Outstanding Social Worker Award for 2019



2021

Launched the inaugural Nothing Is Impossible campaign, which has since become SHINE's flagship annual fundraising campaign, raising over S\$1.2 million to date

NOTHING IS IMPOSSIBLE
BY SHINE

2022

Received the Charity Transparency Award 2022 on 9 Nov 2022, in recognition of SHINE's strong standards of transparency and governance

Appointed by the Social Service Institute (SSI) as a Training Network Model 2.0 Centre of Excellence, in recognition of SHINE's domain expertise in Children and Youth and Volunteer Management

2024

Received the Charity Transparency Award for the third consecutive year in 2024



Staff member Melissa Ler-Lim was conferred the Outstanding Social Worker Award for 2024



2026

The Youth COP programme was recognised with the Outstanding Social Work Award (Practice).



BOARD MEMBERS

Appointed on 19 August 2025



Mr Lim Tuang Liang
Chairperson
Government Chief
Sustainability Officer,
Ministry of Sustainability
and the Environment



Ms Poh Hwee Hian
Vice Chairperson
Senior Vice President,
Commercial & Marketing
Development (Food Solutions)
SATS Ltd



A/P Wong Yuh Ju, Peace
Honorary Secretary
Associate Professor,
National University of Singapore



Mr Ng Ying Yan, Damien
Honorary Treasurer
Managing Director,
AllianceBernstein (Singapore) Ltd.



Mr Lim Tze Chern
Member
Executive Director,
Nomura Singapore Limited



Mr Dinesh Subramaniam
Member
Vice President,
Group Communications,
Capitaland Investment



Mr Low Hsien Yang, Colin
Member
Chief Executive Officer,
Patience Lifestyle Pte Ltd



Mr Lue Kok Keong, Eric
Member
Director,
The Social Equity Pte Ltd



Ms Lim Lei Theng
Member
Partner,
Allen & Gledhill LLP



Ms Sim Hui Ting
Member
Group Director,
Skills & Workforce
Development Agency

SERVICE ADVISORY COMMITTEES AND SUB-COMMITTEES

Service Advisory Committee

The Committees support and provide advice, inputs and resources on service programmes, operational issues at the service level and to support staff on the strategic directions of the service. The Service Advisory Committees are resource panels and do not have executive powers.

Educational Psychology Group (EPG) Advisory Committee

Chairperson Ms Poh Hwee Hian
Members A/P Jonathan E. Ramsay
Mr Alex Wang Jin Rong

Schools and Communities Group (SCG) Advisory Committee

Chairperson Mr Lue Kok Keong, Eric, PBM
Members Ms Lisa Gainer
Ms Maureen Fung
Mr Chan Wee Peng
Mr Damien Ler Soon Tien

Mental Health Group (MHG) Advisory Committee

Chairperson A/P Wong Yuh Ju, Peace
Members Dr Koh Liow Ping, Delphine
Dr Meng Zi Jie Aaron
Dr Chung You Jin
Dr Eunice Wong Sook Ping

Research (RSH) Advisory Committee

Chairperson Prof Ang Pei-Hui, Rebecca
Members Mr Lee Tiong Peng, BBM
A/P Alfred Choi
Asst/Prof Gerard Chung Siew Keong
Prof Satvinder Singh Dhaliwal

Specialised Services Group (SSG) Advisory Committee

Chairperson Ms Lim Lei Theng
Members Mr Lee Tiong Peng, BBM
Asst/Prof Kumudhini Rajasegaran
A/P Huan Swee Leng, Vivien, PBM

Sub-Committees

Audit and Risk Management Committee

This Committee functions as a check and balance mechanism to ensure that the organisation complies with the financial practices and policies in accordance with the strategic directions, mission and core values of the organisation. The Committee maintains an oversight of risk management plans including conflict of interest.

Chairperson Mr Lim Tze Chern
Members Ms Lim Lei Theng
Mr Albert Lim Song Khiang, PBM

Finance Committee

The Committee reviews financial policies, procedures and systems in accordance with all applicable laws, statutory and financial requirements.

Chairperson Mr Ng Ying Yan, Damien
Members Mr Lim Tuang Liang
A/P Wong Yuh Ju, Peace
Mr Low Hsien Yang, Colin
Mr Geoffrey Teo Seng Chieh

Daisy Phay Foundation – SHINE Scholarship Award Committee

The Committee directs and administers the Daisy Phay Foundation – SHINE Scholarship Fund in accordance with the objectives of the Foundation Fund, for educational purposes, to support full-time students who are good, deserving and studying in junior colleges and will benefit from some financial assistance during their study.

Chairperson Ms Ivy Goh
Members Mr Ong Chee Siong Gabriel
Mr Low Hsien Yang, Colin
Ms Lim Li Fen

Human Resource Committee

The Committee reviews policies, procedures and systems relating to Human Resource, Staff Welfare, and Compensation & Benefits in accordance with all applicable laws and the latest Employment Act in Singapore and in conjunction with the scope of services of SHINE.

Chairperson Ms Poh Hwee Hian
Members Mr Ng Ying Yan, Damien
Mr Lue Kok Keong, Eric, PBM
Ms Lim Lei Theng
Mr Wan Chee Foong
A/P Wong Yuh Ju, Peace

Fundraising Committee

The Committee supports SHINE's annual fundraising plan, map strategies and contribute ideas to achieve the annual target as set by the Board while observing good governance.

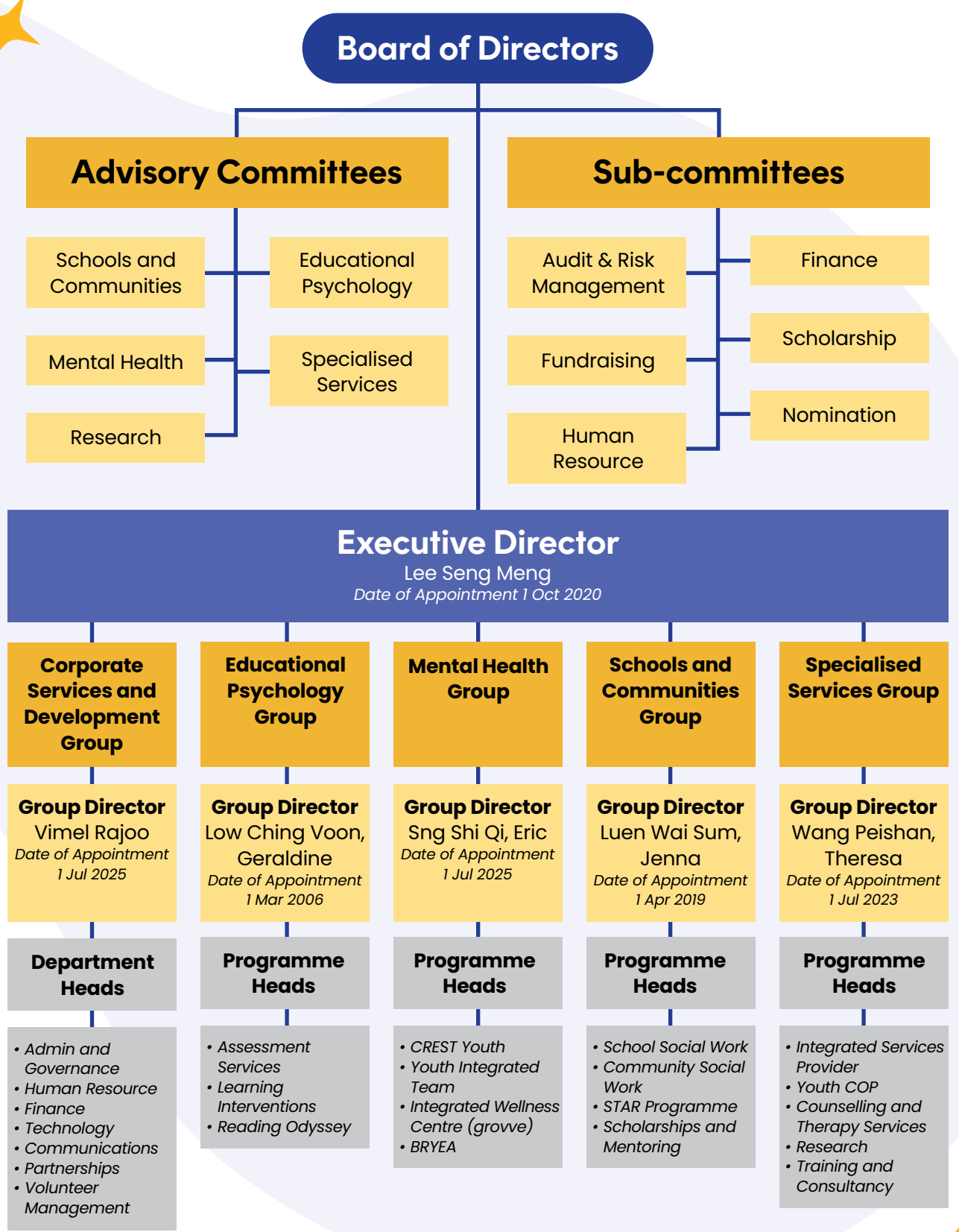
Chairperson Mr Dinesh Subramaniam
Members Mr Ang Kian Peng
Ms Lum Kien Theng, Carol
Mr Low Hsien Yang, Colin
Mr Lee Sao Wei, Alex
Ms Tan Siok Hoon

Nomination Committee

The Committee assists the Board in ensuring that the Board retains an appropriate structure, size, diversity and balance of skills to support the strategic objectives and values of the organisation. The Committee oversees arrangements for Board appointments including election process and succession planning.

Chairperson A/P Ang Seng Bin, BBM
Members Ms Morene Sim
Mr Goh Chee Kong, PBM
Mr Wan Chee Foong
Mr Lim Tuang Liang

ORGANISATION STRUCTURE



Chapter One: How It All Began

The following is excerpted from a series of interviews with Mrs Chuah Yin May. Quotes have been lightly edited for clarity.

"A key milestone was the establishment of a first community-based centre, the Clementi Centre in 1983.



Outside Clementi Centre, 1983

This was our pioneering effort to establish a specialisation in community-based school social work practice in the social service landscape.

As an agency working between school and family in the context of the community, it greatly enhanced the partnership between teachers and families in building student resilience. Together, we could swiftly respond to the needs of the students.



Students during a learning support session

We were driven with the principle of bringing service to the doorstep of the clients. We saw this come to life through our Chairman, Mr Eric Low, who had the vision to go out and reach out to the community by setting up centres in the heartlands, even before the rolling out of Family Service Centres.



Chuah Yin May (front, centre) and Mr Eric Low (back row, third from right), 1980s

And together with this, we were able to start the Educational Psychology Service, which addressed a significant service gap at the time. We humbly became the first Voluntary Welfare Organisation to do so, despite having limited resources. Yet we were gung ho enough! The Board simply said, 'We believe in it! We're convicted, and we'll do it!'

That was the spirit and a sort of audacity and willingness to take risks (in a good way), venturing into unknown areas because we knew the needs were there. We were very willing to put in the resources to serve the students.



Clementi Centre Staff Members, 1980s

The other spirit is our progressive mentality, we are always pioneering, identifying service gaps, not staying complacent."

Mrs Chuah Yin May
First Executive Director of Students Care Service (now SHINE), 1993–2000

Yin May's involvement in Students Care Service and SHINE spans across a spectrum of roles and responsibilities between 1976 to 2015 (a total of 33 years), from a Social Worker, to Senior Social Worker, Principal Social Worker, Executive Director and subsequently Director, Training & Consultancy Division.



Chapter Two: A Journey Still Unfolding

Inspired by the popular "meeting your younger self for coffee" reflection, Melissa imagines a conversation between the social worker she was in 1997 and the practitioner she has become today.

"Coffee with My Younger Self"

I met my younger self for coffee today.

She was starry-eyed and excited, having just joined Students Care Service Clementi Centre.

She smiled and asked, "So... what does our journey look like? Do we become like our favourite youth social worker from that Hong Kong drama?"



A favourite Hong Kong drama that takes Melissa back to the early days of her career.

[Image courtesy of Fortune Star Media Limited]

I couldn't help but laugh.

"It'll be meaningful," I told her. "You'll always want to do your very best for the children and youths you journey with. But there will also be difficult moments—times when someone doesn't make the progress you hoped for, and you'll wonder whether you could have done more."

"You'll eventually learn that real life isn't like the dramas we grew up watching. Not every story has a neat ending, and not every outcome is yours to carry. What will make all the difference is having teammates who will walk alongside you, remind you you're not alone, and help you keep going."



The work was never easy but having a team to learn, lean on and grow with made all the difference.

She grew quiet for a moment, taking it all in. Then she looked up and asked, "Growing up as a social worker sounds like it has its ups and downs. What other challenges are waiting for us? Did we ever give up?"

I reached across the table and held her hand. "You've never been a quitter. You'll love journeying with children and youths. The bigger challenge will come later, when you begin leading people instead of just programmes. You'll have to discover what kind of leader you want to be. There will be difficult conversations and moments of self-doubt, but you'll also be given the space to learn, stumble, grow and find your own leadership style."

She smiled.



From supporting children and youths to nurturing future social workers, Melissa's journey came full circle as she mentored NUS undergraduates.



"What keeps us going all these years? Don't we ever get bored?"

"Oh, you'll have plenty of adventure," I laughed.

"You'll work across so many different parts of SHINE—from supporting primary school children, to journeying with youth offenders, to working with an incredible community of volunteer mentors across Singapore. You'll even have the opportunity to go on secondment."



"Each chapter will teach you something new. And each time, you'll find your way back to SHINE with fresh perspectives and an even deeper appreciation for why you started."

She stirred her coffee thoughtfully.

"So... do we make a difference? Do we ever lose our passion?"

I smiled.

"Not at all."

"Our passion doesn't fade—it matures."

"Over time, you'll discover that impact isn't only found in the children and youths you journey with. It's also found in helping younger practitioners find their own voice, grow in confidence, and develop their craft. You'll realise that learning never really ends. We keep learning from one another, and in doing so, our purpose is continually renewed."

She glanced at her watch.

She had an evening home visit to get to.

I had loved ones waiting for me at home.



Through every chapter of her journey, Melissa found purpose not only in the lives she touched at work, but also in the family who journeyed alongside her.

As we stood to leave, we smiled at one another and said,

"I hope we'll meet again for coffee someday."

Mrs Melissa Lim-Ler began her journey with SHINE in June 1997, joining Students Care Service as a Social Worker, fresh out of the National University of Singapore with a Bachelor of Social Science (Honours) in Social Work. Over the next three decades, she grew alongside the organisation to become a Principal Social Worker, while her passion for developing children, youths and fellow practitioners remained as strong as ever. In 2025, she was honoured with the Outstanding Social Worker Award (OSWA) in recognition of her dedication and impact.

Chapter Three: Carrying the Mission Forward



“My internship experience at SHINE was vibrant, empowering, and full of opportunities. I was trusted with responsibilities and exposure that I never expected, and I had the flexibility to explore different programmes based on my interests, with my supervisor actively creating opportunities for me to learn and grow.

ideas are respected, your contributions are valued, and your work is meaningful. It was the consistent sense of trust, warmth, and encouragement that made me realise SHINE was a place where I could continue learning and growing, develop into the professional I aspire to be, and build a meaningful career.”

What makes SHINE special to me is the supportive culture that regardless of whether you're an intern or a staff member, your

Tan Yi Lin
Intern (May to July 2022) to
Social Worker (May 2023 to present)



“My internship at SHINE was both a privilege and a humbling experience. As a young undergraduate, I was trusted to journey alongside young people through their most vulnerable moments.

This helped me appreciate what makes us SHINE – a genuine belief in its people, one that's lived out every day. From valuing my perspectives even as an intern, to allowing me the space to grow through mistakes, to witnessing leaders intentionally invest in every staff – these moments mattered. It wasn't one defining moment, but an accumulation of seemingly ordinary moments of struggles and growth, leadership and a quiet conviction to serve, that reaffirmed my belief that SHINE is where I feel aligned and where I hope to keep growing as a social worker.”

Adeline Han
Intern (May to July 2013) to Volunteer (2013 to 2016)
to Social Worker (Aug 2016 to Present)



INTERNATIONAL CONFERENCES, PRESENTATIONS & LEARNING EXCHANGES (FY25/26)

Overseas Presentations

Jul 2025 | Malang, Indonesia
Singapore International Foundation
“Teacher Counselling and Building
Students’ Resilience In Education”
(T-Care) Project

From Learning to Action: Building
Collaborative Ecosystems of Care
for Youth [Trainer]



Jenna with the organisers following the
conclusion of her training

**Sep 2025 | Vanderbijlpark,
South Africa**
SWIS International Conference
on School Social Work

Empowering Futures:
The Daisy Phay Foundation-SHINE
Scholarship and Mentoring
Programme [Oral Presentation]



The SSW Team with other South African
delegates at SWIS, ICSSW 2025

**Sep 2025 | Vanderbijlpark,
South Africa**
SWIS International Conference
on School Social Work

Empowering At-Risk Youth as Leaders:
Innovative & Impactful Approaches
in SHINE Children and Youth Service's
After School Engagement Programme
[Workshop Presentation]



The SSW Team with Dr Marelize Vergottini,
Organising Committee, SWIS International
Conference on School Social Work 2025

**Sep 2025 | Vanderbijlpark,
South Africa**
SWIS International Conference
on School Social Work

Protective Factors in Focus:
A Dual Perspective on Casework
Intervention in School Social Work
to enhance Students' Wellbeing
[Oral Presentation]



Adrian and Valerie presenting at SWIS
2025 in South Africa

Oct 2025 | New York, USA
Friends of the Children (FOTC)

Study trip to FOTC and other
organisations in New York City
supporting children and youth,
including philanthropic funders



STAR Team, with Liwen and Seng Meng,
outside the FOTC New York Office

Nov 2025 | Kuala Lumpur, Malaysia
Global Youth Work Conference



Choon Wei, Valerie and Jason at
Global Youth Work Conference 2025

Feb 2026 | Tokyo, Japan
2nd Tokyo Global Forum on Children

Adolescent Mental Health in
Singapore [Oral presentation,
co-presented with MSF]



Eric presenting on youth mental health in
Singapore at the 2nd Tokyo Global Forum
on Children

Local Presentations

Jul 2025 | 1st Youth Mental Health Summit

Scroll, Share, Support: What Youths Say About Mental Health Online [Oral Presentation]



Eric sharing findings from Myloh, social media and mental health studies at the 1st Youth Mental Health Summit 2025

Jul 2025 | Singapore Mental Health Conference 2025

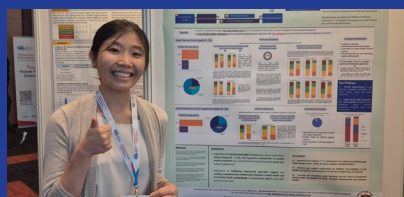
Enhancing Youth Mental Health Engagement Through Myloh, An AI-Driven Mental Health App: Perspectives of Youths and Practitioners [Poster]



Nicole and Eric by their poster on the use of Myloh in Mental Health Practice

Jul 2025 | Singapore Mental Health Conference 2025

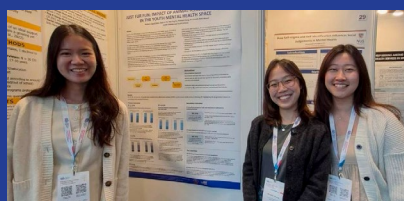
Emerging Need for Ethical and Effective Peer Support Programmes: Impact of Journey-based Peer Supporting in Youth Mental Health [Poster]



Lyon with her poster on Peer Support Programmes at SMHC 2025

Jul 2025 | Singapore Mental Health Conference 2025

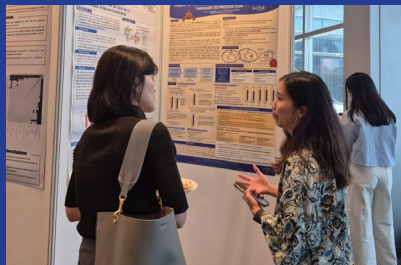
Just Fur Fun: Impact of an Animal-Assisted Activities in the Youth Mental Health Space [Poster]



Hazel, Hannah and Ying Jie standing by their poster at SMHC 2025

Jul 2025 | Singapore Mental Health Conference 2025

Project C2: Re-envisioning Mental Health Services through Co-Production [Poster]



Yi Lin taking questions from an SMHC delegate on Project C2, SAMH 2025

Nov 2025 | NUS SSR-TOUCH Conference

Training Community Advocates: Building Future-Ready Communities Through Peer Support for Youth Non-Suicidal Self-Injury [Presentation Booth]



Elizabeth presenting the Walk With Me poster to other conference delegates



Lyon speaking with a conference delegate at the presentation booth

Mar 2026 | LCG's 10th Year Celebration & Third Grant Call Award Ceremony

The Impact and Future of Practice Research [Panellist]



Seng Meng speaking at the Panel on The Impact and Future of Practice Research

Mar 2026 | Social Work Academia-Practice Symposium 2026

Exploring Opportunity Gaps in Early Childhood: A Mixed-Method Study of Activity Exposure across SES Groups [Oral Presentation]



Azad presenting findings from the STAR team's practice research at SWAPS 2026

Mar 2026 | Social Work Academia-Practice Symposium 2026

Integrating AI and Technology to Social Service Practice: Adopting a Humanistic-centric Lens in Digital Transformation [Oral Presentation]



Jeric presenting on SHINE's digital transformation at SWAPS 2026

Mar 2026 | Social Work Academia-Practice Symposium 2026

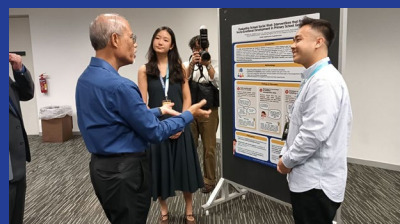
Capability Building Begins with Community – The SHINE Experience [Main programme-Lightning Sharing]



Melissa and Gabriela presenting on SHINE's experience in building its Community of Supervisors, SWAPS 2026

Mar 2026 | Social Work Academia-Practice Symposium 2026

Evaluating School Social Work Interventions that Foster Socio-Emotional Development in Primary School Groupwork [Poster]



Jermaine and Faiz speaking with Mr Masagos Zulkifli, Minister for Social and Family Development at their poster presentation

LIST OF CONTRIBUTIONS



An exploratory study on the social coping of youths with Autism



Standards for School Social Work Practice



School Social Work: A Guide to Programme Planning and Evaluation



The Practice of Group Work: Tips on Starting a Group



Apart or a Part: The Social Worker's Multiple Journeys



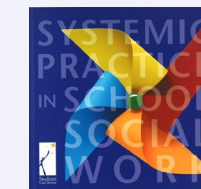
The SMP Handbook on Mentoring, Friendship, Support and Guidance



Raising your Family EQ



A Hand To Hold



Systemic Practice in School Social Work

A selection of recent publications and conference presentations is featured here. For the full list of SHINE's publications and presentations, please visit our website.

Journal Publications & Book Chapters

- Yeo, G., Reich, S. M., Liaw, N. A., & Chia, E. Y. M. (2024). The Effect of Digital Mental Health Literacy Interventions on Mental Health: Systematic Review and Meta-Analysis. *Journal of Medical Internet Research*, 26, e51268. <https://doi.org/10.2196/51268>
- Liu, D., Woo, P., Chia, E. Y. M., Pek, J. H., & Yu, X. (2023). Bringing strengths and differences to the table – challenges and opportunities in practitioner-researcher collaborations. *Asia Pacific Journal of Social Work and Development*, 33(4), 295–312. <https://doi.org/10.1080/02185385.2023.2227978>

Research & Conferences/Seminar Presentations

- Sng, E. (2024). Digital Mental Health in Practice – What Have We Learned? Presented at the Social Service Research Centre Conference – Youth Mental Health Landscape 2024, Singapore
- Liaw, N., Chia, E. Y.M., & Sng, E (2023). Understanding Singaporean Youths' Mental Health Literacy and Use of Social Media as a Mental Health Resource. Poster presented at the Mental Health Conference, Singapore
- Liaw, N., Chia, E. Y.M., & Ho, Gwen. M.C. (2023). Examining Practitioners' Preparedness and Perceived Competence in Suicide Intervention for Youths with Acute and Chronic Risks. Poster presented at the Society of Behavioural Health Science Conference 2023
- Lim, Melissa (2023), "Crisis Management in Social Service Organizations". Presented at ASEAN Social Work Education and Social Development Conference 2023, Hanoi Vietnam
- Liu, D., Woo, P., & Chia, E. Y. M. (2023). Journey of a volunteers-led Research Collaborative: Reflections, Learnings and Challenges. Paper presented at 6th International Conference on Practice Research, Aalborg, Denmark
- Liaw, N., Chia, E. Y.M., & Ho, Gwen. M.C. (2023). Practitioners Intervening with Youths with Suicide Risks in Singapore – Reflections of a practice-research collaboration on understanding practitioners intervening with youths with suicide risks in Singapore. Poster presented at the 6th International Conference Practice Research, Aalborg, Denmark
- Chia, E.Y.M., Liaw, N., Tok, K.L., Goh, E.C.L., Koh, V., & Choong, D., (2023). School Attendance in Low-Income Families and Children: Exploring parents' and children's perspectives. Paper presented at the 6th International Conference Practice Research, Aalborg, Denmark



OUR IMPACT IN ACTION:

How SHINE Continues
to Empower Children,
Youths and Families Today



IMPACT AT A GLANCE



5
Service Points

138
Staff

828
Volunteers

15,913
Service Users
Supported

108
Community Partners

8,400+
youths engaged
through mental
health support and
wellbeing initiatives

430+
children supported
through literacy and
educational support

650+
parents and caregivers
engaged across our
educational psychology
and school and
community services



ACHIEVEMENT AND AWARDS

Awards Presentation Ceremony
Youth Voices for Change Award



Youth Voices for Change Award:

In recognition of SHINE's
commitment to placing
youth voices at the heart
of the Youth Connect
programme, engaging
youth volunteers to share
their perspectives, shape
programme content and
delivery, and co-create
resources for their peers.



Distinguished Partnership & Achievement Award:

In recognition of SHINE's
exemplary partnership and
outstanding dedication
to the Youth Connect
Programme, and its
innovative approaches to
youth engagement, systems
thinking and adaptability that
have significantly advanced
programme excellence.

Outstanding
Social Work
Awards 2026



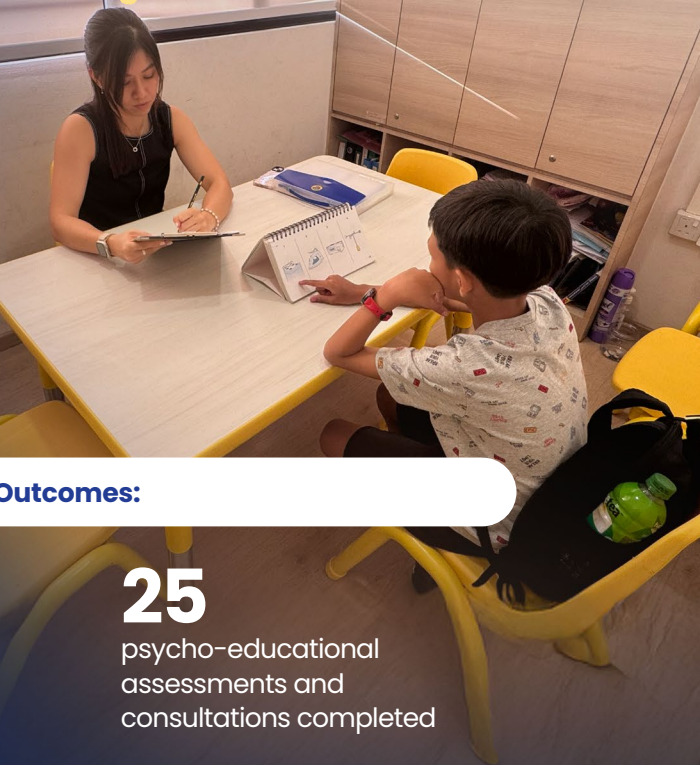
Outstanding Social Work Awards (Practice) 2026:

In recognition of SHINE's
Youth COP programme
and its impactful early
intervention approach,
empowering youths to build
on their strengths, make
positive choices and grow
as leaders who contribute
positively to their schools
and communities.

EDUCATIONAL PSYCHOLOGY GROUP

Engage Enrich Enable (EN3)

En3 provides Psycho-educational Assessment and Consultation Services by educational psychologists, offering insight into a child or youth's learning profile, strengths, developmental needs, and the cognitive skills that influence learning and social coping. These services enrich understanding, empower families and educators, and support informed decision-making while connecting children to appropriate interventions and resources.



Programme Outputs & Outcomes:

59
literacy and language screenings for placement into interventions

21
school readiness screenings
(in collaboration with community partners)

25
psycho-educational assessments and consultations completed



Actualising Learning Potential of Students (ALPS)

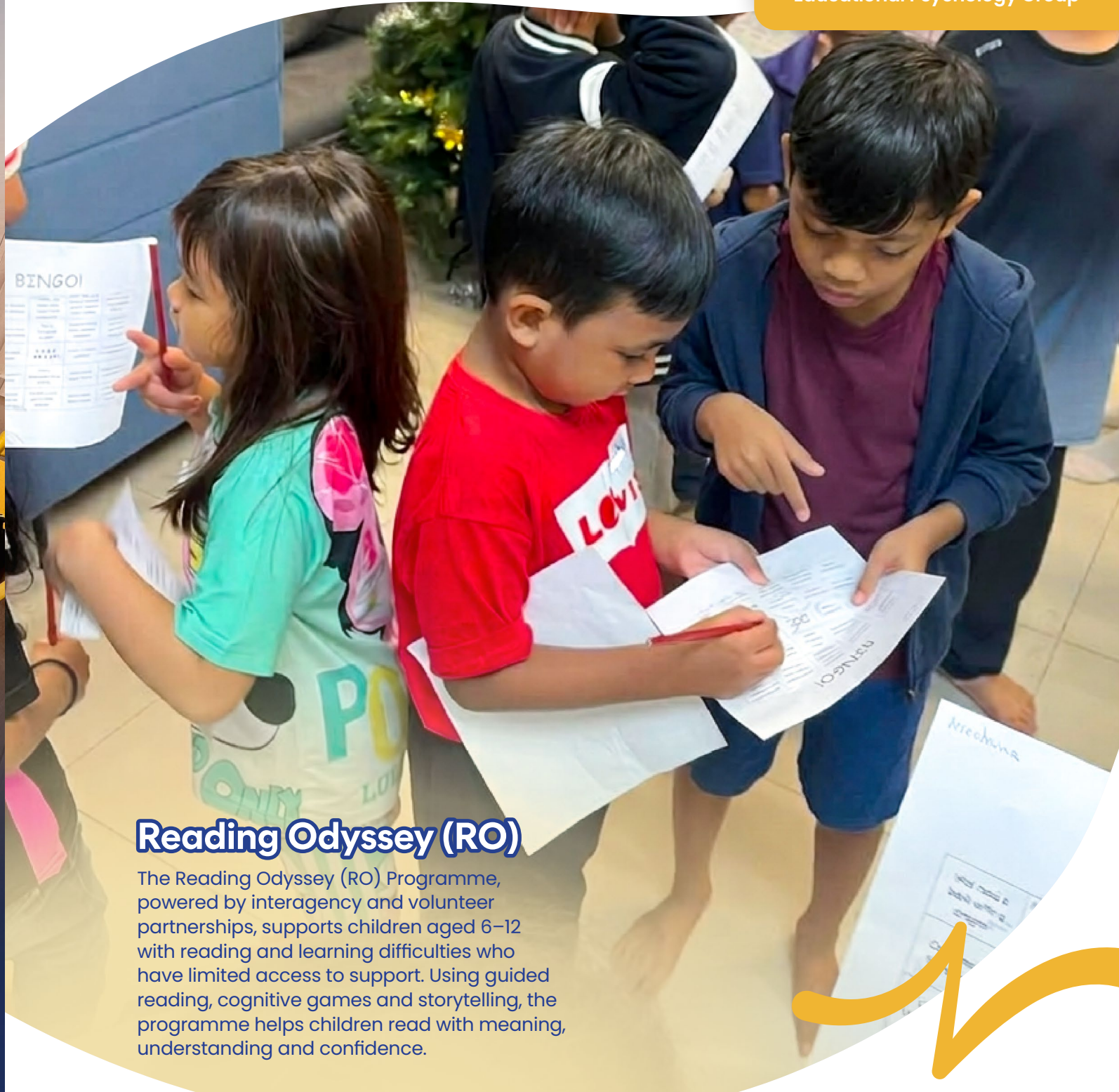
ALPS supports children aged 6 to 12 who are 2-3 years behind their peers in literacy and language skills, including those with mild social and behavioural needs. Using evidence-based, multi-sensory approaches, the programme closes learning gaps while building confidence in a positive learning environment.

Programme Outputs & Outcomes:

Of the **152** children enrolled:
93%
of children show improvement in literacy or language skills

95%
of children show increased confidence to learn

Of the **146** caregivers engaged:
96%
reported feeling more supported and confident in parenting their children



Reading Odyssey (RO)

The Reading Odyssey (RO) Programme, powered by interagency and volunteer partnerships, supports children aged 6-12 with reading and learning difficulties who have limited access to support. Using guided reading, cognitive games and storytelling, the programme helps children read with meaning, understanding and confidence.

Programme Outputs & Outcomes:

21
sites

279
children served

311
volunteers engaged

90%
of children assessed showed Improvement in Word Reading/Reading Comprehension

88%
showed Increased confidence in learning

IMPACT STORY

EMPOWERING DIVERSE LEARNERS: *MANI'S JOURNEY OF TRANSFORMATION

Hidden Barriers

When Mani joined SHINE's Reading Odyssey programme as a Primary 1 student in 2023, volunteers noticed that he often avoided reading and would withdraw when encouraged to answer questions. He also found it difficult to express his frustration. A screening by SHINE later revealed that while Mani could read at an age-appropriate level, his reading comprehension was at Nursery level.

The Power of Specialist Insight

The turning point came through specialist-led case discussions between SHINE staff and the volunteers, where the volunteers were encouraged to reframe Mani's perceived "defiance" as "disconnection". Guided by the ecological model, they shifted their approach from expecting participation to first building trust through cognitive games and activities that felt less overwhelming, helping to reduce anxiety and foster confidence.

Conversations with Mani's mother later revealed that he had been diagnosed with Autism. This deeper understanding enabled the team to further tailor their support to his needs. During group sessions, Mani was given clearly defined roles that provided the structure and predictability he needed to participate with greater confidence. Reading materials were matched to his learning level, while guided reading sessions used carefully scaffolded questions to build on his existing knowledge and help him make meaningful connections to new concepts.

Progress Made: Measurable Growth

Now in Primary 3, Mani has improved in his responsiveness during 1-to-1 guided reading and actively contributes to team games.

- Word Recognition: Advanced from Primary 1 to Primary 5 level (a 4-level jump).
- Reading Comprehension: Progressed from N2 to K2 passages (a 2-level jump).

Impact: Reframing Potential

Mani's journey highlights the power of specialist insight in helping adults see beyond behaviours to understand the needs beneath them. By reframing assumptions and tailoring support to his unique learning profile, Mani gained more than stronger literacy skills. He developed the confidence to participate, read with understanding, and approach learning with greater independence—opening new possibilities for his future.

*pseudonym



Every Reading Odyssey session is another step towards building confidence and a love for reading.

KEY HIGHLIGHTS



Strategic Programme Enhancement and Development of Tiered Services

This year, we refined our Educational Psychology Suite into a tiered service model to better address mild, moderate and complex learning and social needs, while enabling broader community adoption. By leveraging specialist expertise, we focused on bridging research and practice, translating intervention strategies into practical tools for parents and educators.

Partnerships & Scaling: The Reading Odyssey (RO)

Celebrating its 10th anniversary, Reading Odyssey has grown from **2 sites serving 43 children in 2015** to **21 sites supporting 279 children in 2025**, including its expansion into the Brickland community.

This growth has been made possible through the dedication of over **200 community volunteers** and strategic capability building. Through intensive training, consultation and support for complex cases, we have strengthened partnerships with organisations such as Allkin and TOUCH Young Arrows, building a sustainable model to scale literacy support across their community sites.

The impact of the work is most meaningfully felt in small but significant shifts as reflected in feedback and client sharing.



Client Impact:

"Ethan is more willing to cooperate and listen to instructions and took initiative to participate in cognitive games with group members. He improved from reading a primary 1 word list to primary 4 word list and his reading comprehension level has progressed 2 levels!"
- RO Community Partner

Caregiver Empowerment:

One parent shared that while progress takes time, the programme made a significant difference for both her and her child. Another reflected that the sessions helped her better understand the importance of consistency in supporting her child's learning.

These reflections remind us that meaningful change is a shared journey, and we are privileged to partner with families in helping every child realise their potential.



SCHOOLS AND COMMUNITIES GROUP

The Scaffold Programme (TSP)

An early intervention school social work programme that aims to improve students' educational outcomes.

Programme Outputs & Outcomes:

596

students supported

308

parents engaged/ supported

90.4%

of students completed the programme

89.9%

of students gained self-awareness

92.9%

of students acquired knowledge and skills

86.4%

of students applied skills to develop themselves

56.3%

showed improvement in positive youth development outcomes, as measured using the ACT SG pre-post test

Students learning through experiential activities, using strategy-based group challenges to strengthen problem-solving, peer interaction and confidence.

SYNC (School social work for Youth N Children)

A school social work programme that supports primary and secondary school students through tailored interventions that respond to their individual needs, promoting their wellbeing and development.

Programme Outputs & Outcomes:

84

students from 5 primary schools supported

375

students from 13 secondary schools supported

STAR

STAR is a long-term, one-to-one mentoring programme that supports children's social-emotional and educational development, equipping them with the foundations to thrive and achieve greater social mobility.

Programme Outputs & Outcomes:

100

children supported

98

sets of parents/ caregivers engaged

170

volunteers engaged and contributed to the programme

92%

of children showed positive attitude towards learnings

96%

of children demonstrated improvement or maintained high levels of key socio-emotional competencies



The STAR team visited Friends of the Children – New York in October 2025, together with colleagues from another social service agency, to deepen partnerships and exchange insights on impact measurement and best practices in mentoring.



Following weeks of dance lessons, our STAR children took to the stage at the launch of the WeCARE Arts Exhibition at CDC, National Gallery, celebrating their growth in confidence, teamwork and self-expression.



Our STAR children experienced Karang Guni Boy at the Esplanade, enjoying an enriching arts experience that sparked curiosity, imagination and meaningful conversations.

Scholarships/Bursaries

The Daisy Phay Scholarship and Mentoring Programme (DPSM) supports Junior College and Millennia Institute students facing financial barriers through a two-year scholarship programme. Beyond financial support, students receive career mentoring, academic resources and future planning to build self-efficacy, expand their social capital, and prepare for tertiary education and beyond.



Every mentoring journey begins with a conversation as DPSM awardees and their mentors connected for the first time at the programme's inaugural meet-up.



The DPS Award Ceremony 2025, graced by Desmond Lee, marked the launch of the programme's fifth cohort of awardees.

Programme Outputs & Outcomes:

65

awardees across 13 schools

100%

of awardees agreed that the financial support was beneficial

100%

of mentees felt supported by their mentors

80%

of mentees were confident in achieving their aspirations

Clubhouse Collective

Clubhouse Collective is SHINE's community-based initiative supporting children and youths aged 5–21 living in eight public rental blocks in Jalan Bukit Merah. Through sustained social work and community partnerships, the programme strengthens protective relationships, promotes wellbeing and improves pathways towards greater social mobility.

Programme Outputs & Outcomes:

324

children and youth reached

175

children and youth enrolled as Clubhouse members

71%

of members are active participants

84%

of children reported at least one positive change

15%

of youths showed significant improvement in Positive Youth Development outcomes, based on pre- and post-programme assessments using the ACT SG framework



Volunteers supporting Clubhouse members during the weekly study programme.



The SHINE team supporting children and families through the Clubhouse programme.



An afternoon of learning, encouragement and connection at Clubhouse's weekly study programme.

IMPACT STORY

SHOWING UP FULLY, COMMITTED TO EVERY CHILD'S JOURNEY

When Aleesya first joined the STAR Programme, attending school regularly was an uphill battle, as challenges beyond the classroom made it difficult for her to attend consistently. She was just seven, newly starting Primary 1, and struggling to attend consistently—a challenge that chipped away not only at her learning, but at her confidence and sense of belonging.

Aleesya's Professional Mentor, Juliana, knew that lasting change would take more than words of encouragement. It would take showing up—again and again. So she did. Week after week, Juliana walked alongside not just Aleesya, but her mother and her school too, building trust, understanding the real reasons behind the absences, and coordinating support that was practical, consistent, and shaped around Aleesya's needs.

Slowly, things began to shift. Through regular mentoring sessions and close collaboration with family and teachers, Aleesya started building healthier routines and a stronger belief in herself. Each small win added fuel to the next. Her motivation to attend school grew, and so did her sense of self.

Today, as Aleesya enters Primary 3, she attends school consistently and approaches each day with greater confidence. Supported by a trusted network of adults at home, in school and through STAR, she continues to make steady progress in her learning and development.

Last year, that journey was recognised when Aleesya received a school award—a milestone that spoke to far more than attendance. It reflected her resilience, her growth, and her determination to keep going.

Aleesya's story is a powerful reminder: meaningful change rarely happens overnight. It's built through trusted relationships, steady support, and a community that shows up around a child, together. At STAR, our Professional Mentors journey with every child for the long haul, partnering with families and schools to create change that lasts. Because when a child is surrounded by consistent care and belief, they are empowered to realise their full potential.



Aleesya with her Professional Mentor (left) and her mother (right) at the awards ceremony in school.

IMPACT STORY

THE GIFT OF GROWING TOGETHER

The DPSM Programme recognises that students from families with limited financial resources may face barriers beyond finances, including limited access to social capital, guidance, institutional knowledge and educational resources. A key component of the programme is pairing each awardee with a volunteer mentor—an accomplished professional in the scholar’s field of interest.

This is how Kugan and Dr Derek first met. Kugan had just entered junior college and was adjusting to greater academic demands, new co-curricular commitments and unfamiliar social circles, while also wondering what the future might hold. Although he aspired to become a doctor, he had no one in his immediate circle who could answer his questions or guide him on the path into medicine.

Through Dr Derek, Kugan found someone who understood the healthcare profession and was eager to open doors for him. Visits to the clinic, opportunities to observe medical procedures and clinical attachments gave Kugan a clearer idea of what his future could hold. Inspired by these experiences, he even started a volunteer initiative in his school to support patients.

Beyond helping Kugan chart a path towards his future, Dr Derek also became someone he could lean on during difficult moments. When Kugan did not do well in his examinations, Dr Derek offered encouragement, perspective and a safe space to reflect on how he could move forward.

Dr Derek has gained much from his journey with Kugan, reflecting, “I’m just struck by the resilience of young people when given the right support. I’ve reflected on the ability to listen, to be encouraging, to provide an empathetic ear, and I think that really does make a difference.”



Kugan (left) and Dr Derek (Right) reflecting on their mentoring journey together.

SPECIALISED SERVICES GROUP

Youth COP

Youth COP is an award-winning leadership development programme for youths aged 13–16. Through its recognised early intervention approach, the programme builds resilience, confidence and a positive sense of purpose through mentoring, leadership opportunities and community engagement, strengthening positive decision-making, fostering pro-social behaviour, and empowering youths as ambassadors for crime prevention.

Programme Outputs & Outcomes:

93% of youth gained awareness of laws and consequences

92% of youth gained knowledge of personal and social skills

93% of youth achieved programme outcomes

88% of youth developed a positive self-identity through positive contributions and interactions



Targeted Interventions

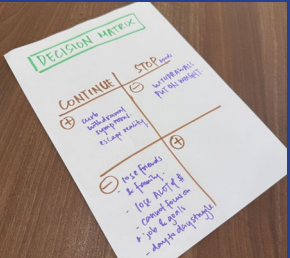
Targeted Interventions support youths in reintegrating into the community by building the resilience and competencies needed to remain crime- and drug-free and lead productive lives.

SHINE’s Targeted Interventions @ West and @ North East are MSF-appointed Integrated Service Providers (ISPs) delivering Youth-at-Risk Programmes—including the Guidance Programme, Youth Enhanced Supervision Scheme and Triage—in partnership with law enforcement agencies to help youth offenders below 21 rehabilitate in a community setting.

Programme Outputs & Outcomes:

92% of youths in the Guidance Programme steered away from crime and completed their programme with Satisfactory Closure

78% of youths in the Youth Enhanced Supervision Scheme stayed away from illicit substances and completed their programme with Satisfactory Closure



A youth who participated in the Youth Enhanced Supervision Scheme shares his experience during an editorial interview with Mothership. Photographs reproduced with permission.

SHINE Individual and Family Therapy (SH.IFT) Service

SH.IFT provides counselling and family therapy for children, youth and families navigating life transitions, trauma, mental health concerns, behavioural issues and family conflict during adolescence and early adulthood. Addressing a gap in accessible support for complex, multi-systemic needs, SH.IFT delivers competent, non-stigmatising and client-centred care.

Programme Outputs & Outcomes:

24

youths served

13

parents/caregivers served

100%

of clients reported that sessions helped them gain new insights

100%

of clients reported they have learnt to cope better

100%

of caregivers / parents reported sessions helped them to understand their child better and better manage their child

“MY HUSBAND AND I TRULY APPRECIATE THAT WE HAVE AN AVENUE TO SHARE ABOUT OUR INADEQUACIES AND FEARS OF PARENTING. THERE’S NO JUDGEMENT BUT GENUINELY WANTED THE FAMILY UNIT TO GROW STRONGER.”

– Mother

“THE SESSIONS REALLY HELPED ME FEEL HEARD. MY CASEWORKER DIDN’T JUST GIVE ADVICE — THEY ACTUALLY LISTENED AND HELPED ME FIGURE THINGS OUT ON MY OWN. I’VE LEARNED TO MANAGE MY STRESS BETTER AND UNDERSTAND WHY I REACT THE WAY I DO SOMETIMES.”

– Youth

IMPACT STORY

A JOURNEY OF GROWTH AND RESILIENCE

Twin brothers P and G (pseudonyms) joined the Youth COP Programme in Secondary 1. During that time, they were navigating several areas that affected their well-being and engagement in school, including difficulties with punctuality and attendance, financial constraints at home, low self-confidence, and coping with challenges.

After joining the programme, they committed to improving their attendance, academic performance and peer relationships. Although initially disappointed when they were promoted only to Associate Members with half-membership due to their punctuality issues, they were encouraged to take on leadership opportunities. With guidance from their youth worker, they successfully emceed a programme ceremony, an experience that strengthened their confidence and motivated them to continue improving.

Through sustained casework support, regular home visits and strong partnerships between the school, social services and the Police, the brothers gradually overcame their attendance and punctuality challenges. They progressed from Associate Members to Senior Members, and eventually attained Consultant Member status. In recognition of his growth, one of the twins also received the Promising Youth COP of the Year Award in 2022.

Today, both brothers are pursuing courses of their choice at polytechnic and continue to give back as Alumni Leaders in Youth ALIVE!, reflecting the lasting impact of sustained youth development, strong community partnerships and believing in the potential of every young person.



Twin brothers P and G, along with their Youth COP peers, delivered a joint presentation to their principal to rally support for a donation drive aimed at preparing care packs for migrant workers during the COVID-19 pandemic.

IMPACT STORY

BLOOMING AGAINST THE ODDS

JY's journey is one of resilience, growth and determination.

As a youth formerly in the Guidance Programme, JY initially struggled to comply with programme expectations and even received a stern warning from his social workers. Academically, he was failing several subjects and, at one point, considered leaving school after Secondary 3. His parents, too, found it difficult to cope with the challenges of supporting him, leaving the family feeling overwhelmed.

During one family session, JY's social workers shared a simple but meaningful analogy. While some children are like dandelions that are able to adapt and flourish in different environments, others are more like orchids, requiring the right balance of support, guidance and nurturing before they can truly flourish. They encouraged JY's parents to see that, with the right environment, he too had the potential to bloom.

With his family's support and the guidance of his social workers, JY gradually began creating those conditions for himself. He persevered through academic setbacks, overcame periods of self-doubt and learnt to navigate peer influences with greater confidence and maturity. Through persistence and determination, he completed both his N- and O-Level examinations and is now pursuing his education at a polytechnic.

Along the way, JY became more intentional about the choices he made and the company he kept. He learnt to cultivate healthy relationships, make thoughtful decisions and take ownership of his own growth.

Today, JY has blossomed into a responsible young adult who balances maturity with his naturally fun-loving spirit. In recognition of his remarkable transformation, his social worker, Ms Li Ping, nominated him for the Blooming Orchid Award, which he received as part of the Youth Achievement Awards at the Youth Care Local Network North East Appointment and Awards Ceremony in October 2025.

Watching JY receive the award as his parents proudly captured the moment was a powerful reminder that, with patience, perseverance and the right support, every young person has the potential to bloom.



A proud milestone for JY (right) as he receives the Blooming Orchid Award from Guest of Honour, Mr Goh Pei Ming.

KEY HIGHLIGHTS

Youth Care Local Network

The Youth Care Local Network (YCLN) was initiated by SHINE in the West region in 2017 and expanded to the North East in 2021. Bringing together schools, community organisations, social service agencies, hospitals and law enforcement partners, YCLN strengthens cross-sector coordination to better support youths within each region.

During the year, YCLN sessions in both regions deepened partners' understanding of complex youth and child protection journeys, covering the continuum of care from early intervention to rehabilitation. Partners also explored practical strategies for supporting youths with behavioural challenges, including those associated with ADHD and autism, equipping practitioners with insights to better support young persons and their families.

YCLN continues to foster communication, referrals, shared learning and collaboration across agencies, enabling more coordinated responses to emerging youth issues and service gaps. The platform also supports shared learning and the exchange of practice insights, strengthening the collective capacity of professionals working with youths.

A key milestone was the inaugural YCLN North East Appointment and Awards Ceremony, graced by Mr Goh Pei Ming, Minister of State for the Ministry of Social and Family Development and the Ministry of Home Affairs. The ceremony welcomed 48 new YCLN members and recognised 31 partners and organisations, along with five youth award recipients.

Today, YCLN comprises 101 members across the West and North East networks, reflecting a shared commitment to strengthening partnerships and improving outcomes for youths-at-risk.

YCLN North East Appointment & Awards Ceremony



YCLN West Networking session



KEY HIGHLIGHTS

Youth COP Social Impact Guarantee

SHINE marked a significant milestone with the launch of the Social Impact Guarantee (SIG) for Youth COP, the second initiative of its kind in Singapore and globally. The launch was graced by Mr Eric Chua, Senior Parliamentary Secretary for the Ministry of Social and Family Development and the Ministry of Culture, Community and Youth.

The SIG is an outcomes-based funding model that aligns funding with clearly defined and measurable social outcomes. By linking funding to the achievement of these outcomes, it provides funders with greater confidence in the impact of their contributions, with funds returned if the agreed outcomes are not met.

The initiative was made possible through strong cross-sector partnerships. Do Good International Foundation serves as the Outcomes Funder, Changi Foundation as the Guarantor, and Tri-Sector Associates as Technical Advisor, with valuable support from raise Singapore, the National Council of Social Service and the Community Foundation of Singapore.

Building on Youth COP's strong track record and the trust of schools and community partners, the SIG represents a new approach to scaling evidence-informed programmes while strengthening sustainability and long-term social impact.



MENTAL HEALTH GROUP

CREST Youth

CREST Youth is an Agency for Integrated Care (AIC) funded programme that provides emotional support to youths in psychological distress, as an in-person First Stop for Mental Health. SHINE is appointed as the agency covering the Clementi and Jurong East regions.

Programme Outputs & Outcomes:

4,820
youths
outreached to

1,223
youths strengthened
their mental health
literacy and ability to
cope with psychological
distress through
individual and group
support, as well as
psychoeducation

481
caregivers gained
knowledge and skills
to better support their
child's psychological
distress and
mental wellbeing

100%
of youths and
caregivers satisfied
with individualised
services provided



Youth Integrated Team (YIT)

YIT is an Agency for Integrated Care (AIC) funded programme that provides community-based mental health assessment, therapeutic intervention, case management for youths with mild mental health conditions while monitoring and checking in with the youth before, during and after intervention has been provided. SHINE is appointed as the agency covering the Clementi and Jurong, as well as Hougang, Serangoon and Seng Kang regions.

Programme Outputs & Outcomes:

705
youths supported
through mental
health services

295
caregivers engaged
to better support their
child's psychological
distress and
mental wellbeing

> 90%
of youths and
caregivers were
satisfied with the
services provided



Building Resilience via Youth-friendly, Evidence-informed Approaches (BRYEA)

BRYEA is a three-year initiative supported by CapitaLand Hope Foundation (CHF). Serving youths aged 12–25 across Singapore, BRYEA provides youth-friendly, evidence-informed mental health support that complements existing services for youths already receiving support, while also encouraging help-seeking among those who may prefer more accessible and alternative approaches to improving their mental wellbeing. The initiative comprises two programmes: **Walk With Me (WWM)**, a six-month peer support programme, and **Just Fur Fun (JFF)**, a group-based feline Animal-Assisted Service.



Programme Outputs & Outcomes:

Since its inception in Jun 2025,

- 3

Walk With Me (WWM) programme runs launched, engaging 28 youths in peer support journeys
- 70

youths successfully completed JFF across 6 programme runs
- > 70%

of participating youths reported increased positive attitudes towards seeking mental health support and/or reaching out to peers
- 71

community and CHF volunteers collectively served in BRYEA



grovve

grovve is Singapore's first Integrated Wellness Centre for youth, bringing together partners across the mental health ecosystem to provide seamless, youth-friendly support. Co-designed with youths and caregivers, grovve empowers young people to navigate their mental wellness journey while fostering a community of peer support and belonging.

Programme Outputs & Outcomes:

- > 17,000

visitors
- 6,446

youths engaged through information, referrals and wellness activities
- 5,269

youths engaged across digital platforms
- 130

referrals to onsite partners

KEY HIGHLIGHTS



Resil!ence Turns 5

SHINE embarked on its journey of providing youth mental health services in 2020. What began with a single programme and a team of five staff has grown into five programmes supported by more than 45 staff, delivering a range of Tier 1 to Tier 3 mental health services.

Over the past five years, together with our dedicated staff, volunteers, community partners and seasonal interns, we have continued to strengthen youth-friendly practices and approaches to better meet the evolving needs of young people.

grove launch

On 1 November 2025, Singapore's first Integrated Wellness Centre for youth mental health, grove, was officially launched. The milestone marked the culmination of a journey that began in 2021, when early conversations about creating a "wellness village" to support young people's wellbeing evolved into a National Council of Social Service (NCSS)-led initiative.

Today, grove brings together Social Service Agencies and community partners to provide young people aged 13 to 25 with a range of Tier 1 to Tier 3 mental health services, delivered through both in-person and digital platforms.

SHINE is privileged to be part of this collective as both the Backbone agency and a Tier 1 service provider, working alongside Brahm Centre, Limitless and TOUCH, which provide Tier 2 and Tier 3 services.

OUR COMMUNITY OF SUPPORT:
PARTNERSHIPS, FUNDRAISING
AND VOLUNTEERING

Every partnership, fundraising effort and act of volunteerism contributed to creating brighter possibilities for children, youths and families. Featured below are a few highlights from the many who journeyed alongside us this year.

SHINE Charity Golf
2025: Swinging for
Brighter Futures

On 30 May 2025, SHINE Children and Youth Services hosted its annual Charity Golf at Tanah Merah Country Club, bringing together corporate partners, donors, golfers and community supporters in support of children, youths and families.

Organised entirely by SHINE staff, the event featured a thoughtfully curated programme of on-course activities, a charity auction, lucky draws and an appreciation dinner. The engaging programme, warm hospitality and seamless organisation were met with overwhelmingly positive feedback from participants. Together, the event raised more than \$300,000 to advance SHINE's mission of empowering children, youths and families to thrive.

Beyond fundraising, the event strengthened community partnerships and raised awareness of the growing needs of children and youths in Singapore. SHINE extends its heartfelt appreciation to all sponsors, donors, volunteers and participants whose generosity made the event a success.

Givers Connection
2025: The Magic
of Giving

Volunteers are valued partners in creating safe spaces, meaningful relationships and opportunities for children and youths to thrive. Givers Connection is SHINE's annual appreciation event celebrating the shared impact made possible through the dedication of our volunteers and partners.

Held on 8 November 2025, the event featured interactive activities, heartfelt client tributes, volunteer recognition awards and inspiring stories from former clients who now serve as volunteers, reflecting the transformative power of giving back.



Givers Connection celebrates a community united by the belief that lasting change begins with people who choose to give their time, care and commitment.

"In Youth ALIVE!, I had the opportunity to organise events, take part in meaningful outreach efforts such as engagement sessions with children and sports activities with migrant brothers. Through these experiences, I continued to grow in leadership, teamwork, and the confidence to engage with people from all walks of life."

— Loh Yue Ling, Youth ALIVE! and SHINE volunteer

DONORS AND PARTNERS

Donors (S\$5,000 and above)

- 4R Dental Pte Ltd
- Aegis Building & Engineering Pte Ltd
- Albizia Capital Pte Ltd
- Alexis Teo
- AlphaSoc
- Amy Ang
- Ang Su Yin Angelina
- Angelynay Tay
- Angles World Pte Ltd
- Anthony Tan Ping Yeow
- Aranda Investments Pte Ltd
- AXS Pte Ltd
- Azalea Investment Management Pte Ltd
- Bee Lian
- BHL Hope & Love Fund
- CapitaLand Hope Foundation
- Chan Wei Teck
- Changi Foundation
- Chen Holdings Pte Ltd
- Chen Zijuan
- Chew How Teck Foundation
- Chia Jin Hui
- China Classic Pte Ltd
- Chin Hong Ern, Stephen
- Choo-Lim Children's Fund
- Chua Chwee Eng
- Clare Yang
- Cleverly Sg Pte Ltd
- Community Chest
- Community Foundation of Singapore
- Data Dynamics Pte Ltd
- Do Good International Foundation
- Eu Zai Feng Elliot
- Frank Huang Fund
- GiveForward Fund
- Goh Yeow Lian
- Family Foundation
- Hiew Yick Kuen
- Hiew Yoon Khong
- Hock Tong Bee Pte Ltd
- Hoperizon Fund
- Hui Ning Chia
- Ishk Tolaram Foundation Ltd
- James Tan Teng Chuan
- Jin Lu
- Joel Goh Kwang Soon
- Jonathan Kuah
- Kampung Spirit Fund
- KBD Kosdale Pte Ltd
- Kelly Keak
- Kristen Lim Pei Ling
- Kwek Elk Sheng
- Lam Hock Choon
- Lee Kok Leong
- Lee Li Meng
- Lee Seng Meng
- Lena Tang
- Lim Kim Hoe
- Lim Kwok Pin
- Linda Ma
- Loh Tian How
- Lotus Liew
- Low Keng Huat (Singapore) Limited
- Low Wei Meng
- Mitsubishi Electric Asia Pte Ltd
- Moch and Latt Charity Fund
- MS Amlin Asia Pacific Pte Ltd
- Mus Zenith Affair
- Nan Hua High School
- New Port Duty Free Pte Ltd
- Ng Kim Suan Foundation
- Ng Leok Kwee
- Niccole Chan
- Nippon Paint (Singapore) Company Pte Ltd
- Octava Foundation
- Oei Siu Hoa
- ONERHT Foundation Ltd
- Ooi Yu Chuean Arthur
- Pacific Life Re Services Singapore Pte Ltd
- President's Challenge 2025
- PSA Corporation Ltd
- Robert Ong Chee Meng
- Sanjeevini Giving Foundation
- Shin Dong-Joo
- Shu Yuqiang Charity Fund
- Singapore Pools (Private) Limited
- ST Engineering Defence Aviation Services Pte Ltd
- ST Logistics Pte Ltd
- Stronger Society Fund
- Tan Chin Tuan Foundation
- Tan Chong Meng
- Tan Hui Ann Sherry
- Tanah Merah Country Club
- Tay Nam Lay
- TEHC International Pte Ltd
- Teng Meng Li Caroline
- Teo Hock Chwee
- Teo Kiang Ang
- The Bale and Caje Fund
- The Hanwil Foundation
- The Moh Family Foundation
- The Supreme Court of Singapore
- The UK Online Giving Foundation
- Thean Pik Yuen Valerie
- Theresia Halim
- Thomas Joseph Lim Kim Guan
- Veronique Maria Brenninkmeijer-De Winter
- Vincent
- Vivian P J Chandran
- Volt Auto Pte Ltd
- Wan Chee Foong
- Wang Qian
- WWTBF Pte Ltd
- Zhong Family Fund

Contributors & Partners

- 3Pumpkins
- Agency of Integrated Care
- Allkin Singapore
- Bowen Secondary School
- Brickland Grassroots Organisations
- Cantonment Primary School
- CapitaLand Hope Foundation
- CapitaLand Investment
- Care Corner Family Service Centre (Queenstown)
- Central Narcotics Bureau
- Changi Foundation
- CHIJ St. Theresa's Convent
- Chua Chu Kang Secondary School
- City Harvest Community Services Association
- Clementi Youth Network
- Clementi Town Secondary School
- CLUB Ministries, Community of Praise Baptist Church
- Community Development Council
- Community Foundation of Singapore
- Do Good International Foundation
- Fei Yue Community Services (Youth GO!)
- Friends of the Children
- Greendale Secondary School
- Guang Yang Secondary School
- Holy Innocents' High School
- Institute of Mental Health (ASCAT training and case management)
- IPS Policy Lab
- J.P. Morgan
- Kent Ridge Secondary School
- Kim Tian West Residents' Network
- KiteSense
- KKH Women's and Children's Hospital
- Lakeside Family Centre (Jurong East)
- Ministry of Education - UPLIFT Office
- Ministry of Social and Family Development - Family Intervention Division
- Ministry of Social and Family Development - Protective Service
- Ministry of Social and Family Development - Rehabilitation and Protection Group (RPG)
- Monfort Secondary School
- Nan Hua Primary School
- Nanyang Community Club
- National Committee on Preventing Offending and Reoffending (WorkGroup 1)
- National Council of Social Service
- National University of Health System
- National University of Singapore
- New Town Secondary School
- Ng Teng Fong General Hospital (ASCAT training and case management)
- Ngee Ann Polytechnic
- Northland Secondary School
- Octava Foundation
- Outram Secondary School
- Pacifica Music Academy
- Paya Lebar Methodist Girls' School (Secondary)
- People's Association
- Pierce Secondary School
- Playeum Ltd
- Qifa Primary School
- Quantedge Foundation
- Queensway Secondary School
- Reach Community Services - Youth Powerhouse
- RI92 and Friends
- Rotary Club of Tanglin
- SAFRA @ Jurong
- Sembawang Secondary School
- Singapore Anglican Community Services (Anglican Youth Centre - Sengkang)
- Singapore Children's Service, Flourishing Minds
- Singapore Children's Service, Youth Service
- Singapore Indian Development Association (SINDA)
- Singapore Police Force (Ang Mo Kio Division)
- Singapore Police Force (Bishan Neighbourhood Centre)
- Singapore Police Force (Clementi Division Headquarters)
- Singapore Police Force (Clementi Neighbourhood Police Centre)
- Singapore Police Force (Hougang Neighbourhood Centre)
- Singapore Police Force (Queenstown Division)
- Singapore Police Force (Queenstown Neighbourhood Police Centre)
- Singapore Police Force (Sengkang Neighbourhood Centre)
- Singapore Police Force (Tanglin Division)
- Singapore Police Force (Woodleigh Neighbourhood Centre)
- Singapore Police HQ (Community Partnership Department)
- Singapore University of Social Sciences
- Social Service Institute (SSI)
- Social Service Office @ Bukit Merah
- Social Service Office @ Chua Chu Kang
- Social Service Office @ Clementi
- Social Service Office @ Queenstown, Jurong East & Clementi
- St Anthony's Canossian Secondary School
- ST Engineering
- St. Margaret's School (Secondary)
- Starfish Singapore
- Tamarack Institute
- Tampines North Primary School
- Tanjong Pagar - Tiong Bahru Grassroots
- The Cage
- The Moh Family Foundation
- THK Family Service Centre @ Tanjong Pagar
- Tiong Bahru CCMC
- Tiong Bahru Youth Network
- TOUCH Young Arrows (TOUCH Community Services)
- Tri-Sector Associates
- Ulu Pandan STARS
- Union Bank of Switzerland (UBS)
- Whitley Secondary School
- Yayasan Mendaki
- Yishun Town Secondary School
- Young Women's Leadership Connection (YWLC)
- Youth CORPS Singapore
- Yusof Ishak Secondary School
- Yuying Secondary School
- Zhangde Primary School

BUILDING TRUST:

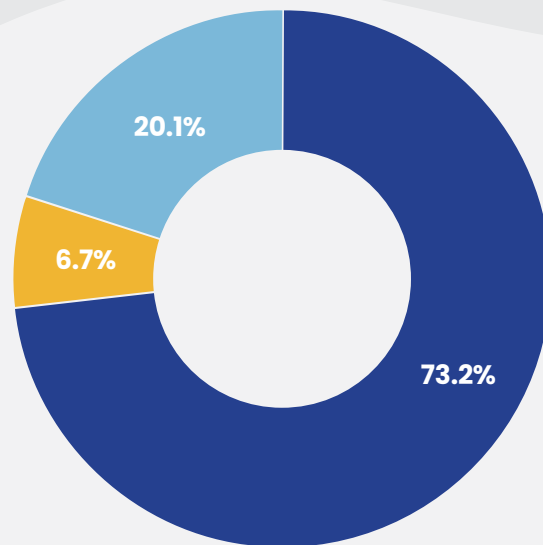
Governance, Financial Stewardship and Accountability

FINANCIAL HIGHLIGHTS

FY 2025/2026 - Income Sources

Total Income

= **\$17,495,781**



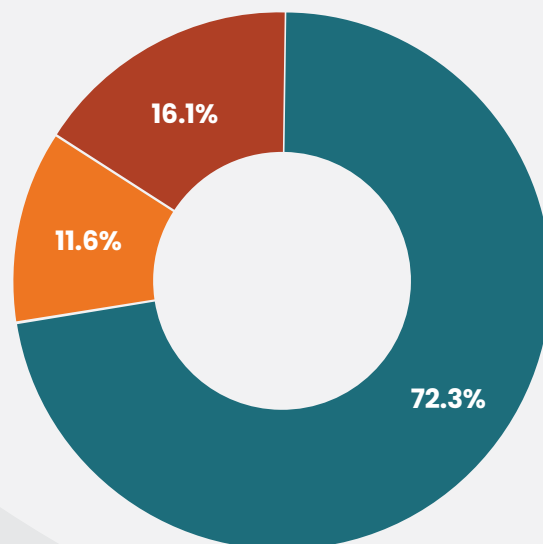
- Government Related Funding
\$12,809,039
- Programme Fee and Other Income
\$1,167,994
- Donations
\$3,518,748

The income from government related funding came from Community Chest and ToteBoard Social Service Fund administered by NCSS, Ministry of Social and Family Development, and Agency for Integrated Care.

FY 2025/2026 - Operating Expenditure

Total Operating Expenditure

= **\$15,238,293**



- Expenditure on Manpower
\$11,023,377
- Depreciation
\$1,763,261
- Other Operating Expenses
\$2,451,655

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2026

	2026 \$	2025 \$
INCOME		
NCSS – Tote Board Social Service Fund	2,019,913	1,527,940
AIC(MOH)	2,916,245	2,053,663
Ministry of Social and Family Development	1,342,714	1,198,589
MSF – Community Chest	1,002,500	155,000
NCSS – Community Chest	1,766,175	1,692,639
NCSS – 4ST Partnership Fund	391,287	352,856
NCSS – Capital Grant For IWC Reno	427,337	36,380
President's Challenge	288,645	43,164
MOH Reinvestment Fund	1,054,302	97,208
Toteboard Non-Profit Sector Transformation Initiative	80,282	-
Matching Grants	833,096	547,598
MCCY	96,009	476,212
NCSS – Community Capability Trust	106,602	-
NCSS – Others	382,856	199,502
Care & Share	38,776	59,471
Tax-deductible donations	2,809,286	2,449,693
Non-tax deductible donations	709,462	1,203,823
Research Grants	62,300	52,187
Programme Fees	702,338	606,107
Training Income	84,958	112,797
Rental Income	104,400	8,700
Interest Income	235,232	408,052
Miscellaneous Income	41,066	3,170
	17,495,781	13,284,751
Less: EXPENDITURE		
Expenditure on manpower	(11,023,377)	(9,023,808)
Depreciation on property, plant and equipment/intangible assets	(1,763,261)	(606,634)
Other operating expenses	(2,451,655)	(1,660,032)
	(15,238,293)	(11,290,474)
SURPLUS/(DEFICIT) AND TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	2,257,488	1,994,277
Surplus/(Deficit) allocated to:		
General Reserves	1,064,560	939,180
Restricted funds from Government and other funders	1,229,048	1,048,056
Daisy Phay Foundation – SHINE Scholarship Fund	(35,370)	14,091
Y's Men's Club (Beta Chapter) Financial Assistance Fund	(750)	726
Asset Enhancement Fund	-	(7,776)
	2,257,488	1,994,277

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2026

	2026 \$	2025 \$
ASSETS		
Non-current assets		
Property, plant and equipment	2,981,515	4,432,415
Intangible assets	477,851	668,770
	3,459,366	5,101,185
Current assets		
Prepayments	258,806	168,855
Trade receivables	63,004	63,687
Other receivables	2,610,657	1,667,645
Cash and short-term deposits	20,484,692	18,128,308
	23,417,159	20,028,495
Total assets	26,876,525	25,129,680
FUNDS AND LIABILITIES		
Funds and reserves		
Unrestricted Funds:		
General reserves	10,241,708	9,177,148
Restricted Funds:		
Restricted funds from Government and other funders	4,721,426	3,492,378
The Daisy Phay Foundation – SHINE Scholarship Fund	5,450,985	5,486,355
Y’s Men’s Club (Beta Chapter) Financial Assistance Fund	37,242	37,992
Asset Enhancement Fund	50,872	50,872
	20,502,233	18,244,745
Non-current liabilities		
Funds received in advance	9,484	17,961
Deferred income – capex grant	1,009,873	1,795,082
Lease liabilities	640,805	1,320,083
	1,660,162	3,133,126
Current liabilities		
Trade payables	111,418	260,556
Other payables	2,951,108	1,949,280
Deferred income – capex grant	972,327	882,747
Lease liabilities	679,277	659,226
	4,714,130	3,751,809
Total liabilities	6,374,292	6,884,935
Total funds and liabilities	26,876,525	25,129,680

STATEMENT OF CHANGES IN ACCUMULATED FUNDS

FOR THE YEAR ENDED 31 MARCH 2026

	Unrestricted Funds		Restricted Funds			
	General Reserves	Funding from Government & other funders	The Daisy Phay Foundation – SHINE Scholarship fund	Y’s Men’s Club (Beta Chapter) Financial Assistance Fund	Asset Enhancement Fund	Total
	\$	\$	\$	\$	\$	\$
Balance at 31 March 2024	8,237,968	2,444,322	5,472,264	37,266	58,648	16,250,468
Total comprehensive income for the year	939,180	1,048,056	14,091	726	(7,776)	1,994,277
Balance at 31 March 2025	9,177,148	3,492,378	5,486,355	37,992	50,872	18,244,745
General reserves utilised to support partially funded programmes	(82,494)	82,494	-	-	-	-
Total comprehensive income for the year	1,147,054	1,146,554	(35,370)	(750)	-	2,257,488
Balance at 31 March 2026	10,241,708	4,721,426	5,450,985	37,242	50,872	20,502,233

The following are funds held by SHINE Children and Youth Services that are restricted for the purposes indicated below:

Restricted Funds	Purpose
Restricted funds from Government and other funders	This amount comprises: i. Accumulated surplus from programmes partially funded by NCSS administered funds (e.g. Community Chest Funds, Tote Board Social Service Funds (TBSSF) in which ringfencing is part of the funding requirement ii. Accumulated surplus from programmes receiving other government and non-government grants in which ringfencing is part of the funding requirement iii. Accounted within this fund are the net results of TSP, ISP, Youth COP and its related initiatives, Collective Impact @ Spooner Road, Collective Impact @ Bukit Merah, Family Coach, Collective Impact @ Integrated Wellness Collective, Youth Integrated Team, Learning & Social Support Programme, Community Based Reading Odyssey and its related initiatives, Integrated Care Programme, STAR – Long-term Mentoring, CREST Youth, technology subsidies, grants from NCSS-administered funds, and pandemic-related funding
The Daisy Phay Foundation – SHINE Scholarship Fund	This is an endowment fund created by the donation of \$5million, by the Estate of Dr Phay Seng Whatt. The donation is invested in fixed deposits and is kept intact at all times. Only the income generated from the investment of this fund is to be distributed on an annual basis for the benefit of full-time students, who are good, needy, deserving and studying in junior colleges.
Y’s Men’s Club (Beta Chapter) Financial Assistance Fund	This is a fund restricted to be utilised only for financial assistance for needy students and their families. The Y’s Men’s Club (Beta Chapter) Board of Directors confirmed via email on 5 April 2013 that it had no objection to SHINE’s proposal to continue using the Y’s Men’s Club (Beta Chapter) Scholarship Fund to provide financial assistance to needy students and their families. It also agreed to rename the Fund as “Y’s Men’s Club (Beta Chapter) Financial Assistance Fund”.
Asset enhancement fund	This is a fund restricted to be utilised for capital expenditure for the overall enhancement of the Charity’s infrastructure, including cost of building development, renovation works, furniture & equipment etc.

The financial statements of SHINE Children and Youth Services were audited by Odds & Even Associates, which had issued an unqualified report. The full set of audited financial statements can be viewed at www.shine.org.sg

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2026

	2026	2025
	\$	\$
Cash flows from operating activities		
Surplus for the year	2,257,488	1,994,277
Adjustments for:		
Depreciation on property, plant and equipment/ intangible assets	1,763,261	606,634
Interest expense	50,364	5,083
Interest income	(235,232)	(408,052)
	3,835,881	2,197,942
Changes in working capital:		
Trade receivables	683	(55,149)
Other receivables and prepayment	(1,079,600)	(809,643)
Trade payables	(149,138)	166,455
Other payables	1,001,828	(1,256,132)
Funds received in advance	(8,478)	(21,406)
Deferred income	(695,629)	2,260,067
Cash generated from operations	2,905,547	2,482,135
Income tax paid	-	-
Net cash generated from operating activities	2,905,547	2,482,135
Cash flows from investing activities		
Acquisition of intangible asset	(37,400)	(458,793)
Acquisition of property, plant and equipment	(84,042)	(1,880,086)
Interest received	281,870	468,938
Net cash generated from/(used in) investing activities	160,428	(1,869,941)
Cash flows from financing activities		
Repayment of lease liability	(709,591)	(59,133)
Net cash used in financing activities	(709,591)	(59,133)
Net increase in cash and cash equivalents	2,356,384	553,062
Cash and cash equivalents at the beginning of the financial year	18,128,308	17,575,246
Cash and cash equivalents at the end of the financial year	20,484,692	18,128,308
Cash and Cash Equivalents comprise of the followings:		
Cash and bank balances	8,334,692	5,978,308
Fixed deposits	12,150,000	12,150,000
	20,484,692	18,128,308

GOVERNANCE AND DISCLOSURES

Code of Governance

SHINE Children and Youth Services adheres to the principles and guidelines of the Code of Governance for Charities and Institutions of a Public Character (IPCs), the Charities Act, and regulations as governed by the Commissioner of Charities. The Organisation has complied with the revised Code of Governance released by the Charity Council and updated the Governance Evaluation Checklist (GEC) in the Charity Portal for the financial year ended 31 March 2026 at www.charities.gov.sg.

• Reserves Policy

SHINE Children and Youth Services has a reserve policy for long-term stability of the operations, and it ensures that there are sufficient resources to support the organisation in the event of unforeseen circumstances. The purpose of reserves is to ensure financial sustainability to meet the Charity's objectives. SHINE adopts a policy to maintain its Unrestricted Fund General Reserves at not more than two times of its annual expenditure. Our reserve ratio as at 31 March 2026 is 0.7.

Please refer to Note 12 (page 19–20) of SHINE's Audited Financial Statements for more details on the reserves.

• Conflict of Interest Policy and Related Party Transactions

All Board/Committee members and staff of SHINE Children and Youth Services are required to understand and abide by the Organisation's Conflict of Interest Policy and disclose any information about him/her that is, or may lead to, actual, potential and/or perceived conflicts of interest on an annual basis. An interested Board/Committee member or staff must not participate in any discussion of, deliberations about, and the vote on, the transaction or arrangement that results in conflict of interest.

Please refer to Note 18 (page 25) of SHINE's Audited Financial Statements.

• Whistleblowing policy

SHINE is committed to uphold high standards of corporate governance towards all groups of stakeholders and has a whistleblowing policy that sets out avenue for legitimate concerns to be objectively investigated and addressed. Whistleblowing reports may be submitted to the Chairperson or Executive Director. An independent panel will review whistleblowing matters. All whistleblowing reports will be treated with the strictest confidence and investigated independently. There were 0 whistleblowing reports received in FY25/26.

Board Members' Attendance (Financial Period April 2025 to Mar 2026)				
Name	Current Board Appointment	Past Board Appointment	Total no. of meetings attended	Reason for serving more than 10 years
Mr Wan Chee Foong	Board term ended on 23 Aug 2025 Succeeded by Lim Tuang Liang	Chairperson From 17 Aug 2019 to 23 Aug 2025 Vice-Chairperson From 23 Aug 2014 to 16 Aug 2019	1/1	-
Mr Lim Song Khiang, Albert, PBM	Member Re-elected 23 Aug 2025	Board Member From 25 Aug 2012 to 23 Aug 2025	1/1	-
Mr Ong Chee Siong, Gabriel	Board term ended on 23 Aug 2025	Honorary Secretary From 20 Aug 2016 to 23 Aug 2025	0/1	-

Ms Chee Yuen Li, Andrea	Board term ended on 23 Aug 2025	Board Member From 21 Aug 2021 to 23 Aug 2025	0/1	-
Mr Lim Tuang Liang	Chairperson Appointed 23 Aug 2025	Vice Chairperson From 17 Aug 2019 to 23 Aug 2025	4/4	Mr Lim has just took on the role of the Chairperson from Mr Wan Chee Foong in line with SHINE's succession plan. Mr Lim's leadership experiences from the public sector provide a balanced mix of ideas. His continuity of service provides valuable insights and directions, working alongside the newer board members.
Ms Poh Hwee Hian	Vice Chairperson Appointed 23 Aug 2025	Honorary Treasurer From 29 Nov 2023 to 23 Aug 2025 Board Member Since 17 Aug 2019	4/4	-
A/P Wong Yuh Ju, Peace	Honorary Secretary Appointed 23 Aug 2025	Board Member Since 22 Aug 2020	3/4	-
Mr Ng Ying Yan, Damien	Honorary Treasurer Appointed 23 Aug 2025	Board Member Since 19 Aug 2023	3/4	-
Mr Lim Tze Chern	Member Re-elected 23 Aug 2025	Member From 19 Aug 2023 Honorary Treasurer From 17 Aug 2019 to 20 Aug 2021	4/4	-
Mr Dinesh Subramaniam	Member Re-elected 23 Aug 2025	Board Member Since 21 Aug 2021	4/4	-
Mr Low Hsien Yang, Colin	Member Elected 23 Aug 2025		2/3	-
Mr Lue Kok Keong, Eric	Member Elected 23 Aug 2025	-	3/3	-
Ms Lim Lei Theng	Member Elected 23 Aug 2025	-	2/2	-
Ms Sim Hui Ting	Member Elected 23 Aug 2025	-	3/3	-

Disclosures on Remuneration and Benefits

- No Board members are remunerated for their Board services in the financial year.
- None of the staff serve in the Board of the charity.
- There is no paid staff, who is a close member of the family of the Executive Director or Board members.

Disclosure of Remuneration of three highest paid staff in bands of \$100,000	FY2025/2026
Renumeration Band*	No. of Staff
Between \$200,000 to \$300,000	1
Between \$100,000 to \$200,000	2

GOVERNANCE EVALUATION CHECKLIST

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

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

18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes
Principle 4: The charity is well-managed and plans for the future.			
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes
Principle 5: The charity is accountable and transparent.			
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in	5.2	Yes

	its annual report the exact remuneration and benefits received by each Board member.		
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes
Principle 6: The charity communicates actively to instil public confidence.			
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

THE YEAR AHEAD

As SHINE enters its next chapter beyond our 50th anniversary, we remain focused on responding to the evolving needs of children, youths and families. Building on the foundations laid through Vision 50, we will continue strengthening integrated support, organisational capabilities and partnerships to create lasting impact.

Strengthening Early and Integrated Support

We will continue strengthening our core services across educational psychology, school and community social work, youth mental wellness, and targeted intervention programmes. We will also deepen evidence-informed practice and invest in innovation to ensure our services remain holistic, responsive and effective.

We also look forward to expanding initiatives such as Youth COP, STAR, Reading Odyssey and grovve, while continuing to strengthen collaborative efforts through the ACE Youth Collective to better support children and youth through earlier intervention, stronger partnerships and more integrated care.

Building Knowledge That Benefits the Sector

Beyond delivering services, SHINE will continue contributing to the wider social service sector through research, evaluation, training and practice development. Building on initiatives such as Clubhouse Collective, the ACE Youth Collective and grovve, we aim to strengthen collective capability and contribute to more effective and sustainable support for children and youths across Singapore.

Preparing for Our Next Strategic Chapter

As we embark on the development of SHINE's 15th Strategic Plan, we will continue strengthening the organisational capabilities that enable us to serve well for the long term. This includes investing in our people, embracing digital innovation and AI where it enhances practice responsibly, strengthening programme evaluation and impact measurement, and ensuring SHINE remains responsive to emerging needs and opportunities.

Growing a Community That Makes Change Possible

Our volunteers, donors and partners remain central to SHINE's mission. We will continue rallying the community through key fundraising initiatives, including Nothing Is Impossible (NII), Charity Golf and other engagement efforts that sustain and expand our work.

As we look ahead, our purpose remains unchanged—to walk alongside every child and young person, unlock their potential, and build stronger communities where they can thrive. Together with our partners, supporters and community, we look forward to writing the next chapter of SHINE's story.

BUILDING TOWARDS VISION 50



SHINE's 14th Strategic Plan was developed as the roadmap to our 50th anniversary—a strategic milestone that challenged us not only to celebrate how far we had come, but to strengthen the organisation for the future.

Anchored by five strategic priorities, the plan guided our efforts to strengthen our services, invest in our people, build organisational capabilities, ensure financial sustainability, and enhance SHINE's positioning across the social service sector.

As we conclude this three-year journey, we reflect on the meaningful progress made and the strong foundations that have been built. While our work continues, the momentum and capabilities developed through Vision 50 have positioned SHINE to enter its next chapter with greater confidence, resilience and purpose.

OUR COMMITMENT TO SUSTAINABILITY

We believe that creating lasting impact means caring not only for the children, youth and families we serve, but also for the way we work, the people we work with, and the organisation we are building for the future.

Guided by our commitment to Environmental, Social and Governance (ESG) principles, we continue to take meaningful steps towards becoming a more sustainable, responsible and trusted organisation.

Reducing Our Environmental Footprint

Promoting the 3Rs
We encourage environmentally responsible practices across our organisation by reducing waste, reusing resources and recycling wherever possible.

Digital-First Practices
We continue to reduce paper consumption by embracing digital workflows and minimising unnecessary printing.

Responsible Paper Use
Where printing is necessary, we use PEFC-certified paper that supports responsible forest management.

Investing in People and Communities

Inclusive Workplace
We are committed to fair and inclusive employment practices that provide equal opportunities for all.

Growing Our Volunteers
We invest in volunteer training and development to strengthen their skills and deepen their impact.

Empowering Children and Youth
Through our programmes and services, we support children and young people in building confidence, resilience and opportunities to thrive.

Supporting Employee Volunteering
Our Employee Volunteer Leave scheme encourages staff to give back to the community through volunteer service.

Good Governance
Transparency and Accountability
We uphold high standards of governance and are honoured to have received the Charity Transparency Award for the third consecutive year.

Speak-Up Culture
We provide accessible channels for stakeholders to raise concerns responsibly and confidentially.

Governance Disclosures
We publish Governance Evaluation Checklist and details of the Charity as part of our commitment to transparency and accountability.

BUILDING THE NEXT CHAPTER



Eric Sng
Director, Mental Health Group



Geraldine Low
Director, Educational Psychology Group

“Building resilient minds, strengthening communities, shaping the future
SHINE is 50! Meanwhile, our mental health services celebrated its 5th year of inception in 2025. In 5 years, we grew in scope, scale and service regions to enhance the mental health of the next generation. From improving mental health literacy and acceptance, to improving service accessibility and quality, our programmes have established strong foundations. Moving ahead, we hope to invest in practice and people development to ensure our mental health professionals have proficiency and longevity, strengthen partnerships and positioning to expand our influence in policies and initiatives, and become a provider of quality care, proponent of youth mental health causes, and propagate youth mental health capabilities across the sector and beyond. Standing on the shoulders of our pioneers, I see a vision of a new generation of workers that will write fresh and amazing chapters on our continued journey of maximising the potential of children and youth.

“Strong foundations, shared purpose, and sustained partnerships will shape every child's tomorrow
Since the inauguration of the Educational Psychology Service in 1983, three anchors guide us and will continue to be anchors moving forward: Understanding, Uplifting and Uniting. Every child deserves to be understood and supported to thrive. At the same time, we are seeing greater complexity in social-emotional needs, learning diversity, and family contexts—challenging us to respond with resilience and purpose.

We look forward to deepening partnerships with caregivers and community stakeholders, recognising that meaningful progress for our children requires collective effort. We hope to strengthen our contributions across service groups and to community partners, bringing expertise in assessment, intervention, and capacity building to support integrated, holistic care. These efforts will lead to new opportunities to unite perspectives, and amplify impact.

As SHINE marks 50 years, we honour a legacy of care while stepping forward with renewed commitment: to create possibilities and a more inclusive future for every learner.



Jenna Luen
Director, Schools and
Communities Group

“ **Growing with purpose and innovating for every generation**

As SHINE celebrates 50 years, the enduring needs of children and youth have not changed. They continue to look for acceptance, a sense of belonging, love and identity, although these needs may play out differently across generations.

As society progresses, time feels more compressed, people are busier, and pressures on self and from others continue to grow. Digital spaces and Artificial Intelligence have also shifted young people's worldview, habits and the skillsets needed to thrive in this new world. This challenges us to constantly stay relevant to what interests and connects with them, to journey with them through their struggles, and to believe in their aspirations.

SHINE's 50-year milestone shows how the work has blossomed over time. The first child who came through SHINE's doors may now be at least 50 years old, perhaps living life to the fullest. With our passionate and committed staff team, I am hopeful that SHINE will continue to think out of the box, develop innovative programmes and challenge the odds alongside every child and youth, enabling them to live out their potential regardless of their circumstances.

”



Theresa Wang
Director, Specialised
Services Group

“ **Growing hope, strengthening support, unlocking every young person's potential**

Having been with SHINE for 20 years, I have seen both the social work profession and the needs of our communities evolve. Yet at the heart of it, the children, youths and families we serve still long to feel seen, supported, celebrated and cared for. Today's youths face added pressures from social media, expectations and challenging life circumstances, often without the space or support to process their experiences. These realities remind us why upstream, preventive efforts matter. I believe deeply in equipping young people with life skills, broadening their perspectives, and helping them discover hope, self-belief and their potential beyond their struggles.

Lasting change happens when families, communities and partners come together to support them. Looking ahead, I am encouraged by the continued growth of Youth COP, Targeted Interventions, SH.IFT and our sector-building efforts through the Youth Care Local Network, research, training and consultancy. As SHINE marks its 50th year, I remain hopeful that, together with our partners, we can continue nurturing resilient, confident youths and keeping them at the heart of all we do.

”



Vimel Rajoo
Director, Corporate
Services and
Development Group

“ **Building strong foundations for lasting impact**

As SHINE celebrates 50 years of empowering children, youths and families, we are reminded that meaningful impact is built on strong foundations. While our programmes transform lives, it is our people, systems, governance and partnerships that enable this work to grow and endure.

Over the past year, we have strengthened SHINE's organisational capabilities by enhancing our processes, investing in our people, strengthening financial sustainability and building lasting partnerships. These are investments that position SHINE to remain resilient, agile and responsive to evolving community needs.

Looking ahead, I hope we will continue strengthening our corporate capabilities, deepening strategic partnerships and embracing innovation to better support our services and the communities we serve. As we celebrate this milestone, I am grateful to every staff member, volunteer, partner, donor and supporter who has contributed to SHINE's journey. While we honour our past, we remain committed to building an organisation that will continue serving future generations with excellence, compassion and purpose.

”



Xinyan Zhuang
Assistant Director,
Specialised Services Group
/ Co-Chairperson of SHINE
50th Organising Committee

“ It has been a privilege for my team and me to reflect on SHINE's 50-year journey and hear the stories of our pioneering staff, leaders and board members. Their voices remind us of the enduring spirit that continues to guide us today.

Be generous and serve unselfishly for the greater good

Our founder's decision to “let us go independent” enabled us to serve more. We continue to pay this generosity forward by strengthening the profession and contributing to the wider social service sector.

Be driven to meet clients where they are

From bringing services into schools and communities to creating accessible spaces and programmes, we continue to remove barriers so children, youth and families can receive support where they need it most.

Be progressive – pioneer, pilot and pivot

As needs evolve, we remain committed to innovating, adapting and leading with courage, guided by experience, wisdom and evidence.

Let us continue to SHINE ON!

”



Discover how your support at www.shine.org.sg can empower children and youth, transform lives, and build stronger, brighter communities.



SHINE Children & Youth Services



scys.sg



shine-children-and-youth-services

SERVICES

Educational Psychology
School Social Work
Community Social Work
Mental Health
Targeted Interventions
Training, Consultancy & Research

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Social Service Hub @ Tiong Bahru
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