

**SHINE
ON**

Annual Report
2022 / 2023



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 from 01 Apr 2023 to 31 Jul 2026

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

Education Psychology
Community Social Work
School Social Work
Targeted Interventions
Training, Consultancy & Research

Service Sites

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

202 Yishun Street 21 #01-89

Singapore 760202

Tel: 6759 6821

Email: scys_y01@shine.org.sg

463 Hougang Ave 10 #01-964

Singapore 530463

Tel: 6286 9905

Email: scys_h01@shine.org.sg

329 Clementi Ave 2 #01-248

Singapore 120329

Tel: 6778 6867

Email: scys_c01@shine.org.sg

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



Organisation

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Chairman and Executive Director's

JOINT MESSAGE



MR WAN CHEE FOONG

Chairman



MR LEE SENG MENG

Executive Director

SHINE is a progressive and forward-thinking social service agency, playing a leading role in the social service sector. Our mission has always been to uplift and empower the children and youth in our communities. We believe that every child deserves a chance to thrive, regardless of their circumstances. And it is with great pride and gratitude that we share the progress we have achieved over the past year.

First and foremost, we want to express our heartfelt appreciation to our dedicated staff, volunteers, and partners who have shown unwavering commitment to our mission of empowering children and youth. Your tireless efforts and passion have allowed us to make a tangible difference in the lives of countless individuals, shaping a brighter future for them.

The global pandemic in the past few years disrupted our lives in profound ways, affecting the very fabric of our society. But amidst adversity, SHINE stood strong, demonstrating resilience, adaptability, and a steadfast commitment to the well-being of the children, youth and families we serve. Our programmes and initiatives have continued to evolve, responding to the changing needs of our beneficiaries. We have expanded our reach, ensuring that vulnerable children and youth across our communities receive the support they need. Whether it was providing educational resources, mental health services, or safe spaces for growth and development, we have been there, standing as a beacon of hope for those in need.

The collaborative spirit that defines SHINE has been a driving force behind our achievements. We have fostered strong partnerships with government agencies, corporates, foundations, and other non-profit organisations, leveraging our collective strengths to amplify our impact. Together, we have been able to create innovative solutions and initiatives that address the complex challenges faced by children and youth in today's world.

Beyond our programmatic successes, we are proud that SHINE has achieved significant milestones in our organisational development. We have enhanced our operations, embraced technology, and embarked on transformational capability and capacity building initiatives. SHINE is honoured to receive the Charity Transparency Award 2022 which recognises charities that have adopted good transparency and governance standards. As a leading social service agency and charity, SHINE is committed to transparency, accountability and good governance.

As we look to the future, our journey is far from complete. We are acutely aware of the persisting challenges faced by children and youth in our communities. The road ahead may be arduous, but we remain undeterred in our resolve. We will continue to innovate, adapt, and collaborate, leveraging our collective strengths to create a brighter and more inclusive future for children and youth.

Thank you everyone for being part of this incredible journey. We invite you to join us as we continue to make a lasting impact on the lives of children and youth, inspiring them to shine brightly and reach their full potential.

SHINE On!

Mr Wan Chee Foong
Chairman

Mr Lee Seng Meng
Executive Director



CHARITY TRANSPARENCY AWARD 2022

SHINE Children and Youth Services is honoured to receive the Charity Transparency Award 2022 at the Charity Transparency and Governance Awards Ceremony on 9 November 2022. Held by the Charity Council, the ceremony was graced by Mr Edwin Tong, Minister for Culture, Community and Youth.

The Charity Transparency Award recognises charities that have adopted good transparency and governance standards.

As a leading social service agency and charity, SHINE is committed to transparency, accountability, and good governance of our resources. We thank all our supporters for your trust in us and would like to share this achievement with you. We will continue to deliver our best to enable children, youth and their families to maximise their potential!



In Memory Of Mr Eric Low

Mr Eric Low, known for his generosity and sincerity, dedicated 44 years to SHINE, starting in 1979. During his tenure as the Chairman of the Board from 1982 to 1999, SHINE underwent significant growth and transformation. Under his leadership, SHINE moved from a small office in Penang Lane to establish its first community-based centre in Clementi in 1983. This was followed by the opening of the Hougang Centre in 1989 and the Yishun Centre in 1995. Mr Low's unwavering passion for assisting children and youths in need made an invaluable and enormous contribution to SHINE. Even after stepping down from his role, Mr Low continued to support SHINE as Chief Advisor. He played an instrumental role in the launch of the Youth COP programme and actively drove the SHINE Charity Golf as Chairman of the Organising Committee for 11 years from 2011 to 2022. Furthermore, Mr Eric Low contributed to the growth and professionalisation of SHINE by hiring the first Educational Psychologist from the UK to serve children with learning difficulties, which led to the establishment of the Educational Psychology Service.

Mr Eric Low's dedication extended beyond SHINE, as he also served in key positions within civil and public service. He held the position of Vice Chairman of the National Crime Prevention Council from 1998 to 2012, Honorary General Secretary of the National Council of Social Service from 1990 to 2001 and as a Board Member of the Casino Regulatory Authority from 2011 to 2013. Additionally, he was a Board Member and Audit Chairman of the People's Association, Member of the Board of Governors to the Home Team NS Clubs and Chairman of the Community Chest Award Committee. In recognition of his dedication to community work, Mr Eric Low was awarded the following National Day Awards: Public Service Medal (PBM) in 1989, Public Service Star (BBM) in 1997 and Public Service Star – Bar (BBM(L)) in 2008.

No words can adequately express our gratitude to Mr Eric Low for his immense contributions to SHINE and to Singapore. We will always remember his generosity, passion and guidance.

Impact at a GLANCE

 **5**
SERVICE POINTS

 **92**
STAFF STRENGTH

 **539**
ACTIVE VOLUNTEERS

 **161**
COMMUNITY PARTNERS

6,451
 SERVICE USERS SUPPORTED

920
 COMMUNITY OUTREACH PARTICIPANTS (YOUTHCOP)

5,428
 COMMUNITY OUTREACH PARTICIPANTS (RESILIENCE)

NOTHING is Impossible 2022 Empowering Lives and Shaping Futures



The SHINE Children and Youth Services' Nothing is Impossible (NII) 2022 campaign has emerged as a beacon of hope, resilience and transformation in a world brimming with challenges. Through unwavering dedication and community support, NII has achieved remarkable milestones, empowering individuals to push beyond their limits and make a lasting impact.

A Vision Fuelled by Passion: Quotes from SHINE Ambassadors

10-year-old J signed up for diving out of curiosity, looking to build water confidence in a deep pool and challenge himself by jumping off high boards. Despite the lack of overall fitness, he displayed strong determination during our sessions.

Damien,
SHINE Ambassador, Diving Challenge

I am happy to share that I managed to raise \$200 by taking the challenge offered by SHINE Children and Youth Services. This was my first time participating in online fundraising. It was a wonderful experience in which I not only helped individuals in need but also learned a lot about fundraising. I gained knowledge on how to advertise this fundraiser on numerous social media platforms, write compelling material, and more.

Janice,
NII Participant, 55 km Challenge

A Call to Action: Embracing the Future Together

The Nothing is Impossible campaign exemplifies the power of community collaboration and tangible change. Let's unite again, supporting SHINE Children and Youth Services' commitment to uplift lives. Together, we overcome challenges and unlock a future of possibilities.

In conclusion, NII campaign shows shared vision achieves the impossible. Let's continue championing this cause, inspiring one another for a world where everyone thrives.

Breaking Barriers

From July 2021 to December 2022, the NII campaign left an indelible mark on numerous lives. It was a period marked by determination, compassion and relentless fundraising efforts. During this time, the campaign raised an impressive total of \$250,000, a testament to the incredible generosity and commitment of the community.

Thriving on Teamwork and Participation

The success of NII is attributed to the dedication of 73 passionate campaigns that wholeheartedly embraced its spirit. Participants from diverse backgrounds united with a shared desire to create positive change, engaging in categories like Art, Sports, Education, and Personal Challenges to explore their passions and grow. Together, they made a significant impact, driven by a shared goal of making a positive difference.

Community Partnerships and Collaboration

The NII campaign's strength lies in its strong partnerships with esteemed community organisation. In 2022, NII collaborated with 7 valued partners, including the Cage, which sponsored the venue for SHINE's friendly soccer match fundraiser. These partnerships showcase the transformative impact achieved when communities unite for a common goal.

Notable Guests and Influential Figures Rally Support

The NII campaign received backing from prominent figures like Speaker of Parliament, Mr Tan Chuan-Jin, and Mr Eric Chua, Senior Parliamentary Secretary. We sincerely appreciate their invaluable support, highlighting the significant impact of our community's efforts.

Mission, Vision and CORE VALUES

Theory of CHANGE



VISION & MISSION

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



CORE VALUES

We commit to serve our clients

- We listen to their needs and serve to empower them.
- We demonstrate the highest ethical standards.

We uphold professional excellence

- We emphasise integrity, teamwork and quality in our work.
- We treat our colleagues and co-workers with respect and dignity.
- We think and work creatively.
- We grow in our knowledge and skills.
- We learn from our mistakes.

We value our volunteers and service partners

- We develop and empower our volunteers.
- We support collaborative relationships.
- We recognise and celebrate contributions and accomplishments.



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**



SHINE delivers social work and educational psychology services to children, youth and their families, in communities, schools and our service sites, that are based on research, theories and practice wisdom, guided by our core values.

The social work and educational psychology services are delivered by relevantly trained professionals comprising registered social workers, social work associates, educational psychologists, associate psychologists and learning specialists.

SHINE will...

reach out to...



**Children, Youth
and their Families**

through...



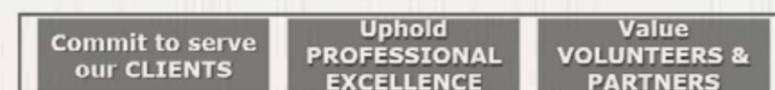
*by rolling out
programmes...*



informed by...



*...whilst staying
true to our
core values*



BOARD MEMBERS



Chairman

Mr Wan Chee Foong



Vice Chairman

Mr Lim Tuang Liang



Honorary Secretary

Mr Ong Chee Siong, Gabriel



Honorary Treasurer

Mr Teo Seng Chieh, Geoffrey

MEMBERS



Mr Lim Tze Chern



Mr Lim Song Khiang, Albert



Ms Maureen Fung



Ms Poh Hwee Hian



A/P Wong Yuh Ju, Peace



Mr Dinesh Subramaniam



Ms Chee Yuen Li, Andrea

Service Advisory Committees and Sub-Committees

Date of appointment: 20 August 2022

Service Advisory Committee

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

Community Social Work Advisory Committee

Chairman
Mr Lim Tze Chern

Members
A/P Vilma D'Rozario
Ms Tuyen Lamy
Mr Teo Seng Chieh, Geoffrey
Mr Lue Kok Keong, Eric
Mr Lee Sao-Wei, Alex

Educational Psychology Advisory Committee

Chairman
Ms Poh Hwee Hian

Members
Mr Ong Chee Siong, Gabriel
A/P Yeo Lay See
Mr Tan Siang Yuen, Bentley

School Social Work Advisory Committee

Chairman
Ms Maureen Fung

Members
Mr Gopinath Menon
Mr Toh Weng Choy

Targeted Interventions Advisory Committee

Chairman
A/P Wong Yuh Ju, Peace

Members
Mr Vidyut Gandhi
A/P Huan Swee Leng, Vivien
Mr Lee Tiong Peng
Dr Kumudhini Rajasegaran

Research Advisory Committee

Chairman
Mr Lee Tiong Peng

Members
A/P Ang Pei-Hui, Rebecca
Dr Alfred Choi
Dr Chu Chi Meng
A/P Satvinder Dhaliwal

Sub-Committees

Staff & Services/Programmes Committee (SSPC)

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

Chairman
Mr Lim Tuang Liang

Members
Mr Lim Tze Chern
Ms Maureen Fung
A/P Wong Yuh Ju, Peace
Ms Poh Hwee Hian
Mr Teo Seng Chieh, Geoffrey

Finance Committee

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

Chairman
Mr Teo Seng Chieh, Geoffrey

Members
Mr Wan Chee Foong
Mr Ong Chee Siong, Gabriel

Audit & Risk Management Committee (ARMC)

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.

Chairman
Mr Lim Song Khiang, Albert

Members
Mr Lok Lai Cheng

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.

Chairman
Mr Teo Seng Chieh, Geoffrey

Members
Mr Lim Song Khiang, Albert
Mr Ang Kian Peng
Mr Lue Kok Keong, Eric
Mr Colin Low
Ms Carol Lum
Mr Dinesh Subramaniam

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.

Chairman
Mrs Ivy Goh

Members
Mr Ong Chee Siong, Gabriel
Mr Colin Low
Mr Ng Ying Yan, Damien

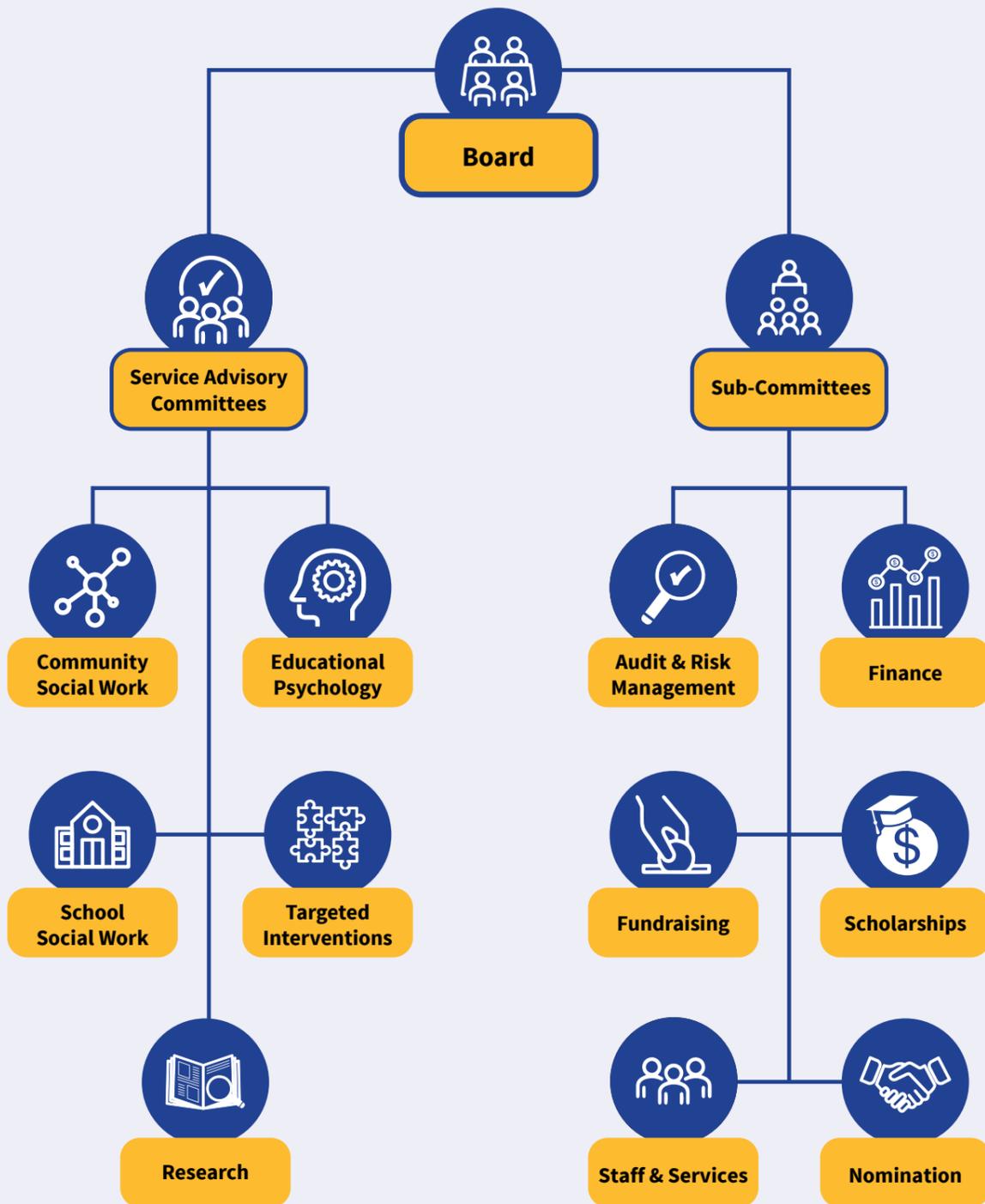
Nomination Committee

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.

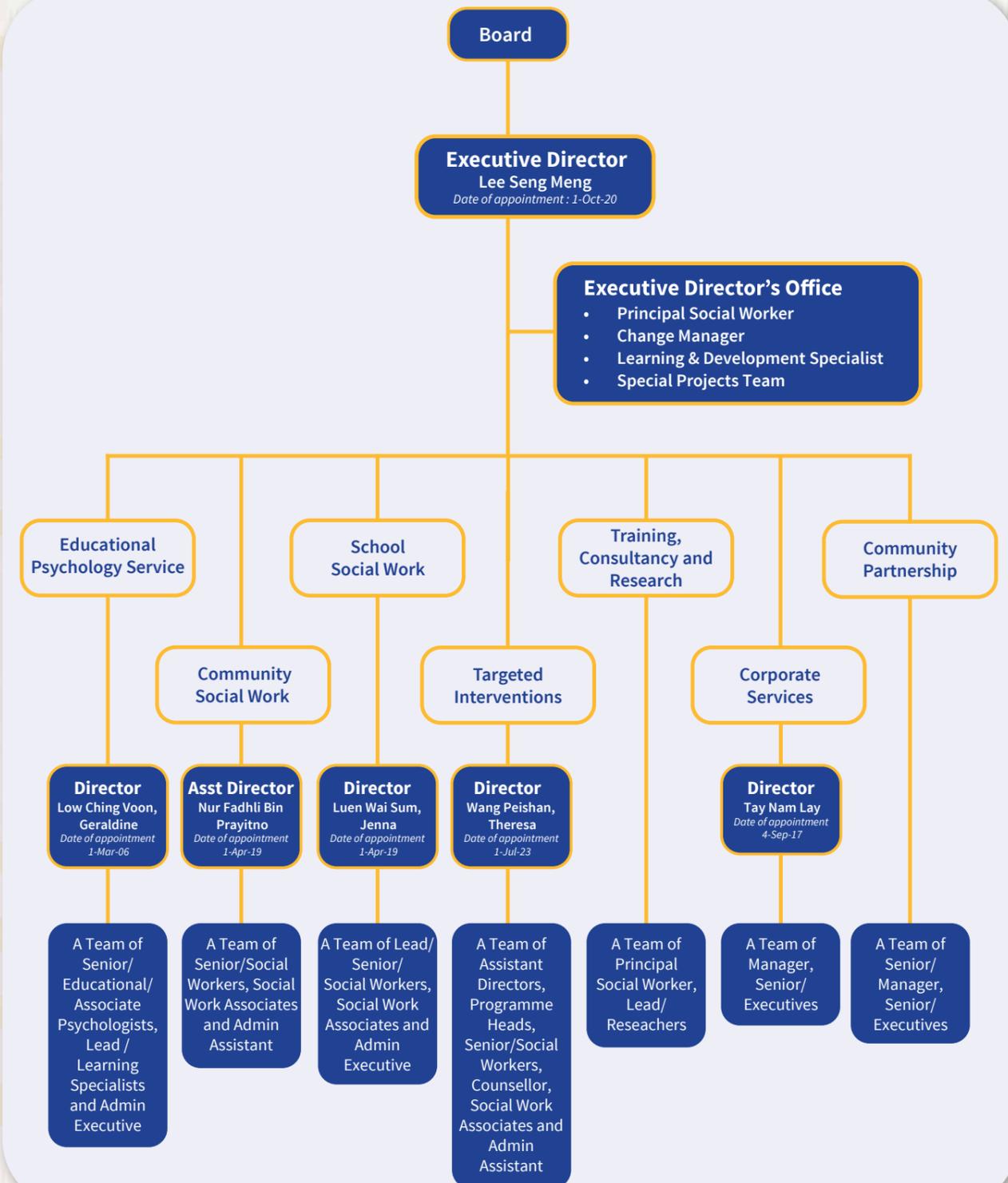
Chairman
Mr Goh Chee Kong

Members
Ms Morene Sim
A/P Ang Seng Bin
The Late Mr Eric Low Siak Meng, JP, BBM(L), PBM

Organisation STRUCTURE



Staff STRUCTURE



Significant Milestones in the *LAST Decade*



- 1976**
Registered School Social Work Service Association of Singapore (SSWSAS) with office at Penang Lane
- 1975**
Pro-tem Committee was established

- Appointed by the Ministry of Social and Family Development (MSF) to provide consultation for Project CROPS - the pilot of a service delivery framework for Student Care Centres in Singapore
- Successfully completed 2-year pilot of Seconded School Social Work Model in Singapore

Mission & Vision statement was broadened to reflect SHINE's work with children and youth. Intended Impact Statement and Theory of Change were articulated to facilitate consistent and clear understanding of SHINE's work

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

Invited by the International Association of Schools of Social Work (IASSW) to provide training to social work educators and practitioners on the topic of "Social Work in Schools" in Ho Chi Minh City from 9 to 12 November 2015

Hougang Centre appointed Integrated Service Provider (ISP) by Ministry of Social and Family Development

1970s ■ 2013 ■ 2014 ■ 2015 ■ 2016 ■ 2017

- 1977**
Granted Institution of a Public Character (tax exempt) status by Inland Revenue Authority of Singapore
- 1978**
Changed organisation name to Students Care Service (SCS)



Presented with the Outstanding Community Partnership Award by Clementi Police Division on 14 November in recognition of the close partnership with and strong support rendered to the Division

Seconded School Social Work Model adapted into Attached School Social Work Model and implemented in a mainstream Primary School

Go for Goal! set a new record of 6 hours and 3 minutes for the Longest 11-a-side-Football Match in the Singapore Book of Records

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

Staff, Nur Fadhli Bin Prayitno, selected to represent SHINE at the ASEAN Workshop on Development Cooperation on Social Welfare in Bangkok, Thailand

Invited by the International Association of Schools of Social Work (IASSW) to provide training on the topic of "Social Work in Schools" in Hanoi

Organised and presented "International Conference on Children and Youth Work Practice", officiated by Minister for Ministry of Social and Family Development, Mr Tan Chuan-Jin

Clementi Centre appointed Integrated Service Provider (ISP) by Ministry of Social and Family Development

*For significant milestones between 1979 – 2011, please visit our website at www.shine.org.sg

Significant Milestones in the *LAST Decade*

- Submitted maiden Coalition Alternative Report to the United Nations Convention of the Rights of the Children in support of the well-being of children in Singapore
- One of the 10 non-profits to be awarded the Tote-Board Non-Profit Sector Transformation Initiative grant
- Visit by First Lady of Guyana, Mrs Sandra Granger, to SHINE Clementi on 21 June 2019
- Staff, Mr Lee Seng Meng, awarded the Outstanding Social Worker Award (OSWA) for 2019



- "Nothing Is Impossible" Campaign Launched
- Presented paper "Needs Assessment of School-Going Secondary School Students During the HBL Period" at the NUS-SSR Seminar Series
- Presented paper "School Attendance in Low-Income Families and Children: Beliefs and Strategies" at the 5th International Conference Practice Research, Melbourne, Australia

2018

2019

2020

2021

2022

Changed organisation name to SHINE Children and Youth Services

Speaker of Parliament, Mr Tan Chuan-Jin, appointed as SHINE Children and Youth's patron



Visit by British High Commissioner, Her Excellency Kara Owen, to SHINE Clementi on 6 January 2020

Launched Resilience - Youth Mental Health Service of SHINE, officiated by Mr Eric Chua, Parliamentary Secretary, Ministry of Social and Family Development and Ministry of Culture, Community and Youth

Awarded the Star Partner Award at the Public Sector Transformation (PST) Awards Ceremony on 21 October 2020 in recognition of strong contributions to better outcomes for the Public Service through the Youth COP programme

Awarded the People's Association Community Spirit Awards 2020 - Community Partnership Merit Award, recognition of commendable contributions towards the community through the Integrated Care Programme @ North East



Awarded the Charity Transparency Award 2022 at The Charity Transparency and Governance Awards Ceremony on 9 November 2022 in recognition of good transparency and governance standards

Appointed by Social Service Institute as a Training Network Model 2.0 (TNM 2.0) Centre of Excellence, recognised for domain expertise in Children and Youth and Volunteer Management



Highlights of Services & PROGRAMMES

Quantitative Achievement 2022	19
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QUANTITATIVE ACHIEVEMENTS



Total Served:
6,451

*Quantitative calculation is based on the total number of service-users recorded and includes multiple-service users

Educational Psychology Service (EPS)

684 Children & Youth Served	330 Parents Served	70 Other Professionals Served
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Programmes

- Assessment & Diagnosis Service - EN3
- Learning & Social Support Programmes - ALPS
- Learning & Social Support Programmes - Parent Support
- Reading Odyssey

Outcomes Achieved

- 96% of children in ALPS showed increased confidence
- 89% of children in ALPS showed improvement in literacy/ language skills
- 89% of children in Reading Odyssey showed improvement in word reading or reading level
- 89% of parents reported increased understanding about child/ youth's strengths and needs

School Social Work Service (SSW)

1,049 Children & Youth Served	202 Parents Served	87 Other Professionals Served
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Programmes

- The Scaffold Programme (TSP)
- School Social Work for Youth & Children (SYNC)
- After School Engagement (ASE) Programmes

Outcomes Achieved

- 100% of students did not enter into downstream programme
- 90% of students gained lifeskills/ gained confidence to overcome life challenges
- 80% of students applied skills to develop themselves
- 57% of students improved socio-emotional competencies in ACT!SG score

Training, Consultancy & Research (TCR)

221 Children & Youth Served	258 Other Professionals Served
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Programmes

- Training & Consultation for Professionals
- Social Work & Casework Supervision
- Youth Work & Programme Supervision
- Research & Evaluation
- Internal Ethics Review
- Publications

Outcomes Achieved

- 100% positive feedback in LIFE Training and Mentoring Programme (for Student Care Officers)
- 100% positive feedback in Seminar on "Social Work Supervision Model in COVID-19 Pandemic Context: Experiences and Lessons Learned"
- 100% positive feedback on consultancy services to clinical facilitators from ISP Professional Learning platform
- 96% in Training Course Effectiveness for TNM 2.0 1st course run in Applying Theory of Change and Logic Model in Programme Planning

Community Social Work Service (CSW)

270 Children & Youth Served	176 Parents Served	42 Other Professionals Served
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Programmes

- Collective Impact @ Spooner
- Collective Impact @ JBM
- Family Coach
- ComLink Support Programmes
- Positive Youth Development Programmes

Outcomes Achieved

- 100% found the community engagement sessions beneficial
- 83% developed a goal plan to address identified issues and showed progress in goal(s)
- 88% reported at least one positive change
- 68% of families co-developed an action plan within 3 months

Targeted Intervention Service (TIS)

1,972 Children & Youth Served	828 Parents Served	262 Other Professionals Served
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Programmes

- Guidance Programme (GP)
- Youth Enhanced Supervision (YES)
- Enhanced STEP-UP (ESU)
- Triage for Youth Offenders
- Post Care Engagement
- Youth COP
- Youth ALIVE!
- Youth Mental Health - Resil!ence
- CREST Youth

Outcomes Achieved

- 90% of youths who underwent GP completed the programme successfully and stayed away from reoffending
- 92% of youths who underwent the YES programme completed the programme successfully and stayed away from reoffending
- 95% of youths in Youth COP gained awareness of laws and consequences of offences
- 91% of youths satisfied with youth mental health talk conducted

READING ODYSSEY:

a movement of relevance and meaningful connections



196

Number of clients served

10

Number of partners

313

Number of volunteers of varying roles engaged

735

Total number of children served to date via collaboration with community partners

85% of children showed increased confidence in reading
86% of children showed improvement in word reading or reading level

SHINE's Reading Odyssey (RO) programme helps children from underprivileged backgrounds improve their reading abilities. Through collaborations with community partners and volunteers, it helps children learn to read for meaning, knowledge and understanding through guided reading and information processing games. Research has shown that the ability to read makes children more confident and helps them engage better at school and in society. Children who are good readers also tend to perform better in school, have a healthy self-image and become lifelong learners.

As the world continues to evolve, reading remains an important and relevant activity for children to equip themselves with new information, to deep dive into various topics and access learning opportunities. The Reading Odyssey programme components continue to be enhanced to provide these opportunities to children at risk and enable them to be engaged meaningfully in the community and gain social

mobility. *"The more that you read, the more things you will know. The more that you learn, the more places you'll go."*— Dr Seuss

Curating relevant reading materials and cognitive games

Reading materials are sourced with the criteria of being relevant to the child's lives. A variety of genres, including stories from around the world broaden the children's knowledge and provide exposure for children to different cultures thereby building awareness, sensitivity to and appreciation of cross-cultural differences.

Cognitive skills are the core skills our brain uses to acquire knowledge, to think, read, remember, reason and pay attention. Working together, these skills help us take in incoming information, process information and carry out the act of learning in our daily lives. Many struggles in learning are contributed by one or more weak cognitive skills. The programme continues to develop activities that promote auditory and visual and auditory attention, memory, sequencing and discrimination skills that help a child learn and read.

Maintaining skills and competencies of community volunteers

Volunteers play important roles in the Reading Odyssey programme. Hence the programme team worked hard the past year to equip volunteers with relevant knowledge and skills to carry out their roles and to be responsive to the evolving learning needs of the child in the journey of reading together. It is also



essential that they believe in the power of relationships in motivating and inspiring children to read and learn. With the support of volunteers, it was noted that:

- Children were observed to be keen to continue the session and converse with volunteers or engage in another cognitive game even though the session ended.
- Children who were withdrawn or fearful of attempting to read became more confident to attempt unfamiliar words, and took initiative to engage others in conversations.
- While some children were still performing behind of the same age peers, their motivation to learn contributed to an improvement in their word reading scores and reading levels.
- Over time, with the mediation of volunteers, children were better able to rate themselves during post session reflections and learn about their strengths and needs.

Strengthening connections

In the 8th year of the Reading Odyssey's collaborations in community, it was timely to celebrate and appreciate the efforts of community partners, donors and volunteers who have made the Reading Odyssey movement possible. A Children's Day and Partner's Appreciation was held on 8 October 2022, at Clementi Community Centre multipurpose hall with Guest of Honour, Dr Tan Wu Meng, Advisor to Jurong GRC, in attendance. 150 participants attended which included community partners, children from Reading Odyssey communities, volunteers, funders, staff, friends and guests. The event helped to strengthen donor's awareness of and connection with the programme and provided a platform for donors to meet with children of the programme.

Video clips of event: <https://www.shine.org.sg/eps>.

As we keep abreast of the evolving landscape, we keep in mind the reminder by author, speaker and community worker Margaret J. Wheatley that...

"There is no power for change greater than a community discovering what it cares about."

We continue to care greatly in equipping children at risk to read for meaning, knowledge and understanding. Through the Reading Odyssey movement, we connect the children to their future— one of the purposeful connections and inclusion in the community.



“

I like everything in Reading Odyssey especially the (cognitive) games. Teacher Bee Peng helps me to understand how the games are played. She is kind and patient. I want to thank her for teaching me.

Ang Kim Yan (AKY),
Child, Primary 2

I embarked on RO since March this year (2022). I believe in the quality of the programme and it has a positive impact on the lives of the children. The programme is fun and has elements of character building. I truly enjoy interacting with the children.

Tan Bee Peng,
Volunteer

“

I like the games in Reading Odyssey and the snacks given out. My teacher, Natasha, helps me with reading unfamiliar words. If I don't know the words, she helps me pronounce the words and tells me the meaning of the words. She is always present for the sessions and is always there for me. I want to thank my teacher (volunteer) for teaching me and giving me lots of stars. I want her to teach me in the next Reading Odyssey too.

Divinya,
Child, Primary 2

I have been a volunteer with RO since 2017. I believe in the program's intention of elevating the children's self-confidence through learning and reading. The programme also provides many opportunities to interact with the children (via discussion of the stories), which allows me to journey with them through their time in the programme and help them improve.

Natasha,
Volunteer



Collective Impact @ Bukit Merah



157

Number of households
outreached

93

Number of households
engaged

177

Number of children and
youth engaged

30

Number of stakeholders
engaged from 16
organisations

The **93** households and **117** children and youth have achieved the following outcomes:

Children and Youth

- **Gained awareness/knowledge** surrounding their developmental and educational needs.
- **Expressed attitudes/beliefs** that support changes to improve developmental and educational needs.
- **Reported willingness/intention** to engage in actions to improve developmental and educational needs.
- **Engaged in some form of actions** to improve developmental and educational needs of children and youth.

Collective Impact @Bukit Merah focused on four key driving factors of social mobility: Human Capital, consisting of knowledge, personal attributes, health (e.g. mental, physical, emotional). Economic Capital, looking at qualifications, work opportunities and skills development. Social Capital, pertaining to one's social support and social networks, and how one can tap on such networks to increase their socio-economic situation. Lastly, Cultural Capital, which includes interest development and enrichment.

SHINE worked with community partners, government agencies (SSA, SSO, etc), grassroots, funders, volunteers and ComLink families, to roll out impactful programmes and activities that are mutually reinforcing and aligned to the common agenda.

Our work with the stakeholders and how they support the common agenda

This year, together with Kim Tian West Residents' Committee (RC), we have launched OurSpace@KimTian where our CLUBHOUSE resides. OurSpace@KimTian is a shared space with our collective partners in Jalan Membina where we run or bring in programmes and services that are relevant to the needs of our children and youths.

We partnered with Educational Psychology Services (EPS) of SHINE to bring in programmes such as Reading Odyssey and Actualise Learning Potential

Promoting Social skills Programme (ALPS) to support the Economic Capital of our children. Other programmes and activities aim to better understand their lived experiences of social mobility and build their Social Capital, by enhancing their networks of support between peers and adults within the community. Such programmes were enhanced by the invaluable support of volunteers, who enable us to run these programmes and reach out to more groups of children.

Partnerships with corporate organisations allowed us to co-organise various outings and unique experiences for our children and youths, building on to their Cultural Capital. For example, we worked with Singapore Pools to organise outings such as Go-Kart, NERF Experience, Boulderling, and more. These experiences fulfilled the youth's desire to adopt an active lifestyle by participating in new hobbies and sports that may be out of reach due to their family circumstances. A collaboration with ComLink and Resorts World Sentosa introduced the children, youth and their families to the world of golf.

How Clubhouse remains relevant to the needs of children and youth in the community

Ground experiences are crucial to our work. Collective Impact goes beyond simply "doing" and into the "why" of what we do. We reviewed current interventions for the community by existing community groups, reflected on current trends relating to social mobility, and analysed the impact of these interventions.

As a backbone agency, SHINE facilitated the Leadership Table, which includes SSO@KABM, Grassroots, towards the Collective's common goal of increasing the social mobility of our children and youth. Hence, data collected from our communities through the various touchpoints under Clubhouse and Family Coach initiatives gives the Collective crucial inputs into the lived experiences of social mobility. This helped to pan out the Collective's next steps towards our common agenda - both at the Leadership Table and Clubhouse level.



Additionally, where stakeholders may not be suited to support interventions in certain capitals, SHINE remains committed in providing in-house services to support our children and youth and their families. For Human Capital, the team continued to provide casework and counselling services for our children and youth, while family coaches worked with the parents to achieve their goals across the domains of Housing, Employability, Health, Education, Caregiving and Financial.

Contrary to the youths being recipients of services, a new initiative supported the youth's desire to give back to their community. The youths organised a badminton tournament followed by a Futsal tournament with the support of their social workers. Both competitions attracted many of our community youths to compete.

Supported by data, activities and strategies were tweaked and changed to meet the developing needs of the children and youth. However, our end outcomes remain the same - to increase the social mobility of our children and youth, by developing the four capitals to improve their social mobility.

“

For the badminton tournament, it felt so good to put a smile on the faces of those who attended. It feels like an honour doing volunteer work. It teaches me to have better team work and communication. This opportunity has taught me a lot of values. I think I did well planning and setting the competition tables, but I feel I could improve in the way I communicate. Maybe I should be more extroverted. Something that might help me the next time we organise such tournaments is to plan it better to avoid complications. But I enjoyed my role, I learnt something today, and I would like to organise something again for SHINE's other children and youths.

Hannah,
Youth Event Organiser, 21 years old



The Scaffold Programme



Students playing table soccer with each other at the drop-in centre at school. The drop-in centre is a place for The Scaffold Programme students to hang out and have fun together in a facilitated environment.



Two students at our SHINE centre during the school holidays. Holiday activities allow students to be positively engaged outside of school hours and provide opportunities for positive peer interactions

786

Number of clients served

522

Number of youths

192

Number of parents/ partners

72

Number of school personnel

Schools served in 2022

- Bowen Secondary School
- Greendale Secondary School
- Kent Ridge Secondary School
- Paya Lebar Methodist Girls' School
- Queensway Secondary School
- Serangoon Gardens Secondary School
- St Margaret's Secondary School
- Tanglin Secondary School
- Xinmin Secondary School
- Yishun Town Secondary School

Impact:

- **100%** of students did not go into downstream programmes in 2022.
- **92%** of students completed the programme with at least 80% attendance.
- **82%** of students gained self-awareness through TSP.
- **87%** of students acquired knowledge and skills through TSP.
- **80%** of students applied skills learned in TSP to develop themselves.
- **57%** of students showed an improvement in overall ACTISG score.

The Scaffold Programme (TSP) is an early intervention programme that aims to support Secondary 1 and 2 students in attaining positive educational outcomes. SHINE partners with mainstream secondary schools to support identified students, classes and groups through working with students and their ecosystems such as peers, family, teachers and the community. In doing so, a variety of modalities are used, including groupwork sessions, casework and counselling, family work, as well as outreach and engagement activities.

As Full Subject-Based Banding (SBB) is being steadily implemented into schools across Singapore, The Scaffold Programme has adapted some of our processes and approaches to fit with the evolving education landscape and needs of schools and their students. In fact, of the 10 secondary schools served by The Scaffold Programme in 2022, 6 have embarked on Full SBB, as part of the Ministry of Education's progressive roll-out of Full SBB into secondary schools.

With Full SBB, students are no longer grouped in classes based on academic streams Express, N(A) and N(T), but are placed in mixed form classes across academic abilities. TSP has traditionally taken a class-based approach to student selection and engagement, but with Full SBB, such an angle is no longer as relevant or feasible. In response, TSP has adapted to assume a more flexible and customised approach.

To ensure that the programme remains relevant, SHINE collaborated with our school partners and engaged in conversations to understand the schools' and students' needs amidst these changes. These discussions allow us to continually review and adapt our programme structure and elements. We are grateful to our school partners for their ongoing collaboration and openness to have honest conversations with us for the benefit of our clients.

One of the key adaptations that SHINE has made in shaping the programme is in the selection of students – we work with schools to articulate selection criteria, conduct surveys and focus group discussions with

teachers and/or students and recommend students most suited for the intervention based on our professional understanding of risk and protective factors. These processes allow the programme to reach the students who would benefit the most from it and ensure that it remains relevant.

At the same time, with Full SBB where students in the programme are from different classes, we face a different challenge of addressing the issue of stigmatisation where certain students may be perceived as being singled out for the programme. To mitigate this, SHINE is intentional in our communications with schools and students that the programme is recognised as positive support and development rather than a remedial intervention, and to avoid any negative labelling of the programme or its students. Effort is also made for students to experience TSP as fun and engaging, so that students do not feel targeted to attend a “mandatory” programme, but rather something they look forward to and enjoy.

SHINE has also evolved TSP's specific objectives and focus to be more aligned with the students' experience of school life now with Full SBB. This shift in the programme now allows students to be exposed to a greater diversity of peers and teachers. In the past, class unity was a key focus with the aim of building students' positive school experiences and connection to school. However, now with Full SBB where the programme is no longer class-based, different approaches are needed to strengthen school connectedness and peer relations. TSP provides students with opportunities to interact with peers other than their classmates, be equipped with transferrable social-emotional skills and have opportunities to practise skills in a facilitated environment. TSP under Full SBB also allows students to interact with teachers apart from their Form Teachers and Subject Teachers, thereby increasing students' experience of positive adult figures and network of support in school.

Another notable shift in TSP is in the broadening of future options as we explore the students' pathways to their future. One of the main objectives and content of TSP is building students' future orientation by having an image of their future and the motivation and belief in achieving their goals. Where some students' pathways were more limited

in the past due to streaming, students are now able to envision and explore a wider range of post-secondary education routes. TSP allows students the valuable opportunity to explore their future goals in a Full SBB environment.

Amidst the changes in Singapore's social and educational landscape, SHINE is honoured and pleased to have the privilege of journeying with our students, their families and our school partners. These changes allow us to continually shape our work and create positive impact with the clients that we serve.

“

With exposure to greater diversity of peers in the programme, students interact with unfamiliar peers. Often, this creates more points of conflicts as the tried and tested interaction habits often do not work out with a different group of peers. SHINE sees this conflictual phase as a more pronounced part of the programme in a Full SBB context and from a student development POV, such conflicts present opportunities for students to explore and develop their social-emotional skills.

In some schools, such as Bowen Secondary School, we employ various strategies to harness these conflicts to develop students' social-emotional skills.

Firstly, we create a culture where conflicts and differences between students are normalised. In times of conflict, we facilitate the interaction between students to allow them to work out the conflicts and differences. Students are thus given the chance to enhance current ways and explore new ways of resolving differences with their peers. Individual reflection conversations then take place between SHINE workers and students to crystallise the insight and transferability of social-emotional skills gained through such conflicts.

SHINE observed that, in the practice of the above strategies, some of these “conflictual relationship” could blossom into cordial and supportive relationships that are sustained after the programme. Teachers have also observed that students' growth in social skills and self-regulation have allowed the school to give them more opportunities to develop, such as being placed in leadership positions.

Chin Hwee,
Social Worker

Youth COP

Reversing Labels, Empowering Identities, 15 Years and Beyond



Key Statistics

15 Number of partners in 2022

278 Number of youths

COP was featured on the Singapore Police Force Work Plan Video and Seminar 2022, celebrating the strong partnership and collaboration in working with youth-at-risk.

Milestones and Outcomes

278 Students participated in Youth COP

240 Students developed a positive self-identity through their contributions to and interaction with school/community

264 Students gained awareness of laws and consequences of offences

237 Students achieved at least one of the outcomes

1. Student's pro-social behaviours increased
2. Student's social-emotional resilience has improved
3. Student's relationship with school/family/peers/significant adults has improved

249 Students gained knowledge of personal and social skills

Youth COP celebrated our 15th Anniversary in 2022. Over the past 15 years, the program had worked with many schools and police officers from the Neighbourhood Police Centres (NPCs) and had collectively impacted more than 1000 youth and families. Through the commitment of stakeholders and partners, the programme has managed to navigate through the limitations of the pandemic and has become stronger and more adaptable to meet the needs of our youth, their families and to help them grow as crime-prevention leaders.

Founded in 2007, Youth COP was established in the west region of Singapore with the goal of reducing the risks of juvenile delinquency among youth in secondary schools. SHINE, together in partnership with the Neighbourhood Police Centres and schools, launched the program and over the years, have successfully reversed negative labels that youth were carrying and empowered them to create new, positive identities that helped them thrive in their homes, school and in the community.

This year, the theme of Youth COP's 15th Anniversary is "My Community, Our Opportunity, Infinite Possibility". This theme was selected to be one that resonates for both our youth and the programme's stakeholders and partners. It is a reminder that where we are and the people we are with; our family, our peers, our colleagues and our neighbourhood, are places that we can seek opportunities to serve, protect and care. Over the years, the programme had worked closely with many community partners, various volunteer groups and schools, to explore possible collaborations and opportunities to allow our youth clients to contribute, to grow and to shine brightly despite their circumstances. This belief and commitment to create opportunities for our youth has greatly resulted in them having more avenues to contribute meaningfully and to use their free-time in a meaningful and constructive manner. By doing



so, youth in the programme were able to strengthen their commitment to keeping their schools and communities safer. Most importantly, our youth learnt to protect themselves and their loved ones from the many perils of crime.

In celebration and appreciation of these wonderful partnerships, Youth COP caught up with many of the partners, police officers and school staff who were actively involved in the founding years of the program, presenting them with a specially-curated 15th Anniversary Gift. Over the past 15 years, the



programme's success was only made possible through the dedication and hard work of many like-minded individuals who embodied a positive regard towards youth and a strong belief that despite their vulnerabilities, our youth still had the strengths and abilities to contribute and shine. Truly, it takes a village to raise a child and to grow a programme successfully.

As Youth COP crosses into a new year of youth development and intervention, it is our hope that the programme will be able to bring along more stakeholders and partners and together, to scale-up Youth COP's outreach and engagement to benefit and impact more youth and families across the whole of Singapore. Here's to 15 years of reverse-labelling and empowering identities, and beyond!



The Youth COP journey: Pacing and growing

Harry (not his real name), 15-year old, joined Youth COP in Secondary 1. He was nominated by his form teacher for his leadership potential, to join the programme. At the interview, Harry was observed to be struggling in school and was exposed to various forms of delinquent peers and activities but genuinely wanted to use his time meaningfully and to help others. Through the engagement of the Youth COP Social Worker, Harry gave his commitment to the programme and was eventually selected. However, despite being in the programme, he was observed to have low self-confidence and often avoided coming for sessions due to feelings of inadequacy. He would be seen hovering outside the session but refused to join the group. Due to his irregular attendance for Youth COP and his school behaviour, it was an intentional, collaborative decision among the various partners to appoint Harry to only the rank of Associate Member, so that he would have more time to work on his goals and the programme's expectations.

The Youth COP Social Worker utilised the opportunity to process how the associate rank affected him and co-created his plans forward to help him attain his full rank. With the social worker and team's effort in supporting Harry in his hopes and goal, Harry and his social worker began working on the goals together. This came with many hours of outreach, casework and also pacing with him to contribute and to participate in the programme in specially-crafted opportunities and roles. Harry gradually eased into the programme and it was evident how his confidence and connection with new positive peers grew.

Since the start of his associate contract, Harry was observed to have higher motivation in contributing to his best capacity. His Social Worker had intentionally created and calibrated opportunities while pacing with him such as intentional outreach, small group engagements, achievable and concrete tasks and many more. Affirmation, encouragement and recognition were also often given at the end of each activity to increase his confidence and strengthen his identity. With the close systemic work with school, his parents and the police to address his needs and risks, Harry's progress was observed by his school teachers, peers and social workers. Harry has since been nominated for the Promising Youth COP of the Year Award 2023.

Ms Jamie,
Youth COP Social Worker

Resilience Programme



5428

Number of clients served

32

Partners

143

Parents

610

Number of youth engaged for prevention, basic emotional support, and follow-up activities

97.8% who received screening and/or basic emotional support services are satisfied with the service



This is done via training and supervising volunteers who are matched with youths in need to journey with them for 6 months to build up the assets to have better mental well-being.

In 2022, Resil!ence (RL!) continued to advance youth mental health in a variety of unique ways. With the easing of COVID-19 measures, the CREST Youth programme started having in-person road shows at various secondary schools and Institutes of Higher Learning (IHLs). Through these events, more young people came to learn about youth mental health, RL!'s services and reached out for help. RL!, in partnership with Nanyang Technological University (NTU), offered on-campus mental health screening to its students. This initiative sought to destigmatise mental health help seeking and brought services closer to the students to reduce barriers of access. The responses to these outreach initiatives were mostly positive with students coming forth to learn more at the roadshow booths and signing up for the mental health screening to gain insights into their mental state.

RL! also continued to strengthen its services in the peer helping spaces. Training and check-in sessions for conducted for NYP and YCS peer helpers to enhance their confidence and competencies in peer helping. In addition, RL! also launched its peer support programme, Walk with Me. Till date, more

than 70 volunteers have been trained to journey with youths at risk of or exhibiting non-suicidal self-injury tendencies, with 10 youths being support for up to a period of 6 months to improve their social and developmental assets to manage stressors more healthily. We expect more volunteers to be trained and youths to be served in the coming year.

RL! also developed a mental health workshop series titled Our Mental Groundwork (O.M.G.). These workshops are designed for secondary school students and aim to increase mental health literacy and perspectives. They help students adopt a more positive outlook to challenges, improve their ability to provide support to peers and know where to find help. In partnership with Methodist Girls' School (MGS), more than 600 students were reached of whom many had reflected that they are now better equipped in managing adolescent challenges.

We also continued our caregiver series, Lighten the Burden, reaching out to caregivers with teens aged between 12 and 18. The 3-part series focus on helping caregivers gain insights into mental health needs of their teens, their role as a caregiver to support their mental health needs, and mindsets and strategies to build resilience in the next generation. More than 50 caregivers benefitted from the sharing from our speakers ranging from youths, persons with lived experiences, caregivers, mental health professionals.

RL! was also privileged to be invited to share our work and experiences with delegates from Vietnam that consisted of social work practitioners, leaders and educators. This enabled us to consolidate our practices, encourage learning and innovation and support our overseas counterparts in advancing youth mental health causes. Locally, in partnership with AIC and other youth mental health agencies, the collective launched a youth mental health Community of Practice that seeks to improve practices, service delivery and meaningful

engagement and networking among youth mental health professionals with a vision of healthy and competent MH professionals and agencies. The meet-ups provide a platform for practitioners to learn more one another and offer support to gain insights into challenges faced and strategise approaches to better engage and serve youths with mental health needs.

Finally, to continue meeting the needs of youths with mental health concerns, RL! will be commencing a new intervention service, Youth Integrated Team (YIT), funded by AIC from April 2023 onwards. This continued expansion of our services underscores the growing belief from our funders and our expertise to contribute in the mental health space. RL! hopes to continue establishing strategic and strong partnerships with various stakeholders at various levels to bring forth hope and help for our youths in need.

“

The session was pretty enjoyable and I liked how they addressed almost everything I mentioned which made me feel validated. I am very grateful.

Very thoughtful session, and I was able to reschedule my session according to my flexibility.

I would recommend this service to others who are struggling.

I really like speaking to Aidah. She is lovely, very helpful and hears me out. Very professional and helpful. Thank you so much.

Great place with great staff. Thank you so much for doing what you do, and I hope you all take good care of yourselves.

I really enjoyed talking to Cindy because she's a really good listener and she respects where I am coming from without any judgement!

From youth service users who received screening or BES

Resil!ence (RL!) is the youth mental health service of SHINE. The name, Resil!ence, is a misspelled form of resilience and silence. It seeks to draw attention to the unspoken challenges of youth mental health, underrated strengths of youths in their mental health journey and a call to action in these 4 areas:

1. Light up conversations about youth mental health
2. Improve mental health literacy among youths and caregivers
3. Curate a line-up of mental health initiatives
4. Link up youth in need to supports and services

One of the programmes RL! delivers is the Youth Community Outreach Team (CREST Youth), developed by the Agency for Integrated Care (AIC), together with the Ministry of Health (MOH), which enables persons living with mental health issues to seek early treatment nearer to their homes and ensure that they are well-supported in the community. It aims to increase awareness of mental health and promote early identification through outreach events for the youth population, aged 12 to 25 years, as well as those in their circle of support.

A pilot programme RL! runs is a peer support programme, Walk with Me, funded by National Youth Council (NYC). It aims to serve youths at risk of or with non-suicidal self-harm tendencies, helping them to build up social support and healthy coping methods.





Key Statistics

Year Incorporated:

Appointed as TNM 2.0 Training Provider in August 2022

37

Professionals attended the training

9

Staff achieved successful attainment in Advanced Certificate in Learning and Performance



Training Network Model 2.0 (TNM 2.0) is Social Service Institute's (SSI) 5-year strategic project that aims to transform up to 7 Social Service Agencies (SSAs) to become Centres of Excellence. It is a platform that connects social service professionals with relevant training opportunities to improve their skills and knowledge. The 7 SSA partners were selected based on their domain expertise, proven track record, buy-in from management and board, as well as their readiness to conduct training and SHINE was one of the appointed Training Service Providers. The Primary and Secondary Training Areas to be provided by SHINE are in the domains of Children and Youth and Volunteer Management respectively.

As a National Council of Social Service (NCSS) appointed Centre of Specialisation in School Social Work, conducting training and consulting services, as well as research and advocacy, is one of the key foundations towards SHINE's vision and mission to be a leading social work organisation in enabling

children and youth to maximise their potential. With our experiences in the provision of customised training services to sector professionals, such as practitioners in student care centres and Student Welfare Officers under the Ministry of Education (MOE), SHINE embarked on TNM 2.0 to further our mandate through training and capability uplifting of sector professionals, caregivers, volunteers and the general public and community.

Customised Trainings

Aligning with SSI's aim of building and growing a learning ecosystem that provides comprehensive training pathways and multi-modal learning touchpoints, SHINE developed customised training programmes that are tailored to the specific needs of the social service sector. The courses focus on areas such as programme planning, supervision training, volunteer management and development and they are designed to enhance the skills and knowledge of social service professionals.

Our featured courses under TNM 2.0 include:

- Applying Theory of Change and Logic Model in Programme Planning
- Understanding & Supporting Children with Learning & Behavioural Needs
- Working Systemically with School Systems
- Building Rapport with and Creating Supportive Environment for Children
- Facilitate Group Work Intervention
- Strategic Volunteer Partnerships for Impact
- Onboarding for New Social Service Supervisors

SHINE is committed to enhancing the skills and knowledge of social service professionals and ensuring our training programmes are relevant and responsive to the needs of the social service sector.



Capacity Building

To run SkillsFuture Singapore (SSG) courses, having the necessary qualification is an important requirement. Hence to upskill our team of trainers, a total of 9 staff attended the Singapore Workforce Skills Qualifications (WSQ) Advanced Certificate in Learning and Performance 2.0 (ACLP 2.0). This Train-The-Trainer (TTT) programme equipped our team of trainers with SSG recognised Training and Adult Education (TAE) competencies to perform the role of a learning facilitator and assessor of SSG-funded and non-SSG funded certifiable courses. The certificate of attainment will also enable SHINE to support the performance needs of related enterprises and learners experiencing industry-specific transformation.



Planning considerations for financial management

While the design and delivery aspect of training programmes is not totally unfamiliar to SHINE, we realised that there were other considerations along our TNM journey in scaling up our training business model. As a training provider that began to offer courses publicly for registration, there is an added complexity of managing SSG training grants and



other sources of funding, start-up and operational costs, profit margins and revenues, to name a few.

It had indeed been both an exciting and challenging journey for the past one year - from putting together training materials that comply with SSG requirements, attaining ACLP certification to setting up infrastructure and operations. We hope that the TNM will be a leverage which we can grow SHINE's Training & Consultancy for greater contribution to the sector and enhance SHINE's endeavours to become an organisation of choice and a centre of excellence for children, youth work and volunteer management practices.



The trainer did a great job explaining the Theory of Change and Logic Model. As someone who was not exposed to this, I was able to understand and apply it clearly.

I can finally see the link between TOC and Logic Model. The tools learnt today are practical to my work. The practical application helps me to exercise my critical thinking and see how TOC can play out in our work.

Kudos to Lyon, amazing teaching. I came in today a bit hesitant because programme planning is not my interest but after being reintroduced to Logic Model and Theory of Change I'm glad I came!! super enlightening.

Feedback from participants

on SHINE's 1st course run on "Applying Theory of Change and Logic Model in Programme Planning"



Lyon is an experienced facilitator whose session was well structured and delivered. She is affirming and engages the learners through a variety of interactive activities. Her topic is useful for Adult Educators interested in Workplace Learning - especially in writing project proposals.

Specialist Adult Educator
(Curriculum Design)

GROWING TO SHINE

Through Shine and Beyond



539

Number of volunteers partnered

341

Number of regular volunteers partnered

32

Number of service-based* volunteer partnerships

**Service-based volunteers focus on interacting with service users. They commit a minimum of 24 hours over 4 sessions in a year. Service-based volunteerism partnership refers to a collaboration with corporates, schools, government agencies and informal volunteering groups etc. for regular activities between service users and volunteers.*

Volunteers play a crucial role in partnering SHINE's social service professionals to enable children and youth to maximise their potential. In 2021, the Volunteer Partnerships & Development (VPD) initiative was established within the Executive Director's Office, to oversee, foster and facilitate meaningful partnership with our volunteers so that SHINE can continue to deliver broader and deeper impact.

For many, the COVID-19 pandemic has brought about significant changes in the way we live, work and make sense of things. Even amidst this, the question that beacons to SHINE remains on how we can continue to enable children and youth to maximise their potential; how can SHINE "shine on" and stay relevant amidst all these?



As the world enters the second year of the pandemic, we continue to seek meaningful ways for volunteers to be a part of the impact-making work in SHINE. We are indeed heartened that in the past year, more volunteers are stepping forward. In 2022, we have been partnered with close to 550 volunteers (a 35% increase in the number of volunteers partnered compared to 2021).



In our effort to grow our ability to meaningfully partner volunteers, we have continued to build our VPD capabilities. The Enhanced Volunteer Manager Funding Scheme, in which the National Council of Social Service (NCSS) provides funding for the employment of a full-time Volunteer Manager, has successfully concluded as of 1 Jan 2023. Over the last year and have also launched the VPD Purpose Statement to guide SHINE's partnership with volunteers, we have grown an internal ecosystem of Volunteer Partnerships Architects (VAs) to facilitate the continued development of VPD in SHINE. In addition, we have also worked with our Strategy and Programme Development volunteer to plan and conduct a table-top exercise of the Volunteer Continuity Plan. Works on the Volunteer, Donor and Membership system is also ongoing and is expected to go live in May 2023.

Other initiatives with volunteers also grew impact through SHINE. Our Impact Technologist volunteers developed a companion app to allow SHINE staff

to easily access, review and select community-proposed volunteer projects submitted through the website. Skilled-based volunteers had also produced a short video entitled "Come Rain or SHINE" to celebrate volunteerism.

This was launched at our Volunteer Connection, which returned after a 3-year hiatus, as we celebrate our volunteers with a refreshed format of programmes. In addition to this, our volunteers offered their skills and shared their know-how with our social service professionals through knowledge-sharing sessions while a class from a secondary school banded together to develop a study toolkit for children and youth and our community.

In the area of people development, we have developed the competency map for VPD for staff which is complemented by in-house VPD training for our staff and interns. In sharing our know-how with the sector and also play an active role in shaping volunteer partnerships in the sector, we are glad to announce that we have been appointed by the Social Service Institute as a Training Network Model partner to offer training and consultancy services to the sector in the domain of volunteer management. Our Volunteer Manager was invited to share insights and knowledge at NCSS' Volunteer Managers' Network on the topics of volunteer continuity plan and impact assessment.

In enabling children and youth to maximise their potential, we are honoured to be able to form the Youth Corps Development Team @ SHINE, in collaboration with Youth Corps Singapore (YCS). The team aims to enable youths to maximise their potential through volunteerism and co-creates meaningful volunteer opportunities with social service agencies and SG Cares Volunteer Centres for youths to serve children, seniors and the wider community.

SHINE would like to say a big "thank you" to all our volunteers, partners and supporters for your continued support, without which we would not be able to do and sustain what we are currently doing for the children and youths we serve.



Key Takeaway:

A Volunteer Continuity Plan not only minimises disruptions and ensures that service users are well supported, it also builds confidence and credibility among volunteers and fellow colleagues who are riding the waves with us through a crisis.

James Lim
Volunteer Manager
SHINE Children and Youth Services



SHINE CHARITY GOLF

Together, Contributing to the Journey of Change



10 **\$3,035,926**

Number of years held
Total funds raised to date including Tote Board matching

Committee Profile:

Chairman: Late Mr Eric Low, JP, BBM(L), PBM

6 Number of members
2011 Year started

The SHINE Charity Golf committee was set up in 2011 by the late Mr Eric Low, JP, BBM(L), PBM. At that time, government funding had reduced and funds were not sufficient to support some of our programmes. Hence, there was a need for fundraising. Having organised a few Charity Golf Tournaments for other organisations and with a following of loyal supporters, Mr Low decided to organise the event for SHINE. He formed a committee with his loyal supporters and they have continued to contribute their time and efforts to this annual fundraising event till now.

The first inaugural SHINE Charity Golf event took place on 4 November 2011, with the esteemed presence of Mr Chan Chun Sing as the Guest of Honour, who was then Acting Minister for Community Development, Youth and Sports. The

event received overwhelming support from more than 120 golfers. Through generous donations and auctions of wines and prizes, a remarkable sum of \$120,000 was raised. Fast forward to the present, and the SHINE Charity Golf continues to thrive, with the recent tenth edition held on 1 April 2022, at the Singapore Island Country Club. This time, with the generous support of Tote Board and the government's matching of donations, the event raised an impressive total of \$400,000.

The SHINE Charity Golf organising committee, led by the late Mr Eric Low, JP, BBM(L), PBM, and a dedicated team of volunteers, has been at the helm since its inception. What drives the committee is not only their shared passion for the cause but also the camaraderie they have built over the years.



They understand that their collective efforts will enable SHINE's children and youths to have a promising future and reach their full potential. In addition to their time and connections, the committee members also contributed in-kind donations such as goodie bags, golf balls, refreshments and valuable items for the post-golf dinner auction.

The 10th anniversary of the SHINE Charity Golf event was not without its challenges. Seeking donations is a task that requires persistence, especially in a post-COVID era where many companies have faced financial difficulties. However, despite these obstacles, the committee has persevered. When asked about their motivation to continue, many committee members cited the friendships and

camaraderie they have formed over the years, which provide them with the strength and determination to press forward.

The hard work and dedication of the committee deserve our heartfelt appreciation. They have consistently made the SHINE Charity Golf event enjoyable for all participants and supporters, year after year. Moreover, their unwavering financial support to SHINE has made a significant impact on the organisation's ability to carry out its mission. As we look ahead to future events, we eagerly anticipate the collective wisdom and expertise of the committee members, as they strive to create yet another memorable event that strengthens the shared fellowship and spirit of excellence that defines the SHINE Charity Golf experience.



The Year Ahead

In the coming year, SHINE will continue to progress our existing and new programmes and services in the domains of Youth Mental Wellness and Engagement, Child-Centric Mentoring, Community Based Services through Collective Impact and Educational Psychology. Through these programmes, we aim to further increase our outreach to children and youth and journey with them in providing appropriate prevention, intervention, and remediation support.

We shall be completing the upgrade of our Yishun Facility to provide a more conducive, safe and welcoming environment. The coming year will also see us completing a client focus system implementation. The successful completion will provide our staff with more tools and better facilities to better serve our beneficiaries.

To generate funds to support the programmes and capacity building initiatives, which are only partially funded by government grants, SHINE will work hard to seek support from the public, corporations and private grantors to further our Mission. Some of our key fundraising events planned for the new year include the "Nothing Is Impossible" Campaign, Kits for Kids (K4K), Football Inc's Super Charity Cup, GRIT Charity Cycling Challenge, Charity Concert and online fundraising campaigns.

Our total fundraising expenditure (including staff manpower cost) is projected to be close to \$580,000 and complies with the required fundraising efficiency ratio. Donations to SHINE are entitled to 2.5 times tax deductions.

We seek your continual support in this journey to enable children and youth to maximise their potential.



FINANCIAL INFORMATION AND REPORTS

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Donors and PARTNERS

Financial HIGHLIGHTS

Funders/Donors/Sponsors who have donated \$1000 and above

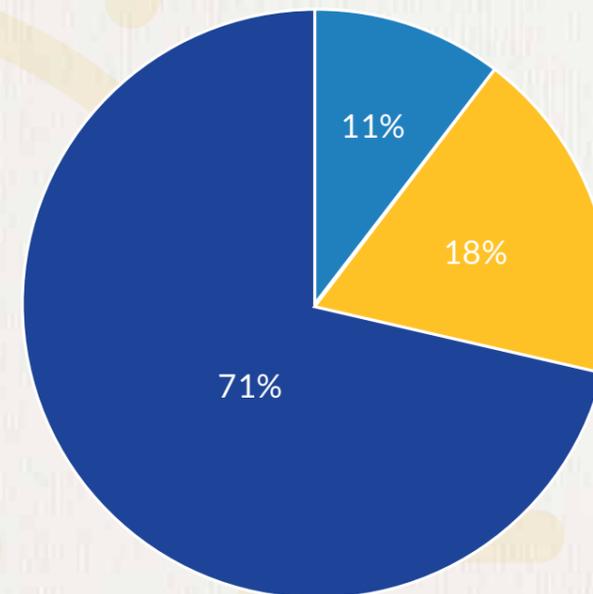
- 4R Dental Pte Ltd
- Albatraz Pte Ltd
- Amazon Asia Pacific Holdings
- Ang Seng Bin
- Annitha Annathurai
- Anonymous
- Arrowcrest Technologies Pte Ltd
- Asa Patrick De Leon Mendoza
- Basso Alessio
- Benjamin Tay
- BNI Foundation
- Bose Preetam
- Cantal Electric Pte Ltd
- Chan Kok Keong Victor
- Chan Lui Ming Ivan
- Che Sen Khor Moral Uplifting Society
- Chee Yuen Li Andrea
- Choo Shu Hui
- Devpriya Misra
- Dheenathayalavel Karthik
- E+HPS Pte Ltd
- Eurokars EV Pte Ltd
- Fong Mee Sim
- Goh Hin Tiang
- Guigui Jean-Paul Henri
- Heng Gek Hwah
- HMM (SG) Pte Ltd
- Huang Miaw Yi
- Huang Yisheng
- James Tan Teng Chuan
- Jason Ang Li Jie
- Jeremiah Lee Wen Yao
- Jimmy Koh
- JL Building Products & Services (S) Pte Ltd
- Joanna Chia
- Joel Goh Kwang Soon
- Jonathan Gan Chin Jer
- Jonathan Ho Wye Kit
- Joycelyn Ng Huiling
- Juliet Teo Juet Sim
- Keppel Care Foundation Limited
- Ker Liang
- Koh Brothers Building and Civil Engineering Contractor Pte Ltd
- Michelle Lim
- Koh Brothers Development Pte Ltd
- Koh Chong Hin
- Koh Thong Wee Benny
- Kok Pin Chin Stanley
- Krishna Menon
- Lam Hock Choon
- Lam Pei Li
- Lance Tay Choon Peng
- Lee Chee Weye
- Lee Lap Wah George
- Lee Sao Wei
- Lee Seng Meng
- Lee Teck Siong
- Leonard Tan Tse Liang
- Lian Bee Corporation Pte Ltd
- Lianbee-Jeco Pte Ltd
- Liao Tien Fook
- Lim Boon Keong
- Lim Hua Ern John
- Lim Mei
- Lim Teck Chai, Danny
- Lim Wee Kiat
- Liu Earnler
- Loh Wai Keong
- Low Chee Kin Andrew
- Low Shih Nin
- Low Soo Fen
- M. Tech Products Pte Ltd
- Mah Guo Rong
- Marina Bay Sands Pte Ltd
- MCL LAND LIMITED
- Merit Medical Singapore Pte Ltd
- Michelle Lim
- Mike Andaloro
- Mitsubishi Electric Asia Pte Ltd
- MM Investments Pte Ltd
- Monica Bong
- Nafeeshah Binte Nahar
- Naidoo Desigan
- Ng You Yi
- Ng Zi Yang
- Nicholas Chia
- Nirmala D/O Supramaniam
- Nm
- NTUC FairPrice Foundation
- Octava Foundation Limited
- Ong Boon Kher
- Ong Kian Liang James
- Oversea-Chinese Banking Corporation Limited
- Peter Koch Hansen
- PSA Corporation Ltd
- Rajesh Mulani
- Regina Liem
- Roy Yap Meng Loong
- Sharon Seah
- Singapore Pools (Private) Limited
- Speaker Tan Chuan-Jin
- Sriresh Karunakaran Nair
- Stephen Chew Ban Eng
- Su Binghai
- Su Fuxiang
- Sunil Mishra
- Tan Chin Cheong
- Tan Chin Tuan Foundation
- Tan Kah Ming
- Tan Siok Lan Anne
- Tan Tien Leong
- Tan Yu Jie Jeremy
- Tay Yuen Chee
- Ten Olga Ignatevna
- The Community Foundation of Singapore
- Thomas Joseph Lim Kim Guan
- Touch Community Services Limited
- TRDG ASIA PTE LTD
- Tze Wee
- UK Online Giving Foundation
- Vijayananth Adhinarayanan
- Vincent Kuik Thiam Huat
- Vortex Logistics Pte Ltd
- Wan Chee Foong
- WongPartnership LLP
- Xie Zhijing
- Xu Peng
- Yam Ah Mee
- YMCA of Singapore

Contributors / Partners

- @27 Family Service Centre
- achates 360
- Agency for Integrated Care
- Amazon Singapore
- AMKFSC Community Services
- AMKFSC Mindcare
- Angsana Primary School
- Bank of Singapore
- Blossom Seeds
- Bowen Secondary School
- Bukit Merah East Neighbourhood Police Centre
- Bukit Merah Volunteer Centre
- Camp Challenge
- Cantonment Primary School
- Capelle
- Caregiver Alliance
- Care & Counselling Centre
- Care Corner Family Service Centre (Queenstown)
- Care Corner Insight
- Catholic High
- Central Narcotics Bureau of Singapore
- Ceramic House
- Changi Foundation
- Chinese Development Association Council
- Choa Chu Kang Primary School
- Clementi Neighbourhood Police Centre
- CLUB Ministries (Community of Praise Baptist Church)
- Community Health Assessment Team
- Community Partnerships Department, Police Headquarters
- CREST - Fei Yue Community Services
- DBS
- Denise Liu
- Dr Lee Jungup
- Dr Rebecca Ang
- Dr Yeo Geck Hong
- e2i
- Explorer Junior
- EY
- FaithActs
- Fei Yue SG Cares Volunteer Centres
- Fei Yue ISP
- Fei Yue Youth GO!
- Fondation Lombard Odier
- Fort@Singapore Children's Society
- Greendale Secondary School
- Guardian Health & Beauty
- Guthrie FMC Pte Ltd
- HDB@Bt Merah
- Holy Innocents' High School
- Hougang Neighbourhood Police Centre
- Hua Yi Secondary School
- Hwa Chong Insitute
- Inner Wheel Club
- ITE College Central
- Junyuan Primary School
- Kampung Siglap Lifeskills Training & Retreat Centre
- Kent Ridge Secondary School
- KidSTART
- Kranji Sec Sch
- KK Women's and Children's Hospital
- Klook
- Lakeside Family Services
- Limitless
- Merit Medical
- Methodist Girls' School
- MindForward Alliance Singapore
- Montfort Secondary School
- Mount Carmel Church
- MSF Child Protection Services
- MSF, Central Youth Guidance Office
- MSF, Rehabilitation and Protection Group
- Myloh
- Nanyang Polytechnic
- National Council of Social Service
- Nanyang Technological University
- National University of Singapore
- National University of Singapore (Community Services Club)
- National Youth Council
- NCSS
- New Hope Community Services
- New Creation Church
- New Town Primary School
- New Town Secondary School
- Ngee Ann Polytechnic
- Ngee Ann Polytechnic Mentoring Club
- Northwest Community Development Council
- Northeast Community Development Council
- Northland Secondary School
- NP ComServe
- NTU Maxlamp Hall 8
- NUSC
- NUS College of Alice & Peter Tan
- NUS Public Legal Awareness for Youth (Play) Mentoring
- NUS RxFlag
- NUS RVRC
- OCBC
- One Emergency Fund
- Outram Secondary School
- Paya Lebar Methodist Girls' School (Secondary)
- Pek Jie Hui
- People's Association
- PhotoVoice 10
- Preschool Market
- Qifa Primary School
- Queenstown Baptist Church
- Queensway Sec Sch
- Queenstown Safepod
- Resilience Collective
- Roxy Rockstars
- Safepod @ Queenstown
- Serangoon Garden Secondary School
- SG Enable
- SG Cares Community Network (QT, JE, Clementi)
- Sing See Soon
- Singapore Association for Mental Health
- Singapore Association of Women Lawyers
- Singapore Business Federation Foundation
- Singapore Institute of Technology
- Singapore Pools (Private) Limited
- Singapore Management University
- Singapore University of Social Sciences
- Singapore Mental Health Film Festival
- South West Community Development Council
- SSO @ Tampines
- SSO @ Boon Lay / Taman Jurong
- SSO @ Bukit Merah
- SSO @ Chua Chu Kang
- SSO @ Clementi
- SSO @ Hougang
- SSO @ Jurong
- SSO @ Jurong East / Clementi / Queenstown
- SSO @ Kreta Ayer
- SSO @ Queenstown
- SSO @ Sengkang
- SSO @ Serangoon
- St. Margaret's Secondary School
- TalenTrust
- Tasek Jurong Limited
- Tampines North Primary School
- Tampines Primary School
- Tanglin Secondary School
- Tanjong Pagar Tiong Bahru Constituency Office
- Tanjong Pagar Tiong Bahru Grassroots
- Tanjong Pagar Town Council
- Teck Whye Primary School
- The Astronauts Collective (TAC)
- The Bible Church
- The Community Foundation of Singapore
- The Esplanade Co Ltd
- TOUCH Young Arrows (TOUCH Community Services)
- Trampoline Ltd
- TRYBE
- Ulu Pandan Stars
- Wildlife Reserves Singapore
- WOBS Pte Ltd
- Woo Peiyi
- WOW Day Team
- Xinmin Secondary School
- Yishun Town Secondary School
- Yogeswari D/O Munisamy
- Young Women Leadership Connection (YWLC)
- Youth Corps Singapore (YCS)
- Yu Xinyao

FY22/23 - Income Sources

Total Income = \$7,555,521

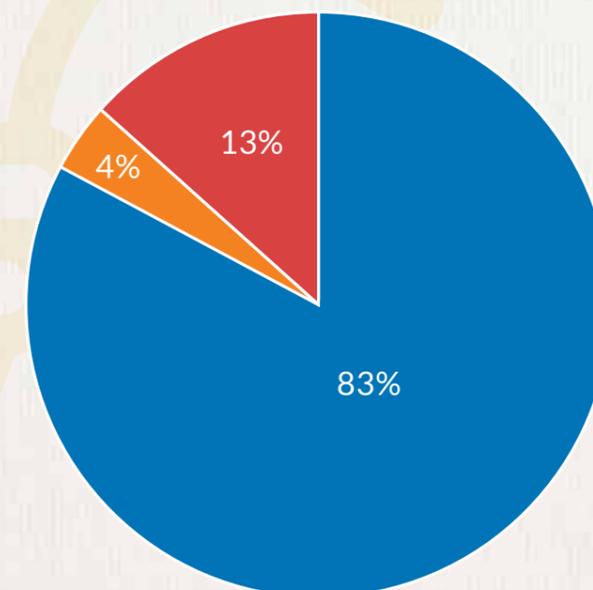


- Government Related Funding, \$5,387,072
- Programme Fee and Other Income, \$791,319
- Donations, \$1,377,130

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

FY22/23 - Operating Expenditure

Total Operating Expenditure = \$7,565,804



- Depreciation, \$298,067
- Other Operating Expenses, \$1,008,033
- Expenditure on Manpower, \$6,259,704

Statement Of FINANCIAL POSITION

As at 31 Mar 2023

	2023 \$	2022 \$
Assets		
Non-current assets		
Renovation and equipment	820,087	615,584
Intangible assets	248,568	108,275
	<u>1,068,655</u>	<u>723,859</u>
Current assets		
Trade and other receivables	573,345	566,099
Prepayments	83,785	94,319
Cash and cash equivalents	16,041,096	16,269,392
	<u>16,698,226</u>	<u>16,929,810</u>
Total assets	<u>17,766,881</u>	<u>17,653,669</u>
Funds and Reserves		
Unrestricted Funds		
General reserves	8,184,068	7,513,552
Restricted Funds		
Restricted funds from Government and other funders	1,953,700	2,641,678
The Daisy Play Foundation-SHINE Scholarship Fund	5,374,558	5,367,628
Y's Men's Club (Beta Chapter) Financial Assistance Fund	38,635	38,774
Asset Enhancement Fund	57,263	56,876
	<u>15,608,224</u>	<u>15,618,507</u>
Liabilities		
Non-current liabilities		
Funds received in advance	143,747	245,000
Deferred income	271,511	275,000
	<u>415,258</u>	<u>520,000</u>
Current liabilities		
Trade and other payables	1,542,347	1,304,601
Deferred income	201,052	210,560
	<u>1,743,399</u>	<u>1,515,162</u>
Total liabilities	<u>2,158,657</u>	<u>2,035,162</u>
Total funds and liabilities	<u>17,766,881</u>	<u>17,653,669</u>

Statement Of COMPREHENSIVE INCOME

For the Year Ended 31 March 2023

	2023 \$	2022 \$
Income		
NCSS - Tote Board Social Service Fund	1,767,818	1,464,461
NCSS - Community Chest	807,736	667,758
NCSS - Others	150,489	19,701
Ministry of Social and Family Development AIC(MOH)	1,182,246	997,293
SG Enable	455,615	404,342
Matching Grants	353,544	351,946
Care & Share	317,017	268,561
MCCY / BCF	161,194	108,385
Tote Board	92,563	415,801
Job Growth Incentive/Job Support Scheme	218	302,930
Tax-deductible donations	98,632	254,585
Non-tax deductible donations	641,295	564,973
Programme Fees	735,835	653,333
Training income	505,839	398,668
Interest income	66,877	55,668
Miscellaneous income	218,153	21,108
	450	822
	<u>7,555,521</u>	<u>6,960,336</u>
Less: EXPENDITURE		
Expenditure on manpower	(6,259,704)	(5,703,630)
Depreciation on Renovation/Equipment/Intangible assets	(298,067)	(231,244)
Other operating expenses	(1,008,033)	(713,454)
	<u>(7,565,804)</u>	<u>(6,648,329)</u>
(DEFICIT) / SURPLUS AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR	<u>(10,283)</u>	<u>312,007</u>
<i>(Deficit) / Surplus allocated to:</i>		
General Reserves	670,517	710,163
Restricted funds from Government and other funders	(687,977)	(298,534)
Daisy Play Foundation- SHINE scholarship fund	6,929	(99,722)
Y's Men's Club (Beta Chapter) financial assistance fund	(139)	-
Asset Enhancement Fund	387	101
	<u>(10,283)</u>	<u>312,007</u>

Statement Of Changes in Accumulated Funds

For the Year Ended 31 March 2023

	Unrestricted Funds		Restricted Funds			
	General Reserves \$	Funding from Government and 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 Mar 2021	6,614,135	3,129,466	5,467,351	38,774	56,775	15,306,501
Total comprehensive income for the year	899,417	(487,789)	(99,722)	-	100,65	312,007
Balance at 31 Mar 2022	7,513,551	2,641,677	5,367,629	38,774	56,876	15,618,507
Total comprehensive income for the year	670,517	(687,977)	6,929	(139)	387	(10,283)
Balance at 31 Mar 2023	8,184,068	1,953,700	5,374,558	38,635	57,263	15,608,224

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: 1. Accumulated surplus from programmes partially funded by NCSS administered funds (eg. Community Chest Funds, Tote Board Social Service Funds (TBSSF) in which ringfencing is part of the funding requirement; 2. Accumulated surplus from programmes receiving other government grants in which ringfencing is part of the funding requirement; 3. Accounted within this fund are the net results of, TSP, ISP, Youth COP, Collective Impact @Spooner Road, Collective Impact @Bukit Merah, Family Coach, Learning & Social Support Programme, Community Based Reading Odyssey, Integrated Care Programme, Crest Youth, Technology subsidies and 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 \$5 million by the Estate of Dr Phay Seng Whatt. The donation is invested in quoted bonds and 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 2023

	2023 \$	2022 \$
Cash flows from operating activities		
(Deficit)/Surplus for the year	(10,283)	312,007
Adjustments for:		
Depreciation on Renovation/Equipment/Intangible assets	298,067	231,244
Interest income	(218,153)	(21,108)
Loss on sale of equipment	212	353
Operating surplus before working capital changes	69,843	522,496
Changes in:		
- trade and other receivables	115,383	(276,582)
- prepayments	10,534	(8,813)
- deferred income	(12,997)	241,857
- trade and other payables	136,493	78,670
Cash generated from operations	319,255	557,629
Tax paid	-	-
Net cash from operating activities	319,255	557,629
Cash flows from investing activities		
Interest received	95,524	21,633
Proceeds from sale of equipment	102	1,114
Proceeds from redemption of investment	-	-
Acquisition of Intangible Asset	(191,325)	(127,385)
Acquisition of Renovation/Equipment	(451,852)	(225,816)
Net cash (used in)/from investing activities	(547,551)	(330,454)
Net (decrease)/increase in cash and cash equivalents		
Cash and Cash Equivalents at 1 April 2022/1 April 2021	(228,296)	227,176
Cash and Cash Equivalents at 31 March	16,269,392	16,042,216
	16,041,096	16,269,392

Governance and Disclosures

Code of Governance

SHINE Children and Youth Services has complied with all applicable requirements of the Code of Governance for Charities and Institutions of a Public Character (IPC) issued by the Charity Council. The Governance Evaluation Checklist can be obtained from the Charity Portal (www.charities.gov.sg). The Independent Auditor's report may be obtained from our Financial Year 22/23 Audited Financial Statements

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 2023 is 1.09.

Please refer to Note 8 (page 17) 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 13 (page 21) of SHINE's Audited Financial Statements.

Whistle-blowing policy

Our charity has in place a whistle-blowing policy, to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

The policy can be found on our website www.shine.org.sg

Board Members

Name	Current Board Appointment	Occupation	Past Board Appointments	No. of years of service	Reason for serving more than 10 consecutive years	Board Meeting Attendance
Mr Wan Chee Foong	Chairman 20-Aug-2022	Regional CEO, Middle East, South Asia & Head of Group Business Development, PSA International Pte Ltd	Chairman Since 17-Aug-2019 Vice-Chairman From 23-Aug-2014 to 16 Aug 2019 Board Member Since 18-Aug-2007	16	Mr. Wan brings broad based strategic leadership experiences. His continuity of leadership and familiarity, working with newer board members, provide the much needed stability as the organisation undergoes transformation to better serve our beneficiaries.	5/5
Mr Lim Tuang Liang	Vice-Chairman 20-Aug-2022	Government Chief Sustainability Officer, Ministry of Sustainability and the Environment	Vice-Chairman Since 17-Aug-2019 Board Member Since 28-Aug-2010	13	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.	5/5
Mr Ong Chee Siong, Gabriel	Honorary Secretary 20-Aug-2022	Senior Sales Director, Navis Software Singapore Pte Ltd.	Honorary Secretary Since 20-Aug-2016 Board Member Since 23-Aug-2014	9	-	3/5
Mr Teo Seng Chieh, Geoffrey	Honorary Treasurer 20-Aug-2022	Regional Financial Controller, Doctor Anywhere Pte Ltd	Honorary Treasurer Since 21-Aug-2021 Honorary Treasurer From 19-Aug-2017 to 16-Aug-2019 Board Member Since 19-Aug-2017	6	-	3/5
Mr Lim Song Kiang, Albert	Member 20-Aug-2022	Independent Structured Trade Consultant	Board Member Since 25-Aug-2012	11	Mr Lim's familiarity with the social service sector provides wider relevant and valuable perspectives.	5/5
Mr Lim Tze Chern	Member 20-Aug-2022	Executive Director, Nomura Singapore Limited	Honorary Treasurer From 17-Aug-2019 to 20-Aug-2021 Board Member Since 17-Aug-2019	5	-	4/5
Ms Maureen Fung	Member 20-Aug-2022	Independent Social Work Educator & Supervisor	Board Member Since 18-Aug-2018	5	-	4/5
Ms Poh Hwee Hian	Member 20-Aug-2022	Senior Vice President, Commercial & Marketing Development (Food Solutions), SATS Ltd	Board Member Since 17-Aug-2019	4	-	4/5
A/P Wong Yuh Ju, Peace	Member 20-Aug-2022	Associate Professor, National University of Singapore	Board Member Since 22-Aug-2020	3	-	4/5
Ms Chee Yuen Li, Andrea	Member 20-Aug-2022	Managing Director, AEI Legal LLC	Board Member Since 21-Aug-2021	2	-	4/5
Mr Dinesh Subramaniam	Member 20-Aug-2022	Director, Digital & Regional Communications, Wärtsilä Corporation	Board Member Since 21-Aug-2021	2	-	5/5

Disclosures on Remuneration and Benefits

- No Board members are remunerated for their Board services in the financial year.
- 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	FY2022/23
Remuneration Band*	No. of Staff
Between \$200,000 to \$300,000	0
Between \$100,000 to \$200,000	3

*Salary and bonus (including employer's CPF contributions). None of the staff serve in the Board of the charity.

Growing Our Knowledge

Programme Evaluation

- Evaluation of Youth COP - A youth crime prevention programme based on a positive youth development approach and utilizing a school social work practice model (2016)
- Programme Evaluation Report for ITE College East (2013)
- Programme Evaluation Report for ITE College West (2012)
- Programme Evaluation Report for ITE College West (2011)
- Programme Evaluation Report for Ahmad Ibrahim Secondary's COACH ME (2009)

Journal Publications & Book Chapters

- Sosa, L. V., Bamba, S., Ismayilova, G., Tan-Wu, M. L. (2016). School Social Work in a Global Context. In L.V. Sosa, M. Alvarez & T. Cox (Eds.), School Social Work: National Perspectives on Practice in Schools (pp. 221-238). Oxford University Press
- Students Care Service. (2016). School social work - Enabling students to thrive. In R. Ow & J. N. Khng (Eds.), Social work with children and youth in Singapore: A resilience perspective (pp. 145-176). Singapore: Pearson Education South Asia. (Author: Zhuang Xinyan, Melissa Ler-Lim, Tan-Wu Mei Ling)
- Chia, E.Y.M., Woo, P., & Zhuang, X. (2011). An exploratory study on psychosocial variables of single parent involvement in education. Asia Pacific Journal of Social Work and Development, 21(2), 92-103.
- Wong, P. Y. J. & Lee, S. M. (2009). Research Practice: CHOICE Programme. A group work intervention with youths and their parents. International Journal of Child Health & Human Development, 2(4), 409-418.
- Yeo, V. (2000). Mentoring - Friendship That Transforms Lives, in The Graduate, June 2000. pp. 20-22. Singapore: The National University of Singapore Society.

Needs Assessment

- ITE College East (2013)
- ITE College East (2012)
- ITE College West (2011)
- Ahmad Ibrahim Secondary School (2009)
- Clementi Primary School (2009)
- Ai Tong Primary School (2008)
- Bartley Secondary School (2007)
- Pei Xin Primary School (2007)
- St Joseph's Convent: Development of Social and Emotional Learning Assessment Tool (2006)
- Ai Tong Primary School (2005)
- Holy Innocents High School (2005)
- Marymount Convent School (2005)
- New Town Primary School (2005)
- New Town Secondary School (2005)
- Northland Secondary School (2005)

Research & Conference/Seminar Presentations

- 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
- Lim, Melissa (2022). "Social Work Supervision Models in COVID-19 Pandemic Contexts: Experiences and Lessons Learned". Presented at Hong Kong Polytechnic University-University of Social Sciences & Humanities (Vietnam) Seminar
- Chia, E.Y.M., Liaw, N., Tok, K.L., Goh, E.C.L., Koh, V., & Choong, D., (2022) School Attendance in Low-Income Families and Children: Exploring parents' and children's perspectives. Paper presented at the CIFA Regional Symposium & MSF Asian Family Conference 2022.
- Resilience Team (2022), Social Work and Mental Health Exchange Learning Sessions. Presented at Hong Kong Polytechnic University-University of Social Sciences & Humanities (Vietnam) Seminar
- Koh, Cindy, Ang KF (2021). "Into the Deep End, and I will not be scared: An Onboarding Framework for Becoming Supervisors". Presented at Social Work Supervision Seminar, Singapore
- Tok, K.L., Goh, E.C.L., Koh, V., Liaw, N., Chia, E. Y.M., & Choong, D., & (2021) School Attendance in Low-Income Families and Children: Beliefs and Strategies. Paper presented at the 5th International Conference Practice Research, Melbourne, Australia
- Tok, K.L., Goh, E.C.L., Koh, V., Liaw, N., Chia, E. Y.M., & Choong, D., & (2021) School Attendance in Low-Income Families and Children: Beliefs and Strategies. Paper presented at the 2nd Singapore Social Work Practice Research Conference
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