



ANNUAL REPORT  
2020/2021

# Overcoming Challenges

# CORPORATE INFORMATION

**Registered Name**

SHINE Children and Youth Services

**ROS Registration Number**

0248/1975CAS

**Charity Registration Number**

000014

**UEN Number**

S76SS0021F

**IPC Registration Number**

IPC000462

**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 one year. A Board Meeting is held at least once every three months.

**Principal Funding Sources**

Main income sources are: 1) grant from NCSS/ Community Chest, Tote Board and MSF 2) fees from services rendered to schools, families, and others, and 3) donations raised from corporations and the public.

**Corporate Website**

[www.shine.org.sg](http://www.shine.org.sg)

**Corporate Email**

[scys\\_hq@shine.org.sg](mailto:scys_hq@shine.org.sg)

**Services**

Community Social Work  
Educational Psychology  
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  
Tel : 6593 6462

202 Yishun St 21 #01-89 Singapore 760202  
Tel : 6759 6821  
Email: [scys\\_y01@shine.org.sg](mailto:scys_y01@shine.org.sg)

463 Hougang Ave 10 #01-964 Singapore 530463  
Tel : 6286 9905  
Email: [scys\\_h01@shine.org.sg](mailto:scys_h01@shine.org.sg)

329 Clementi Ave 2 #01-248 Singapore 120329  
Tel : 6778 6867  
Email: [scys\\_c01@shine.org.sg](mailto:scys_c01@shine.org.sg)

**Headquarters**

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

**Auditor**

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

**Bankers**

OCBC Bank  
65 Chulia Street  
OCBC Centre  
Singapore 049513

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

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# MEET OUR EXECUTIVE DIRECTOR



*On 1 October 2020, Mr Lee Seng Meng succeeded Mrs Tan-Wu Mei Ling as the Executive Director of SHINE Children and Youth Services.*

*Seng Meng joined SHINE in 2004 as a registered social worker specialising in youth work. Over the past 17 years, he has held various leadership positions both within SHINE and in the social service sector. Throughout his career, Seng Meng has won numerous accolades. These include the Commission of Police's Individual Commendation Award in 2009, South West District ComCare Social Service Award winner in 2009, Social Service Institute's STAR Adult Educator Award in 2014 and 2020. In recognition of his expertise and sector-wide contributions, Seng Meng has been appointed a Social Service Fellow since 2016. In 2019, Seng Meng was conferred the Outstanding Social Worker Award by the President of the Republic of Singapore.*

*Seng Meng holds a bachelor's degree in Social Work from National University of Singapore and a Master of Business Administration from the Nanyang Fellows Programme, Nanyang Technological University.*



## **1. When did you join SHINE Children and Youth Services?**

I joined SHINE in 2004, having graduated with a degree in social work. All I wanted then was to be a good social worker. I knew there was no better organisation to join if I wanted to make a difference in the lives of young people and work alongside a team of highly passionate, committed, and competent professionals. This is the very same inspiration that continues to drive me today.

## **2. What does being the Executive Director of SHINE mean to you?**

I am both honoured and humbled to take on the role of Executive Director to lead and serve such a committed and dedicated team of professionals. SHINE is an organisation committed to staff development, best practices and professional service delivery. I am thankful for the support and encouragement of the staff team, Board members, stakeholders and partners during this transition of leadership. I hope to continue the good work done by SHINE for the past 45 years, and together with the Board and the staff team, rise to even greater heights in serving our service users and society as we inch closer to our 50<sup>th</sup> anniversary!

### 3. What are your views on the past and future of social services?

The past year has been challenging for everyone in the social service sector. The journey ahead will be tough given the current pandemic situation and future economic outlook. Social services will be more challenging with changing family profiles and sizes, changing values and mindsets, as well as more digital connections and fewer personal interactions. Social services would need to innovate with technology, service design and competencies. Social service agencies must be well run with competent professionals delivering high standards of service with good organisational capacity and strategic ability. An operating model that depends simply on donations would not be financially sustainable. Beyond having the passion to do good, we must “do good” well. Established social services agencies must develop into professional entities with the right focus and staffing to create greater impact to the increasing complex social issues.

In addition, we must empower service users to have a stronger say in the types of services they wish to receive and be involved in the service design process. Stronger collaborations and partnerships amongst social service agencies and ground-up movements to optimise resources are also necessary.

### 4. What are your aspirations for SHINE in the next 5 years?

SHINE will be celebrating its 50<sup>th</sup> anniversary in 5 years' time. We have identified 5 key thrusts of Vision 50 in our 13<sup>th</sup> strategic plan as follow:

Key Thrust 1: Impactful and Sustainable Services  
Key Thrust 2: Financial Sustainability  
Key Thrust 3: People Excellence  
Key Thrust 4: Operational Excellence  
Key Thrust 5: SHINE Positioning

Through the 5 key thrusts, we hope to deliver impactful and sustainable services which will lead to satisfied service users and maintain the trust of our service partners. We also hope to achieve broad-based and diversified income streams, develop a continuous pipeline of sector leaders from SHINE and be future ready through service user-centric, efficient, and digitalised end-to-end processes for service delivery. My aspiration, which is also SHINE's aspiration, is for SHINE to be the organisation of choice in the social service sector by year 2026.



# CHAIRMAN AND EXECUTIVE DIRECTOR'S JOINT MESSAGE



**Mr Wan Chee Foong**  
Chairman



**Mr Lee Seng Meng**  
Executive Director

Forty-five years ago, SHINE started out as the School Social Work Service Association of Singapore (SSWSAS). The name was changed to Students Care Service in 1978. In 2018, we rebranded as SHINE Children and Youth Services. The name, SHINE, encapsulates our shared beliefs and aspiration:

*"We believe in the rights of every child and youth to shine despite their challenges, that they can be supported to develop their strengths and abilities to maximise their potential even in their darkest moments. We aspire to shine as a leading social service agency, for the ultimate benefit of children, youths and their families, and to the pride of our staff and partners."*

These beliefs and aspirations represent our commitment to serve the children and youth of Singapore, regardless of the challenges ahead. However, "unprecedented challenges" is an understatement to describe how 2020 had been with the COVID-19 pandemic. SHINE had to segregate our entire staff team with a combination of scheduled rotation and telecommuting within three days when Singapore raised its coronavirus outbreak alert to DORSCON orange. The measures taken to contain the spread of the pandemic had also impacted the operations and financial outlook of the organisation. To mitigate the impacts, SHINE conscientiously managed our operation structure and cost. This ensured that programmes continued to be delivered while working from home during the Circuit Breaker as well as rolling out new projects – Client Support and Project Makan to address the emerging needs of children and their families during the pandemic.



SHINE is extremely humbled and grateful to be able to continue serving our service users and the community at-large successfully during this global crisis. We believe that our ability to do so is facilitated by our ongoing collaborative approach, the bold step to restructure ourselves and the push towards greater staff mobility, which put SHINE in a position to respond in a timely, relevant, and impactful manner when COVID-19 unexpectedly hit the world. We are also very thankful to have a strong and committed team of professional staff who work together to emerge stronger from the crisis.

This serves as an affirmation for Vision 50 – our strategic roadmap to bring us up to 2026, when SHINE celebrates our 50<sup>th</sup> anniversary. Our Vision 50 is to be an organisation of choice for the people, public and private sectors. We have completed the first three years of Vision 50 through the 12<sup>th</sup> Strategic Plan, reaping early fruits of success during this pandemic. The 13<sup>th</sup> Strategic Plan from 2021 to 2023 will focus on strengthening our ability to deliver sustained impacts for children, youths and their families. These require us to strengthen our organisational capacity and competency, enhance operations and infrastructures, ensure financial sustainability and be future ready for a world post-COVID.

The continued achievements and growth of SHINE is a result of years of commitment and relentless envisioning to better serve the children and youth of Singapore. We are honoured and privileged to have the support and trust of our staff, volunteers, partners, funders, and donors on this journey. We thank each and every one of you and look forward to your continued support as we forge towards Vision 50 for the betterment of the lives of children, youths, and their families.

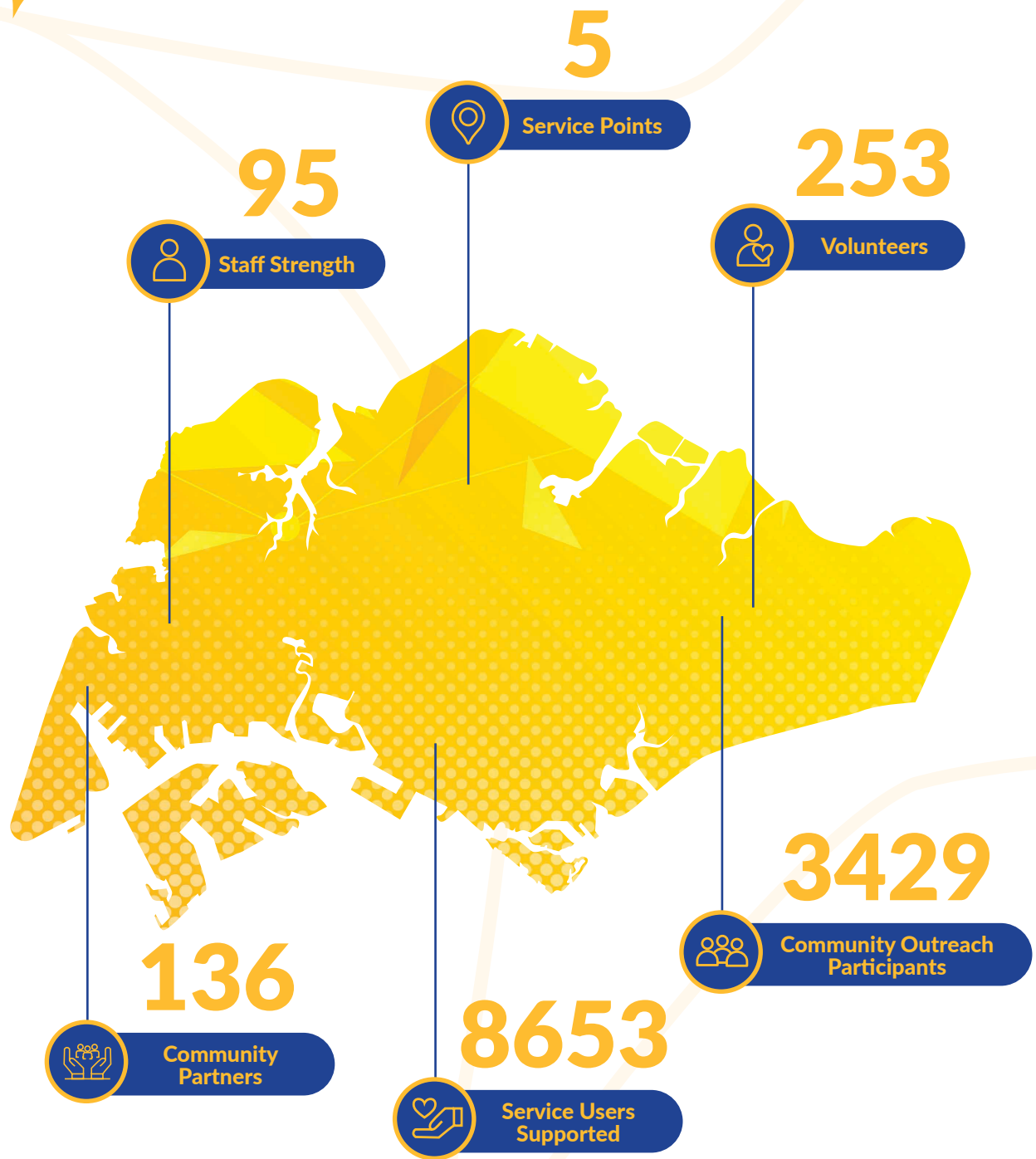


**Mr Wan Chee Foong**  
Chairman



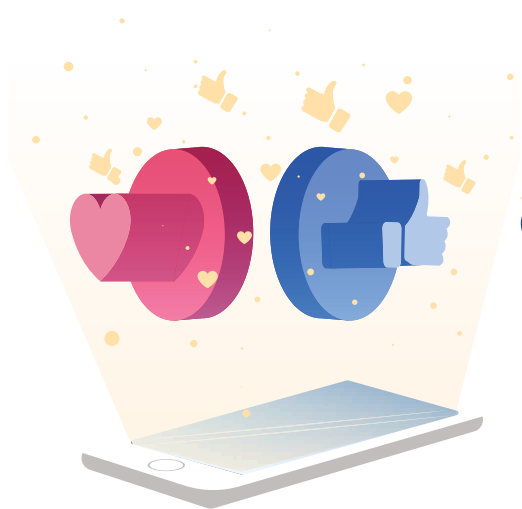
**Mr Lee Seng Meng**  
Executive Director

# IMPACT AT A GLANCE





# SOCIAL MEDIA HIGHLIGHTS



*Shining* on  
*Social Media*

## FOLLOWERS



More than  
**3,000 Followers**  
across 3 platforms

## PLATFORMS

You can find us on



## IG ACCOUNTS



@scys.sg  
@belle.impact  
@ministryofmental  
@youth\_cop

**>500  
POSTS**

# MISSION, VISION AND CORE VALUES



## Mission & Vision

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 5-21 served by SHINE,

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

# THEORY OF CHANGE



SHINE 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.

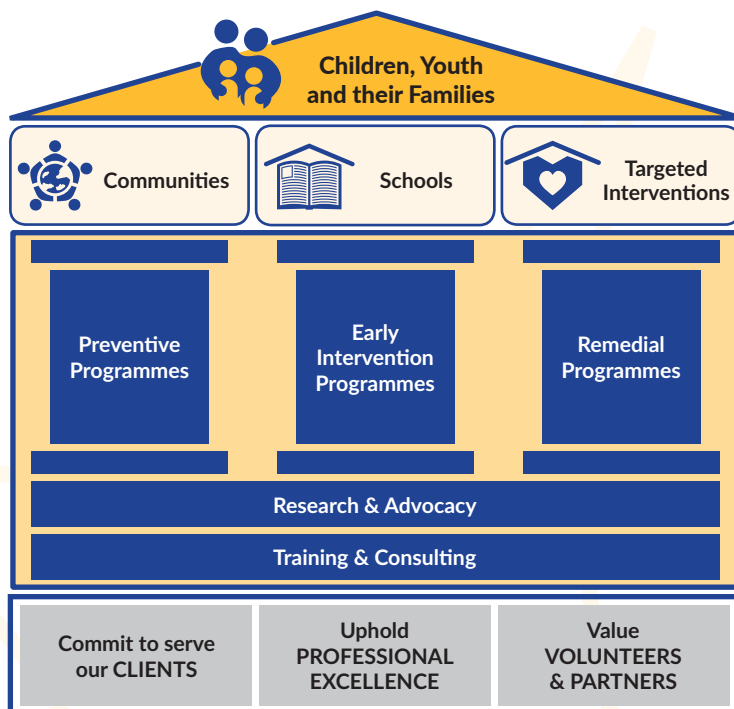
## SHINE

reaches out to...

through...

by rolling out  
social work and  
educational  
psychology  
programmes...

... whilst staying  
true to our core  
values



Informed by...



"Theory of change" statement is our articulation of how we will effect change in order to achieve our intended impact

# BOARD MEMBERS AND PATRON



**Patron**  
**Mr Tan Chuan-Jin**  
(Speaker of Parliament)



**Chief Advisor**  
**Mr Low Siak Meng, Eric, JP, BBM(L), PBM**  
(Managing Director, Generic Consulting Pte Ltd)



**Chairman**  
**Mr Wan Chee Foong**  
Date of appointment: 22 August 2020  
(Regional CEO and Head of Group Business Development, PSA International)



**Vice-Chairman**  
**Mr Lim Tuang Liang**  
Date of appointment: 22 August 2020  
(Chief Science and Technology Officer, Ministry of Sustainability and the Environment)



**Honorary Secretary**  
**Mr Ong Chee Siong, Gabriel**  
Date of appointment: 22 August 2020  
(Regional Sales Director, APAC, Navis, a part of Cargotec Corporate)



**Honorary Treasurer**  
**Mr Lim Tze Chern**  
Date of appointment: 22 August 2020  
(Executive Director, Nomura Singapore Limited)

## Members

Date of appointment: 22 August 2020



**Mr Goh Chee Kong**  
(Independent Consultant)



**Mrs Ivy Goh**  
(Regional Finance Director, Advanex (Singapore) Pte Ltd)



**Mr Lim Song Khiang, Albert**  
(Independent Structured Trade Consultant)



**Ms Maureen Fung**  
(Social Work Supervisor and Trainer)



**Ms Poh Hwee Hian**  
(Managing Director, De'Longhi Group)



**Mr Teo Seng Chieh, Geoffrey**  
(Regional Financial Controller, Edrington Singapore)



**Dr Wong Yuh Ju, Peace**  
(Senior Lecturer, National University of Singapore)  
Co-opted: 8 September 2020



# SERVICE ADVISORY COMMITTEES AND SUB-COMMITTEES

## Community Social Work Advisory Committee

### Chairman

Mr Lim Tze Chern

### Members

Mr Lue Kok Keong, Eric  
Mr Teo Seng Chieh, Geoffrey  
Ms Tuyen Lamy  
Dr Vilma D'Rozario

## Educational Psychology Advisory Committee

### Chairman

Ms Poh Hwee Hian

### Members

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

## School Social Work Advisory Committee

### Chairman

Ms Maureen Fung

### Members

A/Prof Ang Pei-Hui, Rebecca  
Mrs Ivy Goh  
Mr Gopinath Menon  
Mr Toh Weng Choy

## Targeted Interventions Advisory Committee

### Chairman

Dr Wong Yuh Ju, Peace

### Members

A/Prof Huan Swee Leng, Vivien  
Mr Koh Thong Wee, Benny  
Dr Kumudhini Rajasegaran  
Mr Lee Tiong Peng  
Mr Vidyut Gandhi  
A/Prof Wong Chee Meng, John

## Research Service Committee

### Chairman

Mr Lee Tiong Peng

### Members

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

## Audit & Risk Management Committee

### Chairman

Mr Lim Song Khiang, Albert

### Members

Ms Andrea Chee  
Mr Lok Lai Cheng

## Finance Committee

### Chairman

Mr Lim Tze Chern

### Members

Mr Ong Chee Siong, Gabriel  
Mr Wan Chee Foong

## Staff & Services/Programmes Committee

### Chairman

Mr Lim Tuang Liang

### Members

Ms Maureen Fung  
Mr Lim Tze Chern  
Ms Poh Hwee Hian  
Dr Wong Yuh Ju, Peace

## Fundraising Committee

### Chairman

Mr Teo Seng Chieh, Geoffrey

### Members

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

## Daisy Phay Foundation – SHINE Scholarship Award Committee

### Chairman

Mrs Ivy Goh

### Members

Mr Koh Thong Wee, Benny  
Mr Ong Chee Siong, Gabriel

## Nomination Committee

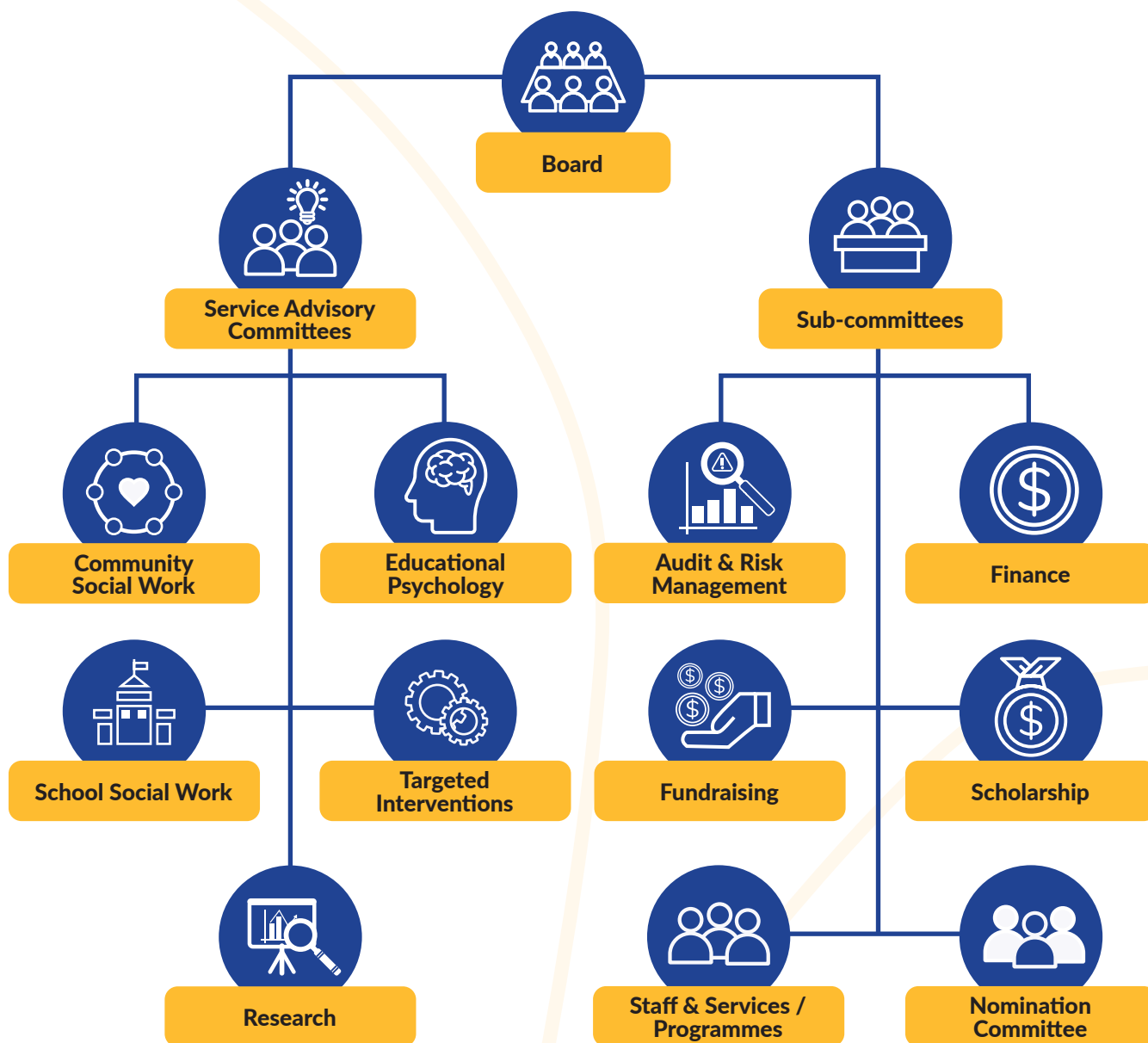
### Chairman

Mr Goh Chee Kong

### Members

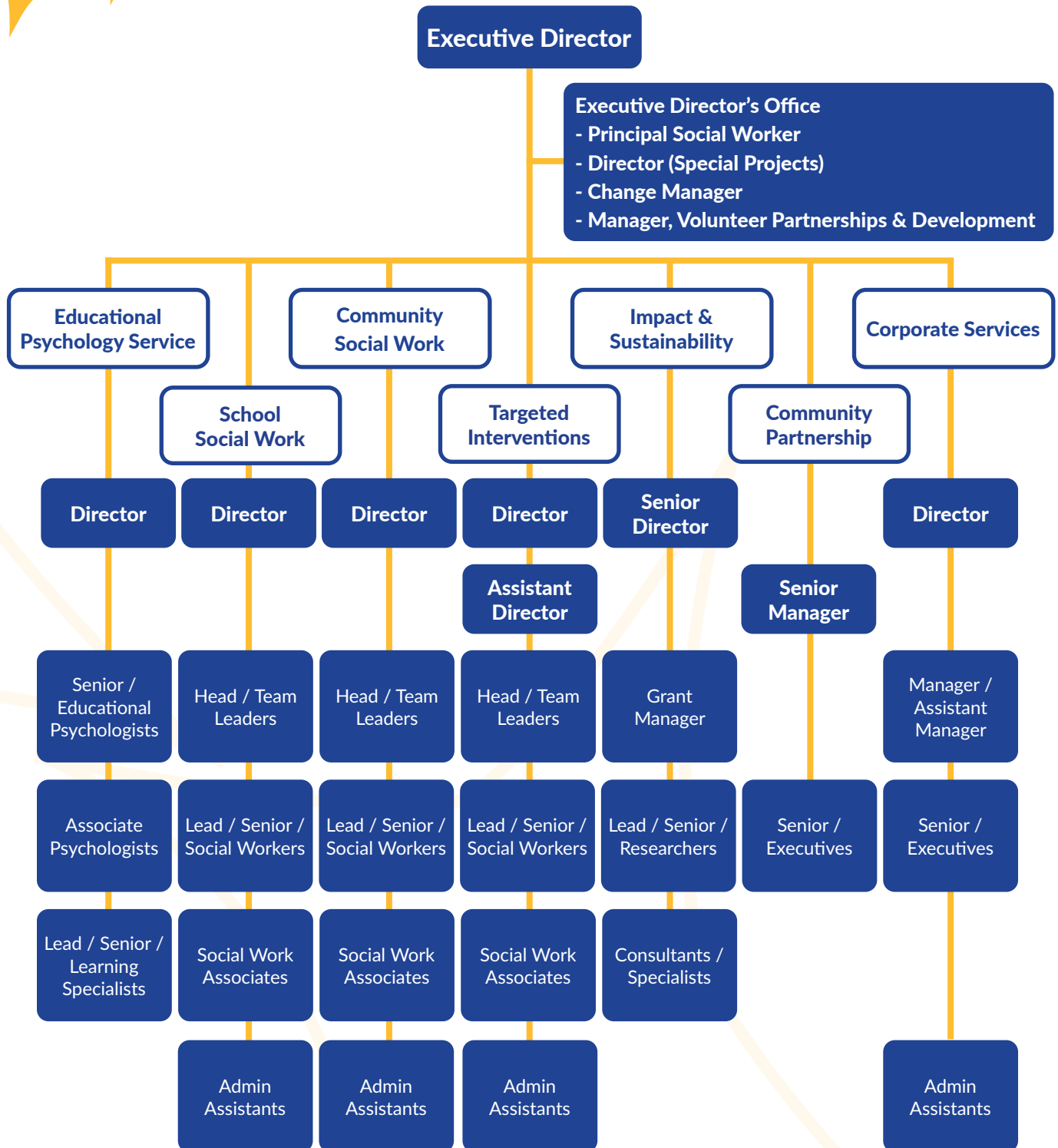
Mr Eric Low  
Ms Morene Sim

# 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



Launched the “Daisy Phay  
Foundation – SHINE Scholarship”  
to benefit full-time Junior  
College students

Completed the extension of  
Yishun Centre

**1970s**

**2011**

**2012**

**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)

Staff, Mrs Tan-Wu Mei Ling, awarded  
the Outstanding Social Worker Award  
(OSWA) for 2012

Staff, Mr. Benjamin Teo Chye Hee,  
awarded the 2012 South West District  
ComCare Social Service Award

Organised a Mandarin seminar on  
Autism Spectrum Disorder (ASD) cum  
photo exhibition by youths with ASD  
at The Pod @ Central Library

*\*For significant milestones between  
1979 – 2010, please visit our website  
at [www.shine.org.sg](http://www.shine.org.sg)*



- 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

# 2013

# 2014

# 2015

- 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



# 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
- Restructured social work division for greater impact and accessibility of services
- 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



# 2019

# 2020

- Visit by British High Commissioner, Her Excellency Kara Owen, to SHINE Clementi on 6 January 2020
- Embarked on Client Support Scheme and Project Makan to support SHINE clients in response to challenges brought about by COVID-19. Project Makan was rolled out in partnership with The Social Kitchen and YMCA of Singapore, supporting 11 schools and 5 social service agencies, in addition to SHINE's clients.
- 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, in recognition of commendable contributions towards the community through the Integrated Care Programme @ North East



# Highlights of Services & Programmes

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# QUANTITATIVE ACHIEVEMENT 2020

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



Total Served  
**8,653**

## Educational Psychology Service (EPS)

Children & Youth  
**1,033**

Parents  
**398**

Other Professionals  
**81**

- EN3: Engage. Enrich. Enable (Assessment and Diagnosis Service)
- Learning and Social Support Programmes - ALPS / Reading Odyssey
- Developmental Camps
- Enrichment activities / programmes / outings
- Talks, Workshops & Consultations

## Community Social Work Service (CSW)

Children & Youth  
**1,009**

Parents  
**126**

Other Professionals  
**197**

- ACE Football
- Hey BELLE
- Youth FORTE
- Project Spooner Road

## School Social Work Service (SSW)

Children & Youth  
**1,487**

Parents  
**361**

Other Professionals  
**154**

- The Scaffold Programme (TSP)
- School Social Work for Youth & Children (SYNC)
- Buddy'IN
- Integrated Care Programme (ICP)

## Targeted Intervention Service (TIS)

Children & Youth  
**2,175**

Parents  
**1,078**

Other Professionals  
**359**

- Guidance Programme (GP)
- Youth Enhanced Supervision (YES)
- Enhanced STEP-UP (ESU)
- Triage for Youth Offenders
- Theft Intervention Programme
- Youth COP
- Youth Mental Health - Resil!ence

## Training, Consultancy & Research (TCR)

Children & Youth  
**0**

Parents  
**0**

Other Professionals  
**195**

- Training & Consultation Services for Professionals / Programmes / Projects
- Needs Assessment
- Programme Evaluation
- Publication
- Research
- Social Work & Casework Supervision
- Youth Work & Programme Supervision

# SHINE BRIGHT - SHINING AS ONE

*SHINE Bright is a staff initiative that began in the heat of Circuit Breaker, with the simple goal of helping each staff in SHINE to connect relationally despite the physical separation, and to strengthen SHINE's communication tools and platforms. With the many changes to the landscape and safety measures, staff mental health and well-being was the team's utmost concern and SHINE Bright took on the responsibility to initiate engaging and meaningful activities and events that aimed to bring everyone together as one. The goal is for SHINE Bright to be a movement where everyone in SHINE can do their part to help themselves and one another shine brightly as one.*



SHINE Bright started with 5 members of the staff team; committed and caring individuals who saw the need for the organisation to strengthen communication and relationships. Armed with only creative ideas and a genuine care for our colleagues, the team got itself into various conversations with different groups within SHINE. With the feedback and concerns raised, SHINE Bright got into action to carry out the creative strategies to achieve our goal of every staff in SHINE, shining brightly as one.

One of the roles SHINE Bright played was facilitating Townhalls through online platforms, helping to ensure important communications were thoroughly explained and understood. The team also helped SHINE through our first online staff day, creating a similar feel of oneness and achievement for awardees. To help staff team stay connected, Yammer was also introduced to everyone to create a community platform where staff can interact and give moral support through staff-initiated interest groups.



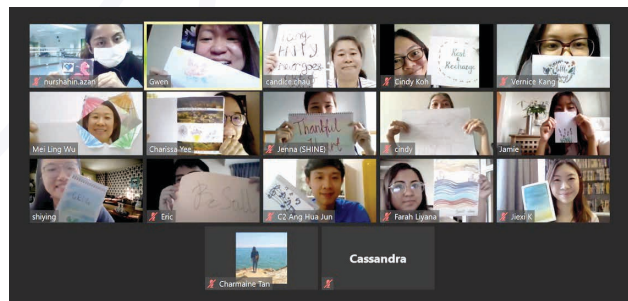
SHINE Bright also introduced the SHINE Community Sessions (SCS) to allow our colleagues to connect through fun and meaningful ways despite the online medium. A range of activities which included Cooking, Exercise, Gaming and even Meditation was available for all staff to pick from and to participate with the help of our SCS Champions. The feedback from the sessions was very positive and we are so glad that everyone enjoyed connecting with each other as fellow SHINers!

Here is a list of platforms/engagements that SHINE Bright organised & co-facilitated in 2020 – 2021:

1. SHINE Townhalls (2020 to 2021)
2. SHINE Bright Tech sharing for Senior Management Team
3. SHINE Staff Day 2020
4. Organisational Development (OD) Sharing Gatherings
5. SHINE Community Sessions 1 & 2
6. SHINE Get-to-know your new Executive Director
7. SHINE Christmas gathering and Year-end Townhall
8. Yammer

As of May 2021, SHINE Bright has been allocated the official role of SHINE Staff Welfare committee. This responsibility is an important one and everyone in SHINE is welcome to join the team each year. We look forward to having like-minded individuals who truly care for each other in SHINE and who are willing to do their part to help us all be well in body, heart, and mind.

SHINE Bright is not about the individuals in the committee; it is about each and every of us believing that we can make it through tough times, shining brightly, together.





# READING ODYSSEY: EMBRACING WAVES OF CHANGE



Number of  
Clients Served  
and Partners  
in 2020

Community Partners

8

Volunteers

141

Children

138

## Programme Profile



### Year Started

2015 with 43 children,  
2 community partners, 30  
volunteers



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

597 children

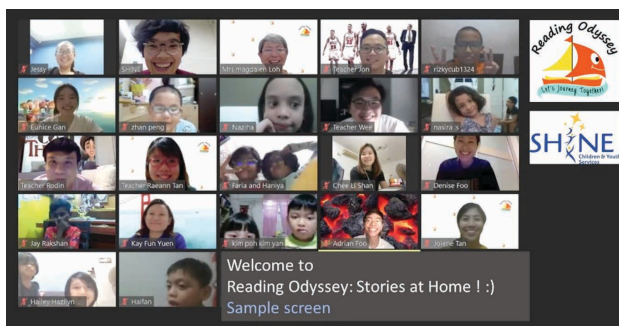
*SHINE's Reading Odyssey (RO) programme helps children from underprivileged backgrounds improve their reading abilities. Through collaborations with community partners and volunteers, it helps children learn to read for meaning, knowledge and understanding through guided reading and information processing 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 moved online in 2020 to learn, work and play, so did our programmes, to ensure children would continue to receive the help and support they needed. With the help of our community partners, our Reading Odyssey programme took on a new online identity, with Stories at Home, online readers, hands-on activities and materials, and continued access to learning opportunities and social engagements with peers.

### Reading: From offline to online

One of the first reading communities to move online during the COVID-19 pandemic was RO@CLUB Ministries. In just three weeks in April, its volunteers had reached out to the families of 30 children to garner support and ensure they had the devices needed to participate. Volunteers were trained to carry out the reading programme online, and a trial session was held. On 1 May 2020, the first RO Stories at Home session was held, with families receiving links to the stories and related worksheets in advance. Other reading communities subsequently shifted their Reading Odyssey programmes online.





### Overcoming Challenges

Making the online transition was not always easy – especially in ensuring that children were both learning and connecting with each other meaningfully. It required continuous troubleshooting, figuring out and fixing what was getting in the way – and that sometimes meant having to look beyond the obvious, and being persistent and patient.

Seven-year-old JL, for instance, was fidgety during online sessions. Neither behaviour management strategies nor moving the session to a different part of the home helped. Eventually, using a small table as an “anchor” turned out to be the answer, and JL was better able to focus and respond during the lessons.

For DW, aged 7 years, on the other hand, a lack of responsiveness turned out to be the result of a defective earpiece. Another child, seven-year-old KL, needed a little rapport building and some one-on-one engagement to get her comfortable with hearing her own voice. Both children eventually began responding better online.

### Voices of Volunteers

*“What’s memorable is the journey. You start out with shy, awkward silences and go from there to having a good relationship with the children, and being able to chat freely in the learning process.”*

*“It is encouraging when the children ask really good questions and make relevant comments about the story, or when they ask us to continue with the lesson after we are finished. It shows that our lessons have had an impact on them and made them excited about reading.”*

### Parents learnt, too

While some parents had initial concerns about their children misusing electronic devices, they were soon reassured. The children’s interest, enjoyment and positive response to our apps showed parents how technology could be used constructively. They also learnt to supervise the online learning sessions, giving them insight into their children’s learning strengths and needs.

*Waves of opportunity do exist amidst challenges. As celebrated poet and author Maya Angelou said: “You may not control all the events that happen to you, but you can decide not to be reduced by them.”*



# PROJECT SPOONER ROAD



## Number of Clients Served and Partners in 2020

Clients

**67** Families with children & youths

Children / Youths Reached

**53** Children

**58** Youths

Partners

**10** Partners

Children / Youths Engaged

**45** Children

**23** Youths

### For Spooner children, a hand to hold

When her three energetic pre-schoolers lost their spots in childcare in 2019 for toppling a shelf, narrowly missing a classmate, Mrs B\* was at a loss. Both she and her husband worked, and the children needed somewhere to go. SHINE's social workers stepped in to help the Spooner Road family, watching the children while sourcing for a pre-school that would take all three.

Spooner Clubhouse, where the children could play in a supervised and non-institutional setting, also provided some respite. There, the children acted up less than at childcare, and learnt to follow instructions. Social workers zoomed in on their strengths and interests, building relationships with each and nurturing them.

Because all three lagged behind in terms of reading ability, SHINE's Educational Psychology Service (EPS) intervened to better prepare them for school. The consistent and focussed help delivered over three years put all three on a steadier path in school. Now in Primary 2, the eldest is motivated and behaves well in school. SHINE also teamed up with their school so that the children received more holistic support and could manage better. Meanwhile, Mrs B was armed with parenting strategies that would help her better deal with her children's needs, both in and outside school. These included tips on nutrition, and worksheets that would help them learn.

Project Spooner Road began in 2017 as a tripartite collaboration with Kreta Ayer Social Service Office (SSO) and @27 Family Service Centre (FSC) to reduce the barriers faced by families and youths accessing support and resources. SHINE aims to mitigate the social, emotional and educational risks faced by Spooner's children and youth. By nurturing their strengths and supporting their development, SHINE aims to maximise their potential and set them on the path to becoming successful adults.

Spooner Road comprises interim and public rental housing for over 300 vulnerable and low-income families that experience a myriad of stressors, including relative poverty. Poverty is a complex social issue that is challenging for any individual family, community, and/or social service agency to address alone. In 2018, Project Spooner Road expanded its role and created a pilot project under SHINE's Collective Impact Model, with SHINE acting as the backbone organisation.

In this role, SHINE brings together stakeholders – including residents – to collectively create opportunities that result in a better quality of life for residents and their families, and that help them achieve their aspirations. Common goals are set following multiple interviews and focus group discussions with the residents. SHINE coordinates and organises the Collective Impact Steering Committee meetings, and collects and presents qualitative and quantitative data on the community. We also provide targeted services and innovative solutions to address the needs of the community.





2020 was not a kind year to many – not least because of the toll taken by the COVID-19 pandemic. The implementation of the Circuit Breaker cost more than just freedoms – many Spooner Road residents lost jobs and income, and young children and youth, the opportunity to go to school. Home-Based Learning (HBL) was especially challenging for the many families who were ill-equipped – they had no laptops or stable internet connections, among other things. Many of our residents have large families, and being confined to their one- or two-room flats all day, for months, only compounded the stress already caused by the loss of income.

The increase in multiple stressors had the potential to lead to increased incidents of domestic violence and child abuse. This was something the team was already keeping an eye out for, looking for tell-tale signs of family disputes, and being on the alert with families-at-risk. However, the COVID-19 situation meant Family Service Centre (FSC) and SHINE social workers could not physically be at Spooner for intervention programmes or house visits. The physical, social-emotional and educational risks, including young children not being ready for school and youths leaving school prematurely, were high.

The solution lay in an idea to use daily food drops to check in on families, providing much needed eyes on the ground. Thanks to the National Council of Social Services (NCSS), the team obtained the necessary clearance, and Good Food for Community and Sumo Salad provided fresh and nutritious food. Some 89 families received 2 meals per day, which meant the Spooner team could do daily check-ins. Residents also became aware of SHINE's presence. Any signs of a looming crisis could be immediately highlighted to FSC or MSF social workers. The Spooner team also roped in Crisis Support Teams from SHINE and Engineering for Good to provide refurbished laptops and internet access, and consistently checked in with the children and youth to ensure their learning needs were being met. With the help of SHINE's Educational Psychology Service, Stories at Home, a programme through which children could continue to improve their ability to read, was piloted.

With the support of a varied and committed group of partners, the basic needs of the community could be met, and socio-emotional support could be provided – all while keeping within prevailing COVID-19 safety regulations.

To find better ways forward for the Spooner community after the COVID-19 situation had stabilised, the Steering Committee of Spooner, consisting of @27FSC, NCSS, People's Association and SHINE, conducted a Satisfaction of Life survey, a community-wide survey aimed at surfacing community aspirations and how they could be met. Not surprisingly, parents wanted their children to have a better life than they had. Their priorities have been integrated into a Collective Impact initiative, with Work Groups formed for the following areas: 1) opportunities for children and youth, 2) family stability, and 3) increasing social networks to link residents with opportunities beyond the radius of their immediate community (social capital).

With Singapore moving into Phase 2 of its reopening, the SHINE Spooner team has resumed engagement activities such as drop-ins and case-work sessions, while adhering to the safety guidelines. Collective Impact meetings with our respective partners on the progress being made have resumed. Individual interviews were conducted with 79 residents, and five focus group discussions have also been held to capture updates on evolving resident aspirations and needs. These will feed into our approaches as we move forward.



# INTEGRATED CARE PROGRAMME (ICP)



**Number of  
Clients Served  
and Partners  
in 2020**

Children

**129**

Families

**44**

Partners

**20**

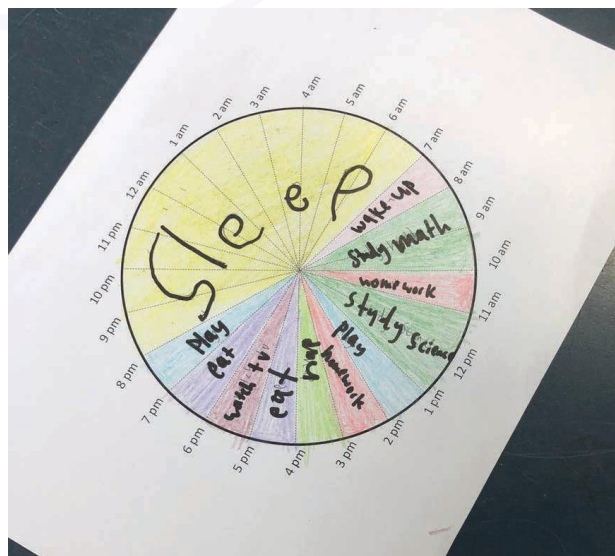
Percentage of students  
who graduated

**98%**

As the African proverb goes, “It takes a village to raise a child”, and SHINE’s Integrated Care Programme draws from the People, Public and Private (3P) sectors to ensure that every child has a village that he or she can tap on.

As a “wrap-around” programme, ICP is designed to provide holistic upstream social work intervention, support, and care to vulnerable primary school children. Various parties are integrated into a partner network that is able to go beyond siloed help for students in schools and families in the community. Because the various partners communicate with each other, children – and their families – get targeted help that is holistic, comprehensive and effective.

ICP’s “many helping hands” approach, which also involves parents and caregivers, creates a common agenda that various organisations can rally around, providing opportunities and resources for children to overcome challenges, grow, learn and be successful through their formative years.



For Mr and Mrs Tan\*, it seemed like the blows just kept coming.

COVID-19 – and the Circuit Breaker – had hit their business hard. The couple, who sold fruits at foreign worker dormitories, were struggling to make ends meet. Arranging after school care for their two daughters, nine-year-old Emily\* and her eight-year-old sister Olivia\*, was difficult, a situation made worse when one of the girls was diagnosed with Mild Intellectual Disability. Unfortunately, the school’s student care service was unable to provide interim support for them.

And then Mr Tan was unexpectedly hospitalised.

Mrs Tan was at a loss as to what to do. Taking care of Mr Tan and the girls would mean closing the business – and losing income. But going back to work would mean leaving the two young girls at home and unattended for long hours. Affording after school care, particularly with one of the girls having special needs, was out of the question.

It was when the girls were referred to SHINE that the village she so desperately needed began to take shape around her.

The South West Community Development Council (SWCDC) and the Social Service Office (SSO) reached out to volunteer groups in the community for child minding support. The ICP social worker simultaneously contacted the chairman of the Residents' Committee (RC), who in turn reached out to the residents living within the same community.

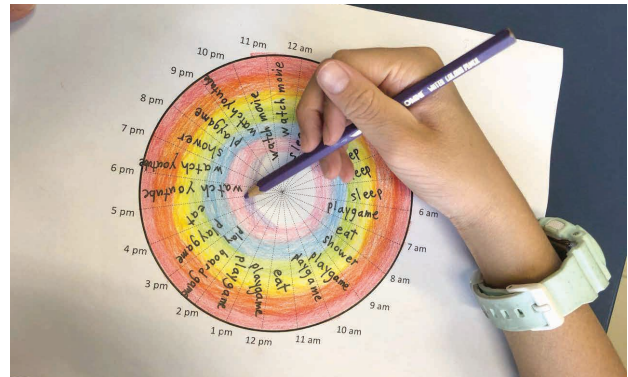
In just three hours, three women had stepped forward and offered to take care of Olivia and Emily while their mother worked, despite having their own children to care for. They coordinated among themselves to ensure that someone was always available to watch over the girls.

When Mr Tan was well enough to be discharged from hospital, a neighbour offered to cook for the girls and their father while he continued to recuperate at home. She also came by to check in on the girls and keep them occupied while their father rested.

A strong response to food and clothing donation drives organised by volunteers in the community ensures the entire family continues to get what they need.

Each child and family that SHINE supports comes with unique needs, and when the community pools its resources, we can do so much more to support those in need.

It does indeed take a village to raise a child.





# YOUTH COMMUNITY OUTREACH PATROL (COP)



Number of  
Clients Served  
and Partners  
in 2020

Youths

274

Children

314

*The Youth Community Outreach Patrol (Youth COP) is an award-winning social work programme that has served youth in schools and communities since 2007. The programme contributes to reducing juvenile delinquency through early prevention and development. As youth crime and juvenile delinquency are complex and multifaceted phenomena, addressing them require Social Work expertise as well as a many-helping-hands approach with families, schools and the community working together. Youth COP's collaborative approach between SHINE, Neighbourhood Police Centres, Schools and the Community allows the program to impact the lives of youth across multiple contexts, addressing the risks they face, the needs they have to thrive and building up the protective factors that help them achieve their best despite their circumstances.*



The last year had been, without doubt, an extremely challenging year for all of us. COVID-19 halted many of our direct face-to-face engagements and activities. This meant that our usual programme strategies of face-to-face individual sessions, group engagements and community patrols as well as events had to take an indefinite pause as the situation was constantly evolving with strict safe management measures put in place, especially during the circuit breaker.



A snapshot of the leaders-in-training during our 2-days online training

The Youth COP social workers had to double up their efforts and increase the frequency of online engagements to monitor and address needs in a timely manner and keep relationships strong.

The team also had to create new training and groupwork packages that could be delivered online effectively, within a short lead time. Annual Appointment Ceremonies had to be re-designed to an online-friendly format. With perseverance and grit, the social workers worked with our partners to create a prestigious, meaningful and engaging ceremony for our youth, parents and partners.

The commitment and dedication of the social work team from SHINE, and the continued support and partnership from the Singapore Police Force and schools have been important anchors to ensure that the programme rests on firm foundations which, in turn, enable continuity,



Parents, teachers, principals, guests and students gathered online for a cosy yet prestigious Appointment Ceremony for Tanglin Secondary School Youth COP.

expansions and creative pivots. The combined efforts of the team and partners have helped the programme to thrive in an environment of uncertainty.



Engagements by police officers with safe management measures

The new online interventions and activities were well-received by both the youths and their parents. Given that this is a new normal across all schools, the youths have found the transition to online engagements and activities relatively easy. They also appreciated the online conversations and learning opportunities.



### Project Together We SOAR

Youth COP leaders came together as part of their major project and after months of planning & execution, collected a total of 2000 written encouragements for the staff at Changi Airport. After brainstorming and seeking approvals from their respective school Principals, our leaders mobilized their schoolmates to rally together and shed positive light to those going through difficult times at Changi Airport. These colourful coasters of encouragement will eventually be displayed in Changi Airport.

Despite the challenging times and environment, Youth COP is proud to share that through our continuous work and partnership with Clementi Neighbourhood Police Centre, SHINE was awarded the Public Sector Transformation Awards (Star Partner Award) in October 2020. We are thankful for the recognition and partnerships that have helped the program grow and our youth maximise their potential.

### Voices of Our Leaders

"I was shy and self-conscious as I wanted to give a good impression to my peers and sometimes, I even felt lonely. But a social work encouraged me to have the courage and confidence to make new friends despite being in a new environment. I went out of my comfort zone to meet new people, made new friends and I realised that this is actually so much fun."

- Izzezy Muzaqir, Outstanding Crime-Prevention Leader 2021

"... I always thought that wherever I go I always did nothing of use during my sec 1 to sec 3 journey. Now I hope to come back to Youth COP to help where needed as I had a lot of fun and memorable memories during my journey in the program."

- Ng Jing Yang, Outstanding Crime-Prevention Leader 2021

"Youth COP has given us the place to discover our potential and to grow in our school values of Compassion, Humility, Respect, Integrity, Service, Team Spirit and Excellence... would like to thank our school, the Police Officers and Social Workers in Youth COP for supporting us in our endeavours and for allowing Youth COP to be a place where we can feel safe and relaxed."

- Muhd Afq, Outstanding Crime-Prevention Leader 2021

# RESIL!ENCE



**Number of  
Clients Served  
and Partners  
in 2020**

Youths

**1208**

Partners Engaged

**34**

Volunteers Deployed

**9**

*ResiL!ence is a youth mental health service of SHINE funded by Agency of Integrated Care (AIC) that became operational in October 2020. It aims to serve youths aged 12 to 25 years old at-risk of or with mental health concerns, and their caregivers, so that they can maximise their potential despite challenges.*

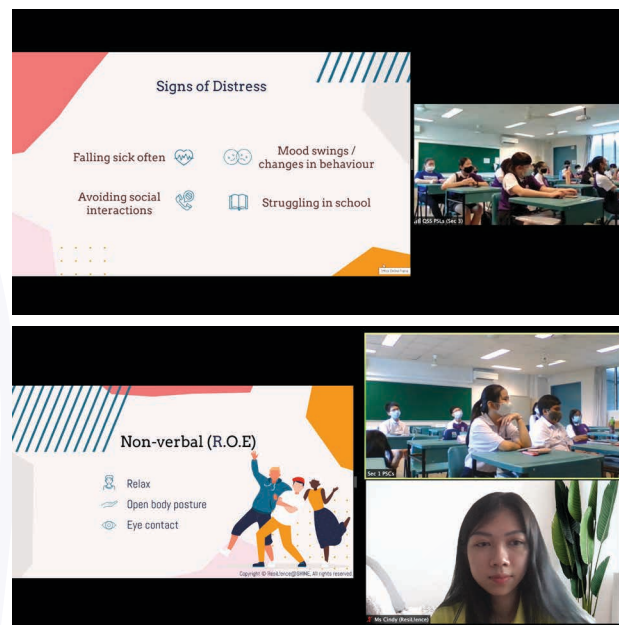
*The name, ResiL!ence, is a misspelled form of resilience and silence, seeks to draw attention to the unspoken challenges of youth mental health, underrated strengths of youths in their mental health journey and a call to action in these 4 areas:*

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*

*These services aim to*

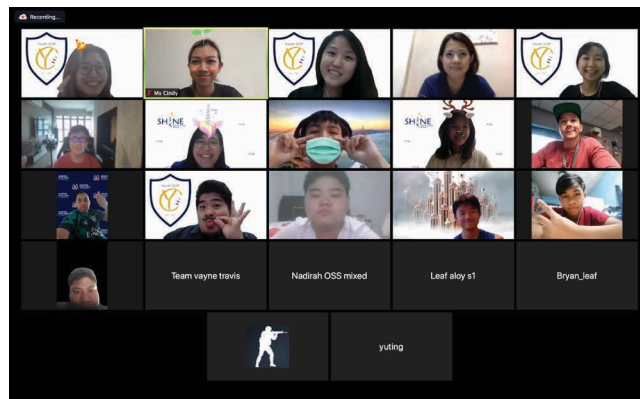
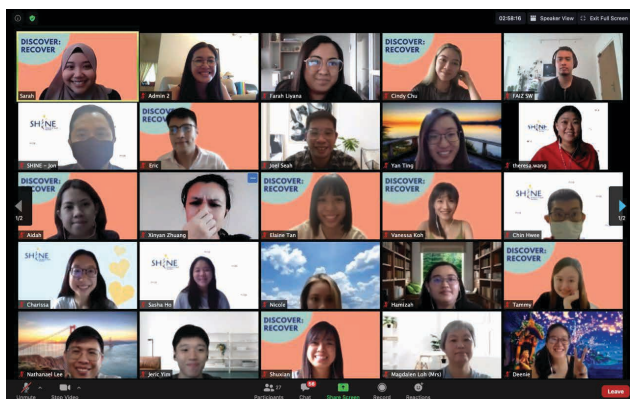
- *Increase awareness of youth mental health;*
- *Promote early identification and help seeking;*
- *Provide youths with mental health needs basic social emotional support and service linkage;*
- *Involve caregivers and community in supporting youths with mental health needs;*

According to a study by Institute of Mental Health (2016), one in seven Singaporeans has experienced a mental health disorder in their lifetime. Furthermore, about 50% of disorders onset from 14 years onwards while 75% by age 24. Hence, SHINE entered the youth mental health space to aid those at-risk to increase awareness and coping to prevent onset of disorders, as well as improve help seeking tendencies and provide support to those needing treatment.



To actualize these aims, ResiL!ence has lined up a range of activities to advance youth mental health causes. In normalizing youth mental health conversations, outreach activities such as talks on topics on burnout and stress management, as well as human libraries fronted by persons with lived experiences to narrate their mental health journeys have been conducted to reduce stigma whilst encouraging youths to seek help early when in distress. This has yielded a significant number of self-referring youths who wanted to gain insights into their mental health via our screening service.





The screening service is a once-off session with our mental health trained professionals to help youths gain insight into their mental state and understand the kind of support and services they may need to improve their mental health. As it is being performed in the community without any medical records, it hopes to reduce barriers to access to youths and caregivers who may have concerns over confidentiality.

A range of basic emotional support services was conceived. They include individual approaches such as mentoring by staff and peer supporting by trained volunteers that focuses on imparting self-help strategies and journeying together with youths in distress, and group approaches via support groups and interest-based activities that provide a safe space for youths to share about their struggles and leverage on peer support and learning to strengthen resilience.

Apart from working with the youths, Resil!ence also engages community partners and caregivers to improve their mental health literacy and supportive competencies, such that the ecosystem of youth support can be strengthened. These are expressed in the form of service linkage, joint case management, and caregiver engagement and support to ensure the youths receive optimal support in their mental health journey.

It is hoped that through Resil!ence, more youths can gain access to mental health information and services such that they can receive timely support, as well as contribute to youth mental health causes.

## Testimonials

*"I think the sharing touched my heart as I felt that some issues mentioned were very relatable, and issues that I didn't even know I was facing. The advice given were very sensitive and apt, and it was greatly appreciated. Thanks!"*

*NUS student, attended Psychoeducation Dialogue Session – Matters of the Heart and Mind*

*"Thank you for teaching us on how to have good mental health and how we can help others who may be struggling with it too. It was really helpful, and we are really grateful".*

*Secondary school student, attended Mental Health Literacy Workshop – Our Mental Groundwork*

*"Thank you all for organising this session. It has been enriching and humbling to hear how various ones walked through difficult journeys yet emerged stronger with the support of many. Thank you all for being a resource for those who may be struggling in this area of mental health. Appreciate the work that you are all doing. It is important work! Thank you all once again for the authentic sharing."*

*Caregiver, attended Virtual Human Library – Point of View*

*It has been a joy partnering SHINE Resil!ence Team. From the meticulous planning to the collaborative discussions between both parties, SHINE Resil!ence Team has completed a series of workshops with the students. These workshops have equipped the students and teachers with awareness of mental health and strategies in managing stress also ways to build up mental health resilience. The support and outreach to the students from SHINE Resil!ence Team worked out brilliantly with the school's care team too. It has been a happy partnership with Eric and his team! Thank you! Looking forward to more collaborations!*

*- Tan Wei Yi, Year Head, Queensway Secondary School*

# HIGH 5 CHALLENGE



Fundraising Period  
**11 August 2020 To 31 March 2021**

Total Funds Raised  
**> \$90,000**

*During these unprecedented times, we wanted to find a positive way to help those affected by COVID-19. While the pandemic has affected the finances of many, disruptions to normal life had also affected many Singaporeans mentally and physically.*

*SHINE HI-5 Challenge is a challenge to stay fit and do good! The rules of the challenge are simple:*



**Exercise**



**Donate \$5 or more**



**Share a picture of you exercising on social media (tagging @scys.sg)**



**Nominate 5 of your friends to also take part and donate**

## Everyday Heroes Making a Difference

During the pandemic, many Singaporeans took part in the #SHINEHi5Challenge to exercise, donate and nominate their friends to support children and youth in need.



**THANK YOU FOR  
YOUR SUPPORT!**



## Testimonials

*"Children have always held a special place in my heart & I believe that every child deserves the best environment to help them grow & flourish. I was blessed to have grown up with countless opportunities, and so I hope by supporting SHINE I can help many more children & youths grow up to be the best that they can be"*

*- Wai Yhann, Squash National Champion & SHINE Charity Ambassador*

*"I appreciate the opportunity to make a small contribution - in fact, it's a bit of homecoming for me as I used to volunteer as a tutor many decades ago (1978-1981) at Students' Care Service after school centre. Please continue to shine for the children!"*

*- Mr. Oh Bee Lock, SHINE Major Donor*



### National Champions “High 5” for Good

A big shout-out to Ms Charmaine Soh, our Netball Singapore Captain for sharing on Instagram and rallying her teammates to exercise to support our students.

Charmaine shared in her post that “This is a very meaningful initiative to help children and youth from vulnerable families, especially those badly affected by Covid-19.”

It’s also inspiring to see our national squash champion Ms Au Yeong Wai Yhann volunteering as SHINE Charity Ambassador for #SHINEHi5Challenge. This amazing athlete did a different exercise each day, posted on Instagram and nominated 25 of her friends to join the challenge!



### We SHINE Together

A big thank you to everyone who also donated to this campaign. Special thanks to our partners *Maersk Singapore Pte Ltd*, *Merit Medical Singapore Pte Ltd*, *LP172* and *Mr. Oh Bee Lock* for their generous contributions to this campaign.

With all your support, care and generous donation, our children and youth can continue to maximise their potential even when in difficult times. We SHINE Together!



# COMMUNITY PARTNERSHIP WITH OCBC



## Funder Profile

No of Years in Partnership

**5 YEARS**

Name of Partner

**OVERSEA-CHINESE BANKING CORPORATION LIMITED (OCBC)**

Supporting SHINE through

**OCBCCARES PROGRAMME, OCBCCYCLE**

*The work that SHINE does would not be possible without the strong support of our many partners and sponsors. One such partner is Oversea-Chinese Banking Corporation Limited (OCBC). OCBC provides support for The Scaffold Programme through the #OCBCCares Programme. SHINE is also a beneficiary for their yearly fundraising initiative OCBCCycle. These initiatives provide meaningful financial contribution for SHINE programmes and allows us to continue to make a difference in the lives of children, youth and their families.*



Through our #OCBCCares programme, OCBC Bank supports initiatives that deliver long-term benefits for the unserved and under-served in society - by identifying underlying social issues, addressing gaps; and offering help to meet unmet needs. Regular outreach to various charity partners, social workers, government bodies and non-governmental organisations (NGO) to better understand the plight and needs on the ground, has enabled us to offer targeted support and avoid duplication of efforts.

We have been supporting SHINE since 2017. Our partnership has evolved through better understanding of the emotional challenges faced by children and youths under their care. In 2020, as the pandemic impacted many families, OCBC staff were able to raise funds to help SHINE leverage technology to migrate two key programmes online so that social interaction and support for their beneficiaries could continue uninterrupted. The Reading Odyssey programme enabled children to enjoy narrated stories, followed by activities and quizzes and continuing The Scaffold Programme online ensured that groupwork sessions for youths centred on managing changes in the environment, understanding impact of actions on others and building connections within groups, did not come to a stop.

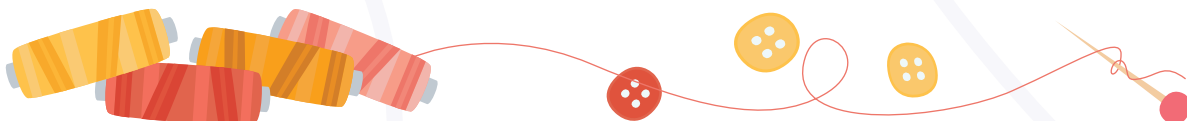
Rounding up the year, our volunteers handcrafted creative gifts out of everyday items to help lift the spirits of the children and youths affected by the emotional stress resulting from the pandemic. Working from home and office, they transformed face towels into teddy bears that were presented to the youths.

OCBC Bank will continue to support SHINE's cause to give each child and youth an equal chance to succeed in life.





For many charities, including SHINE, fund-raising became increasingly difficult when COVID-19 unexpectedly and regrettably hit Singapore and the world in the first quarter of 2020. 2020 brought about a change in the fund-raising landscape with most events either cancelled or going digital. With partners like OCBC, SHINE is encouraged and heartened by the continued support and look forward to a long-term partnership in the years to come.



# HOME-BASED LEARNING (HBL) NEEDS ASSESSMENT



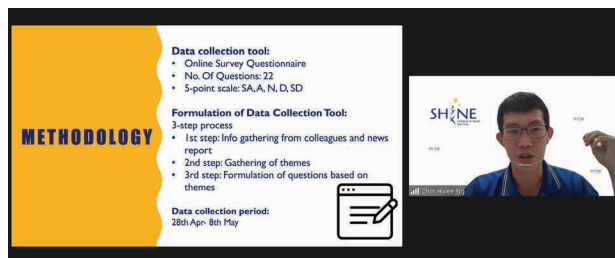
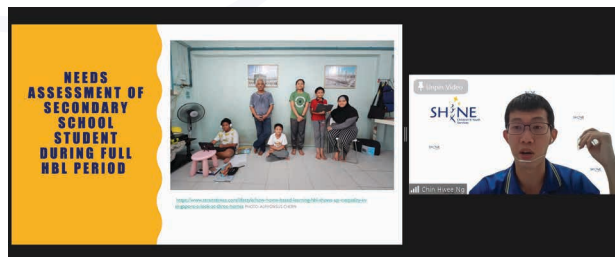
Students

136

Number of Participants

The Research Department is part of SHINE's Training, Consultancy and Research (TCR) Division. The Department works to support SHINE's aims to build and promote a strong research identity and promote robust research- and data-informed practices for SHINE to facilitate both impactful outcomes for our clients and strong organisation growth.

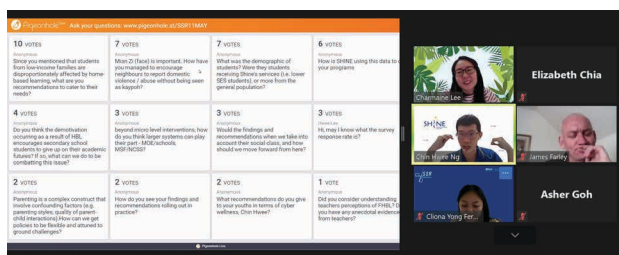
Being on the ground, practitioners are more intuitive about the data required to inform their work. Working closely with our practitioner-colleagues, we guide their research efforts through conceptualisation, internal ethics review, methodology, data collection, analyses and reporting. This close collaboration is one of the ways which the Department hopes to build and promote research- and data-informed practices in SHINE.



The Circuit Breaker (CB) measures forced all schools to shift towards mandatory Home-based Learning (HBL) in April 2020. Concerned about the school-going youths who had to adapt to conditions of prolonged periods at home, away from school, not being able to meet with friends and seek face-to-face support from social workers and teachers, School Social Work Team decided to embark on a research to survey the students' needs during this unprecedented period.

As there were only 4 weeks of HBL, the team tapped on the Research Team's support to quickly get the survey out to the students. Fellow colleagues were consulted in the development of the survey, and the team submitted and cleared internal ethics review. A total of 136 survey responses were collected.

The findings of the study has been shared with fellow colleagues, school personnel and stakeholders at Youth Care Local Network session, social service researchers and academics at the NUS-Social Service Research Centre Webinar Series, and social workers at the SASW School Social Work Chapter Webinar. Continuing from the survey, the team is embarking on a qualitative research study on HBL experiences of students in 2 Secondary schools.





# THINGS TO LOOK OUT FOR DURING FULL HOME-BASED LEARNING (HBL)

## 1. Cyber Wellness



With limits on social gatherings, students may spend more time on phones to connect with their friends.

**Monitor student's time spent, and responsible use of phones and social media.**



of our students spent more time on social media to connect with their friends.<sup>1</sup>

## 2. Academic Learning



**Support students who are struggling with full HBL. There are many factors that can enhance students' full HBL experience.**

**It is important to understand the student's needs to provide effective support to enhance their full HBL experience.<sup>2</sup>**



of our students experienced difficulty seeking academic support from teachers.<sup>1</sup>

Environmental factors (parent's support, physical environment etc) and individual factors (motivation, personality etc) can contribute to how much students benefit from HBL.

## 3. Family Relationship



Ground observation shows that HBL and WFH is a period of stress and tension within family, and this can lead to family conflicts.

**Take care of our well-being during this stressful time. Seek support when needed. Take appropriate breaks to recharge ourselves.**



of our students experienced more conflicts at home.<sup>1</sup>

## 4. Leisure Engagement



**Equip students with skills and knowledge to manage their boredom healthily, beyond using their phones.<sup>3</sup>**

**Students can learn to be comfortable with boredom as it sparks creativity, promotes self-control and promotes mental health**

Ground observation shows that while social gathering is still allowed, some students intend to avoid physical leisure gathering due to family and their concerns on increasing community cases.



of our students felt bored during full HBL.<sup>1</sup>

<sup>1</sup>. Needs assessment study of 136 secondary school students (non-representative sample) during Full HBL in 2020, conducted by SHINE

<sup>2</sup>. <https://www.straitstimes.com/lifestyle/how-home-based-learning-hbl-shows-up-inequality-in-singapore-a-look-at-three-homes>

<sup>3</sup>. Five Benefits of Boredom | Psychology Today Singapore



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# DONORS AND PARTNERS

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

- Alina Chuah
- Amazon Asia Pacific Holdings
- Ang Seng Bin
- ARA Asset Management Limited
- Bai Yaozhong
- Bose Preetam
- Chan Lui Ming Ivan
- Changi Foundation
- Chin Tao
- Chin Wai Huoy
- Chor Sen Tan
- Claudia Tan Shilin
- Clifford Wah Kim Whatt
- Dedrick Loo Chin Sheng
- Efunity Pte. Ltd.
- Ellen Teo Soak Hoon
- EMB Programme Management
- Emmanuel Lien Khoon Hwee
- Er Poh Lin
- Eric Ong
- Faye Sim Wen Ying
- Franciscus Xaverius Giovandi Rivai
- Gek Luan Toi
- Gim Tim Pte Ltd
- Goldman, Sachs & Co Matching Gift Program
- Ho Poh Wah
- Holyport Fund
- HSBC Insurance (Singapore) Pte. Limited
- Hui Yi Thon
- Ishk Tolaram Foundation
- Jason Lim
- Jessica Cheah
- JL Children Fund
- JP Morgan
- Kampung Spirit Fund
- Khoo Ching Wei Wayne
- Kok Kim Gan
- Kum Leong Kay
- Lau Peh Peh
- Lee Chiew Khim
- Lee Foundation
- Liao Tien Fook
- Lim Suat Chiu
- Lim Tuang Liang
- Lim Yu Neng Paul
- Linus Goh
- Liu Earnler
- LP 172
- Maersk Singapore Pte Ltd
- Mah Gui Xuan Warren Nikolaus
- Marc Teo Zi Jie
- Merit Medical Singapore Pte Ltd
- Moh Heng Gee
- Monalisa
- Ng Yoong Chong
- Nomura Singapore Limited
- Nur Hariyana Bte Abdul Razak
- Oh Bee Lock
- OMS Oilfield Services Pte. Ltd.
- Phyllis Zhuang Yu
- Quantedge Foundation (Singapore) Ltd
- Robert Ong Chee Meng
- Serena Xu
- Sharon Lau Yee Wan
- Singapore Pools (Private) Limited
- Sky Foundation
- Soh Hui Chin
- Stephen Chew Ban Eng
- Susan Ong Sueh Lian
- Sze Sue Kim
- Tan Siew Lee
- Teo Kai Xiang
- The Community Foundation Of Singapore
- The Hongkong And Shanghai Banking Corporation Limited
- Thomas Joseph Lim Kim Guan
- Tiger Hong Security Services & Consultants Pte Ltd
- Tjioe Zichen Karen
- Tote Board
- Tsien Samuel Nag
- Wan Chee Foong
- Yap Chun Wai Aaron
- Yap Yin Hong Diana
- President's Challenge

## Contributors/Partners

- @27 Family Service Centre
- Agency of Integrated Care
- Ahmad Ibrahim Primary School
- Ahmad Ibrahim Secondary School
- Amazon Asia Pacific Holdings
- AMKFSC Community Services, Youth Infinity
- Anderson Junior College
- Ang Mo Kio FSC (part of AMKFSC Community Services)
- Ang Mo Kio Police Division HQ
- Ang Mo Kio Secondary School
- Angsana Primary School
- Bank of Singapore Limited
- Bowen Secondary School
- Bukit Merah East Neighbourhood Police Centre
- Cahaya Community
- Camp Challenge
- Capelle
- Care Corner, CROSSROAD Youth Centre
- Care Corner, Family Services Centre (Queenstown)
- CARE Singapore
- CareerSocius
- CDAC @ TPY
- Changi Foundation
- Chinatown Food Corporation
- Choa Chu Kang Primary School
- CityCab Pte Ltd
- Clementi Neighbourhood Police Centre
- Clementi Police Division HQ
- CLUB Ministry (Community of Praise Baptist Church)
- Comfort Transportation Pte Ltd
- Community Foundation of Singapore
- Community Health Assessment Team
- Cornerstone Community Services
- Corporation Primary School
- e2i
- Elizabeth Little LLP
- Engineering for Good
- Free Food For All (FFFA)
- Good Food for Community
- Greendale Secondary School
- Holy Innocents' High School
- Home United Football Club
- Hougang Neighbourhood Police Centre
- Hougang Primary School
- iFAST Financial Pte Ltd
- Immigration & Checkpoints Authority (ICA)
- IMPART Singapore
- ITE College East
- ITE College West
- Junyuan Primary School
- Keat Hong CCMC
- Kent Ridge Secondary School
- KM Learning Pte. Ltd
- Maersk Singapore Pte Ltd
- Matrix Star Marketing Pte Ltd
- Mediacorp Pte Ltd
- Montfort Secondary School
- Mr Jonathan Tan (Contribute SG)
- MSF
- MSF, Central Youth Guidance Office
- MSF, Office of Chief Psychologist
- MSF, Rehabilitation and Protection Group
- Muhammadiyah Welfare Home
- Myloh
- Nanyang Polytechnic
- National Heritage Board
- Naval Base Secondary School
- NCSS, B2B
- NCSS, Children, Youth and Family Department
- Nee Soon East Community Club
- New Life Community Services
- Ngee Ann Polytechnic
- Northeast CDC
- Northland Secondary School
- NTU, Welfare Services Club
- NTUC Foundation
- NUHS, REACH West
- NUS CAPT
- NUS, KE Hall
- NUS, Project Legal Awareness for Youths (Mentorship)
- NUS, Social Work Department
- NUS, Students' Community Service Club
- OCBC Bank Ltd
- Octava Foundation
- OMS Oilfield Services Pte. Ltd.
- Outram Secondary School
- People's Association
- Promisedland Community Services
- Quantedge Foundation
- Queen Baptist Church
- Queensway Secondary School
- REACH Community Services, REACH Youth Service
- SG Academy of Fencing
- Singapore Anglican Community Services
- Singapore Business Federation Foundation
- Singapore Children's Society - The Fort
- Singapore Scout Association
- Singapore University of Social Sciences
- Singapore Works
- Singapore Youth For Christ
- Southwest CDC
- SportCares
- SSO @ Tampines
- SSO @ Bukit Merah
- SSO @ Chua Chu Kang
- SSO @ Clementi
- SSO @ Hougang
- SSO @ Jurong
- SSO @ Kreta Ayer
- SSO @ Queenstown
- SSO @ Sengkang
- SSO @ Serangoon
- St. Margaret's Secondary School
- Summit Planners
- Sumo Salad
- Tampines North Primary School
- Tampines Primary School
- Tampines West CCMC
- Tanglin Secondary School
- Tanjong Pagar-Tiong Bahru Constituency Office
- Teck Whye Primary School
- Temasek Foundation
- The Arena (PUB Recreation Club)
- The ARK ( Ready Steady Go Programme)
- The Esplanade Co Limited
- TOUCH Young Arrows ( TOUCH Community Services)
- Trampoline Ltd
- Ulu Pandan Stars
- Volunteer Guitar Connection
- Woodlands Primary School
- Xinmin Secondary School
- Yishun Secondary School
- Yishun Town Secondary School
- Youth Corps Singapore
- Youth Guidance Outreach Services
- Young Women Leadership Connection (YWLC)

# STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2021

	2021 \$	2020 \$
<b>Assets</b>		
<b>Non-current assets</b>		
Renovation and equipment	603,369	744,045
Investment	-	1,001,431
	<b>603,369</b>	<b>1,745,476</b>
<b>Current assets</b>		
Trade and other receivables	290,043	278,437
Prepayments	85,506	15,020
Cash and cash equivalents	16,042,216	13,248,197
	<b>16,417,765</b>	<b>13,541,654</b>
<b>Total assets</b>	<b>17,021,134</b>	<b>15,287,130</b>
<b>Funds and Reserves</b>		
<u>Unrestricted Funds</u>		
General reserves	6,614,133	6,673,426
<u>Restricted Funds</u>		
Restricted funds from government and other funders	3,129,467	1,846,533
The Daisy Phay Foundation-SHINE scholarship fund	5,467,351	5,515,218
Y's Men's Club (Beta Chapter) financial assistance fund	38,774	38,774
Asset enhancement fund	56,775	19,028
	<b>15,306,500</b>	<b>14,092,979</b>
<b>Liabilities</b>		
<b>Non-current liabilities</b>		
Other payables	245,000	245,000
Deferred income	176,935	243,703
	<b>421,935</b>	<b>488,703</b>
<b>Current liabilities</b>		
Trade and other payables	1,225,931	637,678
Deferred income	66,768	67,770
	<b>1,292,699</b>	<b>705,448</b>
<b>Total liabilities</b>	<b>1,714,634</b>	<b>1,194,151</b>
<b>Total funds and liabilities</b>	<b>17,021,134</b>	<b>15,287,130</b>



# STATEMENT OF COMPREHENSIVE INCOME

## FOR THE YEAR ENDED 31 MARCH 2021

	2021 \$	2020 \$
<b>INCOME</b>		
Toteboard-Funding	1,546,904	1,434,272
MSF-Funding	1,141,094	1,310,548
Community Chest/NCSS Funding	781,718	661,515
AIC Funding	211,760	-
SG Enable Funding	87,986	-
One-off grant from Community Chest	-	5,999
Job Support Scheme	1,072,378	-
Tax-deductible donations	865,945	896,222
Non-tax deductible donations	778,859	922,310
School social work income	302,023	305,370
Centre-based income	44,491	73,147
Training income	37,380	66,396
Interest income from bank	52,377	165,976
Interest income from investments	7,752	25,797
Miscellaneous income	1,160	1,207
	<hr/> 6,931,827	<hr/> 5,868,759
<b>Less: EXPENDITURE</b>		
Expenditure on manpower	(4,918,630)	(4,839,964)
Depreciation of renovation and equipment	(195,888)	(89,811)
Other operating expenses	(603,787)	(993,420)
	<hr/> (5,718,305)	<hr/> (5,923,195)
<b>SURPLUS/ (DEFICIT) AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<hr/> <b>1,213,522</b> <hr/>	<hr/> <b>(54,436)</b> <hr/>
<i>Surplus/(deficit) allocated to:</i>		
General Reserves	(59,292)	(84,056)
Restricted funds from govt and other funders	1,282,934	25,058
Daisy Phay Foundation- SHINE scholarship fund	(47,867)	43,146
Asset Enhancement Fund	37,747	(38,584)
	<hr/> <b>1,213,522</b> <hr/>	<hr/> <b>(54,436)</b> <hr/>

# STATEMENT OF CHANGES IN ACCUMULATED FUNDS FOR THE YEAR ENDED 31 MARCH 2021

	Unrestricted Funds		Restricted Funds			
	General Reserves \$	Funding from govt 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 March 2019	6,757,483	1,821,475	5,472,072	38,774	57,612	14,147,414
Total comprehensive income for the year	(84,056)	25,058	43,146	-	(38,584)	(54,436)
Balance at 31 March 2020	6,673,426	1,846,533	5,515,218	38,774	19,028	14,092,979
Total comprehensive income for the year	(59,292)	1,282,934	(47,867)	-	37,747	1,213,522
<b>Balance at 31 March 2021</b>	<b>6,614,133</b>	<b>3,129,467</b>	<b>5,467,351</b>	<b>38,774</b>	<b>56,775</b>	<b>15,306,500</b>

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 accumulated surplus from programmes receiving funding from government and other funders. Accounted within this fund are the net results of TSP, ISP, Youth COP, Buddy'IN, ACE Football, Spooner Road, Learning & Social Support Programme, Community Based Reading Odyssey, Integrated Care Programme, Youth Forte, SYNC, Organisation Development Project, Resource Development Grant and Pandemic related funding.
The Daisy Phay Foundation - SHINE scholarship fund	This is an endowment fund created by the generous donation of \$5million 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.
Asset enhancement fund	This is a fund restricted to be utilised only for capital expenditure 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](http://www.shine.org.sg)



# STATEMENT OF CASH FLOWS

## FOR THE YEAR ENDED 31 MARCH 2021

	2021 \$	2020 \$
<b>Cash flows from operating activities</b>		
Surplus/(Deficit) for the year	1,213,522	(54,436)
Adjustments for:		
Depreciation of renovation and equipment	195,888	89,811
Interest income	(60,129)	(191,773)
<b>Operating (deficit)/ surplus before working capital changes</b>	<b>1,349,281</b>	<b>(156,398)</b>
Changes in:		
- trade and other receivables	(43,562)	1,145,195
- prepayments	(70,486)	(4,705)
- deferred income	(67,770)	311,473
- trade and other payables	588,253	213,714
Cash generated from operations	1,755,716	1,509,279
Tax paid	-	-
<b>Net cash from operating activities</b>	<b>1,755,716</b>	<b>1,509,279</b>
<b>Cash flows from investing activities</b>		
Interest received	92,084	190,784
Proceeds from redemption of investment	1,001,431	5,224
Acquisition of renovation and equipment	(55,212)	(768,176)
<b>Net cash from/(used in) investing activities</b>	<b>1,038,303</b>	<b>(572,168)</b>
<b>Net increase in cash and cash equivalents</b>	<b>2,794,019</b>	<b>937,111</b>
Cash and cash equivalents at 1 April 2020/1 April 2019	13,248,197	12,311,086
<b>Cash and cash equivalents at 31 March</b>	<b>16,042,216</b>	<b>13,248,197</b>
<b>Cash and Cash Equivalents comprise of the following:</b>		
Cash and Bank balances	16,042,216	13,248,197
Fixed Deposits		
	<b>16,042,216</b>	<b>13,248,197</b>

# GOVERNANCE AND DISCLOSURE

## Reserves Policy

The purpose of reserves is to ensure financial sustainability to meet the Charity's objectives. SHINE adopts a policy to maintain its unrestricted fund reserves at not more than two times of its annual expenditure. Reserve ratio as at 31 March 2021 is 1.16.

## Conflict of Interest Policy and Related Party Transactions

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.

There was no related party transaction in FY2020/21.

## Remuneration and Benefits

The Board members of SHINE Children and Youth Services do not receive any remuneration.

Annual remuneration of staff:

Annual remuneration*	No. of Staff	
	FY2020/21	FY2019/20
> \$150,000	1	1
\$125,001 to \$150,000	2	3
\$100,001 to \$125,000	3	5
\$75,001 to \$100,000	16	10
\$50,001 to \$75,000	29	33
\$50,000 and below	44	39

\* Salary and bonus (including Employers' CPF contribution)

## Board Governance

SHINE currently has Board members who have served for more than 10 years. Their presence on the board helps ensure stability of the organisation through a balanced mix of ideas and leadership from new and experienced members. This is especially critical as the organisation undergoes transformation to better serve the needs of our beneficiaries.

## Code of Governance

SHINE Children and Youth Services 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 SHINE Children and Youth Services corporate website ([www.shine.org.sg](http://www.shine.org.sg)) and the Charity Portal ([www.charities.gov.sg](http://www.charities.gov.sg)).

Board Members' Attendance (Financial Period April 2020 to Mar 2021)

S/N	Name	Designation	Date of Board Meeting					
			16/06/2020	28/07/2020	08/09/2020	10/11/2020	15/12/2020	16/03/2021
1	Mr Wan Chee Foong	Chairman	✓	✓	✓	✓	✓	✓
2	Mr Lim Tuang Liang	Vice Chairman	✓	x	✓	✓	✓	x
3	Mr Ong Chee Siong, Gabriel	Hon Secretary	✓	x	✓	✓	✓	✓
4	Mr Lim Tze Chern	Hon Treasurer	✓	✓	✓	✓	✓	✓
5	Mr Teo Seng Chieh, Geoffrey	Member	✓	✓	✓	x	✓	✓
6	Mr Goh Chee Kong	Member	✓	✓	✓	✓	✓	x
8	Mr Lim Song Khiang, Albert	Member	✓	✓	✓	✓	✓	✓
9	Mrs Ivy Goh	Member	✓	x	x	✓	✓	✓
10	Ms Maureen Fung	Member	x	✓	✓	✓	✓	✓
11	Ms Poh Hwee Hian	Member	✓	✓	✓	✓	✓	✓
12	A/Prof Wong Chee Meng, John	<sup>1</sup> Member	✓	✓	N.A.	N.A.	N.A.	N.A.
13	Dr Wong Yuh Ju, Peace	<sup>1</sup> Member	N.A.	N.A.	N.A.	✓	✓	x

<sup>1</sup> Dr Wong Yuh Ju, Peace replaces A/Prof Wong Chee Meng, John as member wef 08/09/20.

# GROWING OUR KNOWLEDGE

## Programme Evaluation

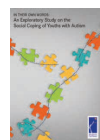
- Evaluation of Youth COP - A youth crime prevention programme based on a positive youth development approach and utilizing a school social work practice model (2016)
- Programme Evaluation Report for ITE College East (2013)
- Programme Evaluation Report for ITE College East (2012)
- Programme Evaluation 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.

## Research

- 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.
- Ng, C.H. (2021). Needs Assessment of School-Going Secondary School Students During the HBL Period. Paper presented at the NUS-SSR Seminar Series.
- Koh, Cindy (2019). Participatory Action Research for a Mentorship Programme: What motivates and sustains volunteers? Paper presented at the SASW Social Work Research Network Meeting, Singapore.
- SHINE Children & Youth Services (2019). Reviewing "Reading Odyssey"- A Systematic Search For A Reading Assessment Tool in A Volunteer-Supported Reading Programme. Poster Presented At The Disability Applied Research Forum, Singapore (Authors: Raeann Jieying Tan & Hannah Huang).
- Chia, E. Y.M., & Zhuang, X. (2018). Process Evaluation of Youth COP: Understanding what works in a youth crime prevention programme. Paper presented at the Inaugural Singapore Social Work Practice Research Conference 2018, Singapore.
- Chia, E. Y.M., & Choong, D. (2018). Reflections in Working with Youths with Suicide Ideation. Paper presented at the Inaugural Singapore Social Work Practice Research Conference 2018, Singapore.
- Chia, E. Y.M., & Zhuang, X. (2017). Understanding the benefits of a delinquency prevention programme through practice research. Paper presented at the 4th International Conference Practice Research, Hong Kong.
- Chia, E. Y.M., Woo, P., & Zhuang, X. (2017). Collaboration in practice research: Reflections and lessons from the case of a delinquency prevention programme. Paper presented at the 4th International Conference Practice Research, Hong Kong.
- School-based Intervention Research - An exploratory study on factors leading to low attendance and attrition (2015).
- In their own words: An exploratory study on the social coping of youths with Autism (2010).



**Not For Sale**  
An Exploratory Study on  
The Social Coping of Youths  
with Autism



**\$22.00**  
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Group



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School Social Work: A Guide  
to Programme Planning and  
Evaluation



**\$10.00**  
The SMP Handbook on  
Mentoring, Friendship,  
Support and Guidance



**\$12.00**  
Systemic Practice in  
School Social Work

- The State of School Social Work in Singapore (2007)
- Improving Social Work Responses to Clients Expressing Same Sex Attraction in Singapore (2007)
- An Exploratory Study on Emotional well-being and coping strategies amongst secondary school students (2006)
- Stress, Coping and Protective Factors in 'O' Level Students (2005)
- An Exploratory Study on Out-of-School Youths (2004)
- A Report on the Student Mentoring Program (2004)
- An Exploratory Study On Youth Resilience And Family Values In Singapore (2003)
- A Study on Juvenile Shoplifting Phenomenon (2000)
- Hong Kong Students In Singapore Schools: A Study On The School Adjustment Of Immigrant Children (1995)

## 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)





[www.shine.org.sg](http://www.shine.org.sg)

 SHINE Children & Youth Services

 scys.sg

## SERVICES

Community Social Work  
Educational Psychology  
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  
Tel: 6593 6462

202 Yishun St 21 #01-89  
Singapore 760202  
Tel: 6759 6821  
Email: [scys\\_y01@shine.org.sg](mailto:scys_y01@shine.org.sg)

463 Hougang Ave 10 #01-964  
Singapore 530463  
Tel: 6286 9905  
Email: [scys\\_h01@shine.org.sg](mailto:scys_h01@shine.org.sg)

329 Clementi Ave 2 #01-248  
Singapore 120329  
Tel: 6778 6867  
Email: [scys\\_c01@shine.org.sg](mailto:scys_c01@shine.org.sg)

## HEADQUARTERS

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Singapore 530463  
Tel: 6286 9905

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