

**BE THE LIGHT** ✨  
**SHINE** ✨  
✨ **FROM WITHIN**



Annual Report  
**2023 / 2024**

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

## Corporate Email

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

## Services

Educational 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  
Tel: 6593 6462

202 Yishun Street 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)

## 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 INFORMATION

02 Chairman and Executive  
Director's Joint Message

04 SHINE Achievements/  
News

06 Nothing Is Impossible  
Highlights

08 Impact at a Glance

10 Mission, Vision and  
Core Values

11 Theory of Change

12 Board Members

13 Service Advisory Committees  
and Sub-committees

14 Organisation Structure

15 Staff Structure

16 Significant Milestones in the  
Last Decade





# Chairman and Executive Director's JOINT MESSAGE



**MR WAN CHEE FOONG**  
Chairman



**MR LEE SENG MENG**  
Executive Director

*As we reflect on the past year, we are filled with gratitude and pride in the achievements of SHINE Children and Youth Services. FY23/24 has been a year of growth, resilience, and meaningful impact as we continue our mission to empower children and youth from diverse backgrounds, helping them thrive in an ever-changing world.*

Our commitment to nurturing the potential of every child and youth has remained steadfast. Throughout the year, we launched several innovative programmes aimed at providing holistic support, mentorship, and guidance to those we serve. STAR, a long-term professional mentoring programme was launched to ensure children from disadvantaged circumstances have access to opportunities to succeed and achieve the goal of social mobility. Just Fur Fun (FFF), an animal assisted youth mental health programme, was hugely popular among the youth. Walk With Me (WWM), an 8-month per cycle programme, was noted for having overwhelming positive results of improving wellbeing, expanding social network of the youths, and increasing self-efficacy of the volunteers in supporting people with non-suicidal self-injury (NSSI). Our dedicated team of social workers, educational psychologists, learning specialists, social service practitioners and volunteers worked tirelessly to create safe and inclusive spaces where children and youth can learn, grow, and realize their dreams.

We are especially proud of our collaborative efforts with government agencies, community organizations, and stakeholders. Together, we have strengthened our outreach and expanded our services, ensuring that no child is left behind. Our partnerships have allowed us to leverage resources effectively and share best practices, ultimately enhancing the quality of support we provide.

In FY23/24, we witnessed remarkable transformations in the lives of many youths who have benefitted from our programmes. Their success stories fuel our passion and commitment to continue our work. Whether it is through our educational initiatives, mental health support, or social work interventions, we are dedicated to equipping our youth with the skills and confidence they need to navigate the challenges they face.

Looking ahead, we recognize that the landscape of social services is continuously evolving. We remain committed to adapting our strategies and programmes to meet the changing needs of the communities we serve. Our focus will continue to be on fostering resilience, encouraging hope, and enabling every child and youth to succeed regardless of their circumstances.

As we move forward, we invite you - our partners, stakeholders, and community members - to join us in this mission. Together, we can create a brighter future for the next generation, ensuring that all children and youth can shine, when given the right resources, support, and determination.

Thank you for your unwavering support and belief in our mission. We look forward to continuing this journey together in the years to come.

A handwritten signature in black ink, appearing to read 'Wan Chee Foong'.

**Mr Wan Chee Foong**  
Chairman

A handwritten signature in black ink, appearing to read 'Lee Seng Meng'.

**Mr Lee Seng Meng**  
Executive Director

# SHINE ACHIEVEMENTS/NEWS



Youth COP awarded  
Ministry of Home Affairs'  
**National Day Award 2023**



**Charity Transparency  
Awards 2023**  
Recognized for good  
transparency and  
governance standards



**Friends of MSF Award**  
In recognition of significant  
contribution to various groups in  
the community served by MSF  
for at least two years.

## OVERSEAS PRESENTATIONS

### Aalborg, Denmark (June 2023)

"School Attendance Among Low-Income Children: Exploring Parents' and Children's Perspectives" at the 6th International Conference on Practice Research in Social Work.

"Reflections of a practice-research collaboration on understanding practitioners intervening with youths with suicide risks in Singapore" at the 6th International Conference on Practice Research in Social Work.

### Hanoi, Vietnam (July 2023)

Plenary speaker on "Crisis Management in Social Service Organisations" for the ASEAN-Social Work Education and Social Development Conference

### Surabaya, Indonesia (August 2023)

"Train-The-Trainer Workshop on Youth Mental Health" for the T-CARE Project

## LOCAL PRESENTATIONS

### July 2023

Speakers on "Maximise Your Impact with Landscape Mapping and Analysis: Learn How to Uncover Hidden Opportunities and Optimise Your Resources Today" at Social Service Summit 2023

### September 2023

Speakers on "Working with Stakeholders and Systems That Impact Youths-At-Risk" at Conversations on Youth Conference 2023

### October 2023

Poster presentation at Singapore Mental Health Conference (SMHC) 2023





# NOTHING IS IMPOSSIBLE 2023



Raised over  
**\$250,000**

## Breaking Barriers

From July 2022 to December 2023, the Nothing Is Impossible challenge 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 over \$250,000, a testament to the incredible generosity and commitment of the community.

## Third Time's the Charm!

We are beaming with pride as we celebrate the triumphant third year of "Nothing Is Impossible." This year was truly a charm, and we couldn't be more grateful for the incredible journey we've undertaken together.

## Launch Event: Nothing Is Impossible Challenge 2023

The Launch of Nothing Is Impossible (NII) Challenge 2023 together with Singapore Super Charity Cup 2023, organized by Football Inc., was a success, bringing together over 300 football enthusiasts and hundreds of supporters. This event exemplified the power of community and teamwork in building a stronger community and brighter futures with every kick, cheer, and smile.

The event received strong support from prominent figures like Mr. Eric Chua, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development. Despite a sprained ankle, Mr. Chua joined us for the launch

event, embodying the very essence of our theme. His presence and support have been instrumental in raising awareness and inspiring participants.

Mr. Chua's involvement is a testament to the unwavering commitment we all share in creating a brighter future for vulnerable children and youths.

## Featured Campaigns and Partners

The success of NII is attributed to the dedication of passionate participants who wholeheartedly embraced its spirit. Highlighted below are some of the standout campaigns that contributed to this remarkable achievement:

### Kits for Kids (K4K) HobbyCon 2023

K4K HobbyCon 2023 raised over \$60,000 thanks to the tremendous success of its model kit sales. Special thanks to K4K Chairman Mr. Sean Chua, ITE Central College and our partners for their overwhelming support.

### SHINE Runners

The SHINE Runners campaign mobilized the staff and interns to support our children and youth by raising funds through running over 1,138km in total!

### Pacifica Music Academy X SHINE Charity Concert 2023

Held on November 19th, 2023, at Agape Village, this concert featured performances by Pacifica Music Academy and SHINE students. Ticket sales



and donations supported SHINE's mission to uplift vulnerable students, raising significant funds for the cause.

### Team Tamatoa for SHINE

A group of students from Temasek Junior College raised over \$7,000 for SHINE through their 'Like Yesterday' charity music festival and other fundraising activities. With the help of 50 volunteers, the event featured performances by local bands and influencers, drawing a sold-out crowd and making a substantial impact.

Other noteworthy contributions came from the SG Court's National Day Charity Carnival (NDCC) and HSBC FUNNIVAL among many others. These campaigns reflect the diverse and creative ways our community came together to support SHINE's mission.

### A Call to Action: Embracing the Future Together

NII exemplifies the power of community collaboration in creating tangible impact. Let's continue to unite year on year to support SHINE Children and Youth Services' commitment to uplift lives. Together, we overcome challenges and unlock a future of possibilities.

## Continuing NII's Shared Vision

NII shows that a shared vision can achieve the impossible. Let's continue championing this cause, inspiring one another for a world where everyone thrives.

Join us in celebrating the power of purpose and unity. Together, let's continue to make a positive change and show that when we come together, Nothing Is Impossible!



**Encapsulating the true spirit of "Nothing Is Impossible:**

*Even when feeling 40% on some days, know that you are giving your 100% of that 40%. It is okay to give ourselves permission to be less than perfect and acknowledge that it's perhaps already our best attempt, our 100% at this present moment.*

YY,  
Participant of the Challenge SHINE Runners





IMPACT AT A **GLANCE**



**5** SERVICE  
POINTS



**105**  
STAFF STRENGTH



**203**  
COMMUNITY  
PARTNERS



**7,851**  
SERVICE USERS  
SUPPORTED



**705**  
ACTIVE VOLUNTEERS



**105**  
VOLUNTEERING  
OPPORTUNITIES FOR  
PARTNERS



**248**  
CLIENTS SERVED  
(YOUTHCOP)



**2,664**  
COMMUNITY OUTREACH  
PARTICIPANTS  
(RESILIENCE)



# Mission, Vision and CORE VALUES



## VISION & MISSION

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



## CORE VALUES

### 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**

# 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.

To enable children and youth to maximise their potential

SHINE will...  
reach out to...



through...

by rolling out  
programmes...



informed by...

- Research
- Theories
- Practice Wisdom

...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

Ms Poh Hwee Hian

## MEMBERS



Mr Lim Song Kiang, Albert



Ms Chee Yuen Li, Andrea



Mr Dinesh Subramaniam



Mr Lim Tze Chern



Mr Ng Ying Yan, Damien



A/P Wong Yuh Ju, Peace

# Service Advisory Committees and SUB-COMMITTEES

## Service Advisory Committee

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

## Community Social Work Advisory Committee

**Chairman**  
Mr Lim Tze Chern

**Members**  
Ms Tuyen Lamy  
Mr Lee Sao-Wei, Alex  
Mr Ler Soon Tien, Damien  
Mr Chan Whee Peng

## Sub-Committees

### Human Resource Committee

*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  
Mr Ng Ying Yan, Damien  
Ms Poh Hwee Hian  
A/P Wong Yuh Ju, Peace

### Finance Committee

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

**Chairman**  
Ms Poh Hwee Hian

**Members**  
Mr Wan Chee Foong  
Mr Ong Chee Siong, Gabriel

## Educational Psychology Advisory Committee

**Chairman**  
Ms Poh Hwee Hian

**Members**  
Mr Ong Chee Siong, Gabriel  
A/P Yeo Lay See  
A/P Jonathan Ramsay  
Mr Wang Jin Rong, Alex

## School Social Work Advisory Committee

**Chairman**  
Mr Ng Ying Yan, Damien

**Members**  
Mr Gopinath Menon  
Mr Toh Weng Choy  
Ms Maureen Fung  
Mr Eric Lue  
Ms Lisa Gainer

## Audit & Risk Management Committee

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

**Chairman**  
Mr Lim Song Kiang, Albert

**Members**  
Ms Lim Lei Theng  
Mr Lim Tze Chern

## 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 Dinesh Subramaniam

**Members**  
Mr Ang Kian Peng  
Mr Colin Low  
Ms Carol Lum

## Targeted Interventions Advisory Committee

**Chairman**  
A/P Wong Yuh Ju, Peace

**Members**  
A/P Huan Swee Leng, Vivien  
Mr Lee Tiong Peng  
Dr Kumudhini Rajasegaran  
A/P Wong Chee Meng, John  
Ms Lim Lei Theng

## Research Advisory Committee

**Chairman**  
A/P Ang Pei-Hui, Rebecca

**Members**  
Dr Alfred Choi  
A/P Satvinder Dhaliwal  
Mr Lee Tiong Peng

## 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

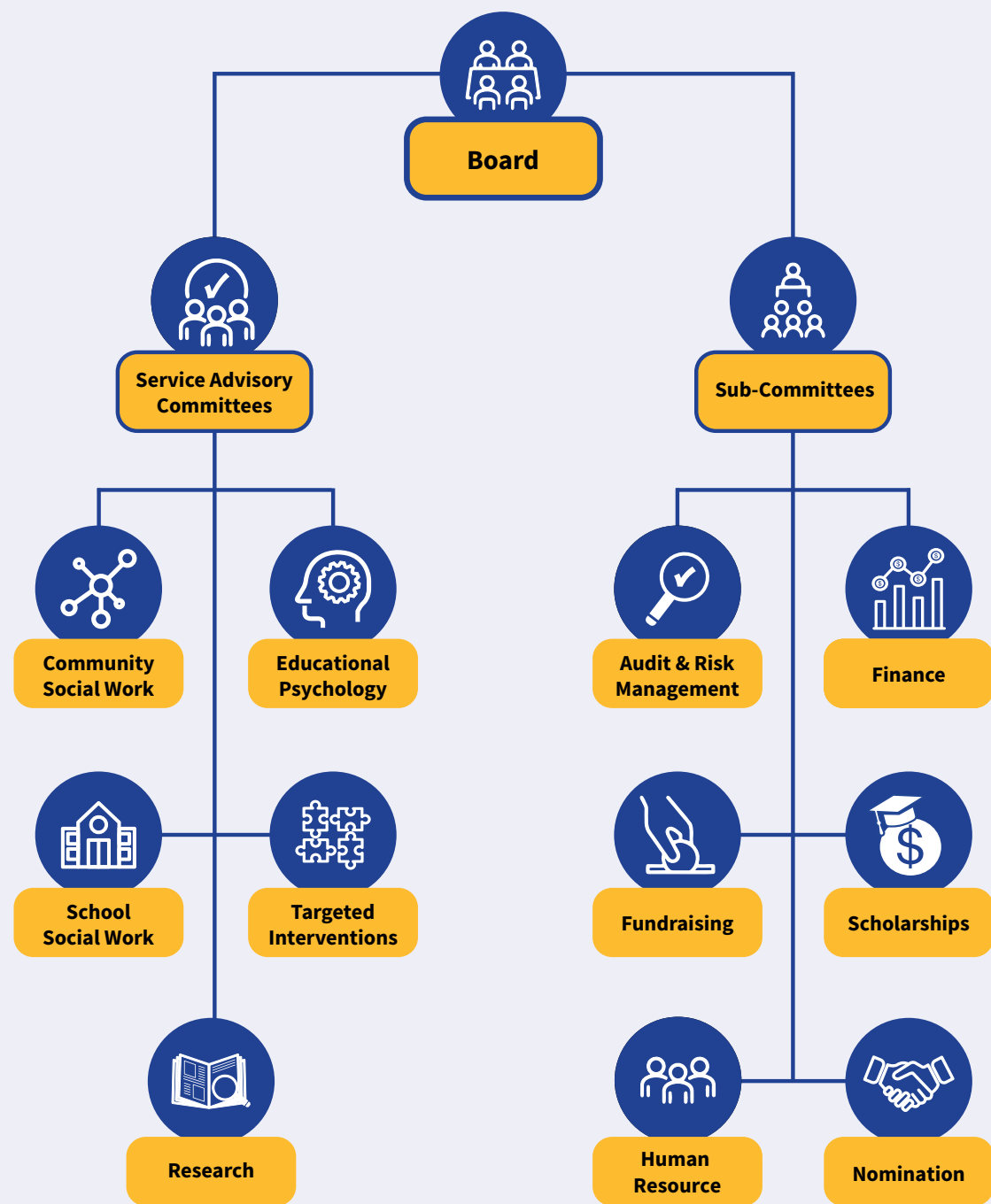
*The Committee assists the Board in ensuring that the Board retains an appropriate structure, size, diversity and balance of skills to support the strategic objectives and values of the organisation. The Committee oversees arrangements for Board appointments including election process and succession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

**Chairman**  
A/P Ang Seng Bin

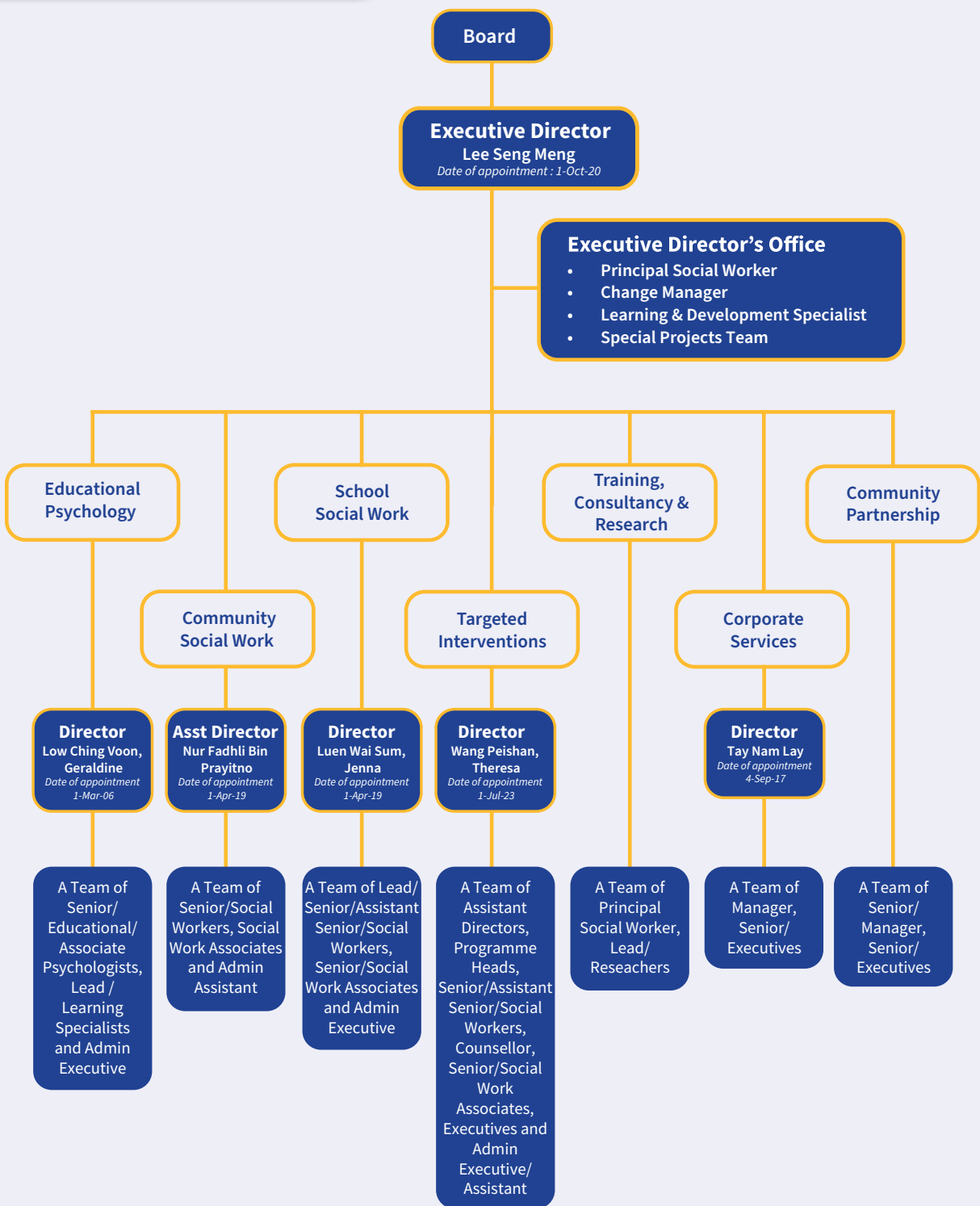
**Members**  
Mr Goh Chee Kong  
Ms Morene Sim



# 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

- 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

- 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 from 12 to 16 September, 2016
- Invited by the International Association of Schools of Social Work (IASSW) to provide training on the topic of "Social Work in Schools" in Hanoi from 12 to 15 October 2016
- Organised and presented "International Conference on Children and Youth Work Practice" from 15 to 16 November 2016, 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

## 1970s 2014 2015 2016 2017 2018

- 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
- 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

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



- Changed organisation name to SHINE Children and Youth Services
- Speaker of Parliament, Mr Tan Chuan-Jin, appointed as SHINE Children and Youth's patron

For significant milestones between 1979 – 2013, please visit our website at [www.shine.org.sg](http://www.shine.org.sg)



# Significant Milestones in the LAST DECADE

18

- 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

2019

2020

2021

2022

2023

19

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



- Launched ResiL!ence - 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



- Youth COP programme awarded Ministry of Home Affairs' National Day Award 2023

- Awarded the Charity Transparency Award 2023 for the second consecutive year in recognition of good transparency and governance standards



# HIGHLIGHTS OF SERVICES & PROGRAMMES

- 21 Quantitative Achievement 2023
- 24 Reading Odyssey
- 26 STAR programme
- 28 Youth COP
- 30 ResiLlence
- 32 Youth Corps Development Team @ SHINE
- 34 Training and Consultancy Services
- 36 SHINE Charity Golf 2023
- 38 Corporate Partner Highlights
- 40 The Year Ahead

## Quantitative ACHIEVEMENT



Total Served:  
**8,519**

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

### Educational Psychology Service (EPS)

	Programmes	Outcomes Achieved
<b>427</b> Children & Youth Served	Assessment & Diagnosis Service - EN3: Engage. Enrich. Enable	<ul style="list-style-type: none"><li>70 children and youth received screening assessments that informed suitable placement into literacy and language intervention programmes, and development of intervention goals.</li><li>33 children received psychoeducational and diagnosis assessments and reports that provide caregivers with information on strength and needs, as well as relevant resources/ support services.</li><li>14 children received Math screening and follow up consultation to volunteers supporting the children in learning.</li></ul>
<b>233</b> Parents Served	Learning and Social Support Programmes - ALPS	<ul style="list-style-type: none"><li>97% of children served (headcount) showed increased confidence.</li><li>92% of children served (headcount) showed improvement in literacy/ language skills.</li></ul>
<b>74</b> Other Professionals Served	Learning and Social Support Programmes -Parent Support Programme	<ul style="list-style-type: none"><li>153 parents attend at least 1 parent session.</li><li>93% of parents engaged feel confident and/ or supported.</li></ul>
	Reading Odyssey	<ul style="list-style-type: none"><li>Run 1: 86% of children assessed showed increased confidence 90% of children assessed showed improvement in word reading or reading level</li><li>Run 2: 90% of children assessed served showed increased confidence 91% of children assessed served showed improvement in word reading or reading level</li></ul>

### School Social Work Service (SSW)

	Programmes	Outcomes Achieved
<b>1,055</b> Children & Youth Served	The Scaffold Programme (TSP)	<ul style="list-style-type: none"><li>85% of students completed programme with at least 80% attendance</li><li>78% of students gained self-awareness</li><li>83% of students acquired knowledge and skills</li><li>75% of students are able to apply skills to develop themselves</li><li>57% of students improve in socio-emotional competencies (an increase in ACT!SG score)</li></ul>
<b>409</b> Parents Served	School Social Work for Youth & Children (SYNC)	<ul style="list-style-type: none"><li>72% of children has gained social-emotional competencies and life skills</li><li>76% of children has built resilience and protective factors in children to overcome life challenges</li></ul>
<b>165</b> Other Professionals Served	STAR	<ul style="list-style-type: none"><li>34 children successfully enrolled.</li><li>100% of children successfully completed Primary 1 preparation and transition to Primary School</li><li>Established partnership with 31 stakeholders</li><li>57 volunteers developed and engaged.</li></ul>
	SHINE - Daisy Phay Scholarship and Mentoring	<ul style="list-style-type: none"><li>27 JC 1 and 26 JC 2 students from 11 Junior Colleges awarded with scholarship</li><li>78% of the students reported that the mentorship programme has benefited them.</li></ul>



Community Social Work Service (CSW)

<div>337</div> <div>Children &amp; Youth Served</div> <div>133</div> <div>Parents Served</div> <div>44</div> <div>Other Professionals Served</div>	Programmes	Outcomes Achieved
	Collective Impact @ Spooner	<ul style="list-style-type: none"><li>2023 Annual Headcount Target: 60, Achieved: 75</li><li>No. of children &amp; youth enrolled in casework and counselling : 12</li><li>No. of children &amp; youth enrolled in groupbased activities: 47</li><li>No. of community engagement sessions: 6</li><li>Children &amp; youth participated regularly in counselling sessions: 91%</li><li>Children &amp; youth developed a goal(s) plan to address identified issues, and showed progress in goal(s): 91%</li><li>Children &amp; youth participated regularly in group-based sessions: 80%</li><li>Children &amp; youth reported at least one positive change: 96%</li><li>Residents participated in community engagement session(s): 70%</li><li>Residents found the community engagement session(s) beneficial : 85%</li></ul>
	Collective Impact @ JBM	<ul style="list-style-type: none"><li>2023 Annual Headcount Target: 195, Achieved: 262</li><li>No. of children &amp; youth enrolled in casework and counselling : 3</li><li>No. of children &amp; youth enrolled in groupbased activities: 115</li><li>Children &amp; youth participated regularly in counselling and group-based sessions: 73%</li><li>Children &amp; youth reported at least one positive change: 71%</li></ul>
	Family Coach	<ul style="list-style-type: none"><li>No. of families engaged and outreach: 119</li><li>No. of families who are regularly engaged by Family Coaches: 79</li><li>% of families who co-developed an action plan within 3 months : 90%</li><li>% of families who report positive relationships within 3 months of being assigned a Family Coach: 86%</li><li>% of families who have made progress in a least one domain area where needs have been identified, within 6 months of being assigned a Family Coach: 86%</li></ul>

Training, Consultancy & Research (TCR)

<div>611</div> <div>Other Professionals Served</div>	Programmes	Outcomes Achieved
	Training & Consultation Services for Professionals / Programmes / Projects	<p><b>Training for professionals:</b></p> <ul style="list-style-type: none"><li>597 professionals served</li><li>Conducted 9 Practice Onboarding modules</li><li>Conducted 18 training runs</li><li>92% reported finding the training useful in terms of capacity building</li><li>100% being satisfied with the trainers, training format and quality of training</li></ul> <p><b>External Supervision:</b></p> <ul style="list-style-type: none"><li>Supported 14 supervisees</li><li>Conducted 2 training sessions on supervision models</li><li>Provided 7 group supervision sessions</li><li>100% reported an increase in confidence in applying at least one supervision model in supervision session</li><li>100% reported an increase in knowledge and skills in supervision</li></ul>

Special Projects (SP)

<div>57</div> <div>Other Professionals Served</div>	Programmes	Outcomes Achieved
	Integrated Wellness Centre - Collective Impact	<ul style="list-style-type: none"><li>Convened and engaged 13 partners from people, public and private sector to be part of the IWC collective.</li><li>1 Steering Committee and 3 Action groups were formed. Total of 57 professionals were engaged.</li><li>9 Steering Committee Meetings and 6 Action Group Meetings arranged and conducted from May 2023 - March 2024.</li></ul>

Targeted Interventions Service (TIS)

<div>3,966</div> <div>Children &amp; Youth Served</div> <div>920</div> <div>Parents Served</div> <div>88</div> <div>Other Professionals Served</div>	Programmes	Outcomes Achieved
	Guidance Programme (GP)	<ul style="list-style-type: none"><li>Total Closed in FY: 85% of GP cases served Closed Satisfactory</li></ul>
	Youth Enhanced Supervision (YES)	<ul style="list-style-type: none"><li>Total Closed in FY: 89% of YES cases served Closed Satisfactory</li></ul>
	SH.IFT	<ul style="list-style-type: none"><li>100% reported that sessions have helped them gained insights</li><li>100% reported that they have learnt to cope better</li><li>100% reported that they are satisfied with the service rendered to them</li></ul>
	Youth COP	<ul style="list-style-type: none"><li>100% of program outcomes achieved and exceeded</li><li>24 volunteers developed and engaged</li></ul>
	Youth Alive	<ul style="list-style-type: none"><li>40 youth served</li></ul>
	Walk with Me	<ul style="list-style-type: none"><li>38 youths matched</li><li>100% reported improved social support, interpersonal skills, help seeking tendencies, emotional regulation and coping</li><li>103 volunteers trained</li><li>77 volunteers deployed</li><li>100% reported increased knowledge of need of youths exhibiting Nonsuicidal Self-Injury (NSSI), self-efficacy in supporting youths with NSSI</li></ul>
	Youth Intergrated Team	<ul style="list-style-type: none"><li>Outreached to 414 youths</li><li>Provided mental health services to 456 youths</li><li>Supported 181 caregivers</li><li>97.89% reported satisfied with mental health services provided</li></ul>
	CREST Youth	<ul style="list-style-type: none"><li>Outreached to 2550 youths and caregivers</li><li>Provided mental health services to 680 youths</li><li>Supported 64 caregivers</li><li>100% reported satsified with mental health services provided</li></ul>
	Just Fur Fun	<ul style="list-style-type: none"><li>10 Runs</li><li>11 Volunteers deployed</li><li>114 Youths served</li><li>80% reported positive indication of emotional awareness</li><li>80% reported positive indication of emotional management</li><li>80% reported positive perception of social support networks</li><li>66% reported positive perception of professional mental health services</li></ul>
	YCDT	<ul style="list-style-type: none"><li>Recruited and deployed 100 volunteer leaders</li><li>Recruited and deployed 1600 volunteers</li><li>Curated and fulfilled 1700 volunteering opportunities</li><li>Recruited and deployed 200 regular volunteers</li><li>Provided enhanced training to 98 volunteers / volunteer leaders</li></ul>

# READING ODYSSEY

Empowering children to read for knowledge, meaning and understanding



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.

276	12	275	90%	91%
Number of clients served	Number of communities	Number of volunteers	children show increased confidence in reading	children show improvement in word reading or reading level
2015	Year Started with 43 children, 2 community partners, and 30 volunteers		1011	Total number of children served to date via collaboration with community partners

The world is constantly evolving at a rapid pace. With technological advancements, globalization, and shifts in societal norms, we need to be mindful of ensuring children who are vulnerable, or disadvantaged are not left behind. The Reading Odyssey programme supports this mission via providing opportunities to read and beyond: to understand text via a guided reading approach; to practice thinking and information processing skills; to reflect on learning; and appreciate different cultures. Through this, children are empowered to be lifelong learners in their journey navigating this world of change.

## Developing Comprehension Skills & Finding a Voice

Often a child with learning difficulties is resistant to learning and fearful of expressing themselves due to low self-esteem. During a Reading Odyssey session, levelled readers are matched to the children's reading levels after a screening assessment. Through the Guided Reading Approach, trained volunteers provide guidance in decoding unfamiliar words, clarification on vocabulary or concepts, and encourage children to use reading strategies such as predicting, summarizing, and making connections. It also helps the child to question, analyze, and evaluate information.

Critically, through pre-reading activities, children's prior knowledge and anticipation of the text is activated. Through questioning strategies and a curious and non-threatening stance taken by volunteers, children are encouraged to express themselves on various topics, without being judged. Meaningful conversations help children deepen their understanding of the content, make connections to their own experiences, share their opinions, and develop critical thinking skills.

## Learning to Think, Thinking to Learn

Cognitive or information processing 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 to 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. While enjoying cognitive games and having fun in groups, children practise skills in auditory and visual attention, memory, sequencing, and discrimination that help a child learn and read.

Post-session structured reflection and documenting on a behaviour chart guided by trained volunteers facilitate children in thinking and reflecting about



their learning behaviours during the session, helping them to identify constructive actions, challenges, as well as actions they can take in subsequent sessions.

## Appreciation of Cultures through Stories

Aside from levelled readers, the programme incorporates story books from the National Library Board during a big group story reading component. The books feature stories from different countries around the globe. As the children "journey" around the world, the stories and conversations offer them insight into various customs, traditions, beliefs, values and opportunities to build appreciation of cultural diversity, which can help foster a more inclusive and globally minded perspective.

## In essence, Reading Odyssey is a learning journey

In the words of Mark Twain, "Never let formal education get in the way of your learning".

We appreciate our valued community partners, donors, grantors as well as our volunteers who commit to this cause to empower children to embrace the path of learning beyond formal education. We also appreciate the SHINE team who care greatly about enabling children to be engaged meaningfully in learning, to expose them to new ideas and perspectives, to speak for themselves, and to step out of their comfort zone. Through the Reading Odyssey movement, we connect the children to their future--one of purposeful connections and inclusion in the community.

## Voices of our Reading Odyssey Volunteers:

It is great to connect with children who are very enthusiastic about reading. Through a systematic approach, reading habit can surely be inculcated among students which will enhance their vocabulary and even oratory skills.

Volunteer, RO @ Jalan Bukit Merah

I have had the fortune of quite a few memorable times at RO but the one that stands out strongly is that of the happy faces of my students when they are encouraged to put to context a new word learnt - they feel proud that they could understand what the word means without having to Google or refer to a dictionary!

Volunteer, RO @ CLUB Ministries

I learnt how to engage children in reading and deep dive into expanding their vocabulary and comprehension of the book which they are reading. It was memorable when a child who does really speak then started to communicate more and show a little more interest in reading.

Volunteer, RO @ TOUCH Young Arrows Hougang

## Voices of the children:

I can play games with my friends and learn new words and spend time with my teachers. (volunteers)

Divinya, Primary 3

They (volunteers) are very kind and helpful, and we get to play games and read big books together as a class.

Yumna, Primary 3

I learn about history (referring to book title "Looking back, moving forward")...I can collect points also, but the points are not that important as the learning, reading.

Jerine, Primary 5

I like everything in Reading Odyssey especially the (cognitive) games.

KY Ang, Primary 4



# STAR PROGRAMME

## 1 to 1, long-term professional child-mentorship programme

STAR is a 1 to 1, long-term professional mentoring programme that ensures that children in their developmental years, no matter what their circumstances are, have access to opportunities for social-emotional learning and educational support so that they can succeed in life. The programme aims to maximise the potential of our children, with the long-term goal of enabling social mobility.

34 Children and their families Served in FY23/24

29 Children successfully transitioned into Primary 1



The implementation of STAR Programme was a culmination of a rigorous and intensive 6 months journey which started back in 2022 when SHINE did a needs assessment and a review of the landscape of services for Primary School children. The findings were that there was a need for a new long-term child centric programme which will provide support for the children from an early age, to succeed in life regardless of their circumstances. The timely partnership with Research for Impact (RFI) and Octava Foundation (OF) and their White Paper: Towards Greater Equity Among Young Learners in Singapore also reinforced SHINE's findings.

To unlock the key to help children succeed in life, SHINE, together with RFI, OF, and Ministry of Education UPLIFT Programme Office (MOE UPO), formed a work group and embarked on the journey to conceptualise such a programme in Singapore. In October 2022, the work group went on a study trip to the United States of America (USA) to visit Friends of the Children (FOTC), supported by Octava Foundation. The study trip was a fruitful one where the team learnt a lot from the organisation which had been doing 1 to 1 professional mentoring for around 30 years. The programme had seen great success in addressing intergenerational poverty, supported by rigorous evaluation practices.

Upon returning to Singapore, the work group set to work to contextualise the 1 to 1 professional mentoring model to the local context and conceptualise the STAR programme model. The STAR Programme model was subsequently also validated by community partners and stakeholders.

STAR officially embarked on the implementation of STAR Programme as of April 2023. 29 children and their families were enrolled on to the 1 to 1 professional mentoring programme, supported by 5 Friends (Professional Mentors) and 1 Parenting Support Specialist (PSS).

Alice was one of the children who joined the STAR Programme in 2023. When Alice, 6 years old, joined the STAR Programme, she was matched with her Friend (Professional Mentor), Charissa. As an only child of a single mother living in a one-room rental flat, Alice was very well-loved at home, but lacked opportunities to explore her interests and expand her potential.

Through the weekly 1 to 1 professional mentoring sessions, Alice and her Friend, Charissa grew in their relationship and engaged in different activities intentionally planned to allow Alice to develop in her core assets, specifically in the area of having a growth mindset as Alice often lacked confidence to try new things to avoid making mistakes or failing. The other

core asset that Charissa intentionally developed through the mentoring activities was the core asset of self-management to help her learn to be more aware of her interactions with others and environment so she can learn better.

Through the STAR Programme, Charissa engaged Alice in different opportunities such as art and craft workshops organised by volunteer groups, outings to the Art Science Museum sponsored by Marina Bay Sands, and to Bird Paradise sponsored by Singapore Land Authority to provide her different opportunities to learn and practise self-management through interaction with other children. The highlight of Alice's journey was her participation in a series of 8 violin lessons conducted by Pacifica Music Academy, leading to a performance on stage at a concert in front of more than 60 people. Alice's mother, peers, and Friend were all there to witness Alice's proud moment on stage.

Another area of focus under STAR Programme was supporting Alice in maximising her education potential. As Alice's mother did not speak much English, Alice had limited exposure to the language or reading at home. To support Alice in her literacy skills development, Charissa intentionally incorporated reading into their 1 to 1 mentoring sessions. This was also an opportunity for Alice to practise growth mindset as she learnt to challenge herself in a safe environment. Over time, Alice rapidly grew in her interest and confidence in reading. By the time she entered Primary 1 in January 2024, Alice was able to read and write independently.

Under STAR Programme, Alice's mother was able to receive 1 to 1 parenting support sessions at home with STAR Programme's Parenting Support Specialist (PSS), Michelle, to build her capacity and competencies in parenting. Alice's mother also benefitted from attending the Parenting Support Sessions where she had the opportunity to connect with other and support other parents in each other's parenting journeys.

Through the past 1 year in the STAR Programme, with the combined support from her Professional Mentor, and her mother, and Parenting Support Specialist Alice has shown tremendous growth. Alice improved in the core assets of growth mindset and self-

management, demonstrating her ability to embrace new experiences, learn from mistakes, and focus her attention. Alice also entered Primary 1 more prepared and confident.

To commemorate the start of the children's long-term journey, STAR Programme was officially launched on 25 November 2023. The programme was graced by the STAR Champions, Deputy Prime Minister Mr Gan Kim Yong, Senior Parliamentary Secretary Eric Chua, and Adviser Don Wee, alongside other key stakeholders and partners from MOE UPLIFT Programme Office, People's Association, South West Community Development Council, Octava Foundation and The Moh Family Foundation.



As STAR continues to journey with the children to maximise their potential, it is hoped that the children can continue to receive the care and support from different important people in their lives, and have opportunities to continue to explore and develop their interests and talents!

*“The Friend has taught my child how to speak good English and also to prepare her for primary school. The Friend also helped my child to learn new words and also to communicate with each other properly and confidently. The Friend also guided my child on setting more challenging words and methods on solving problems and how to handle it in a proper way.*

Parent of STAR child



# YOUTH COP

Reversing labels,  
Maximising Potential



Youth COP aims to develop youth to be crime-prevention leaders in their schools and communities. In partnership with various secondary schools and Neighbourhood Police Centres (NPCs), SHINE Social workers recruit and equip youth with the necessary skills, knowledge and attitudes to serve alongside the Police Officers from the NPCs in community outreach patrols and events. Together, Youth COP leaders will share crime-prevention knowledge and awareness with their school mates, members of public and do their part to keep Singapore a safer and more secure place. These leaders are also deployed to serve in various school events, community roadshows and plan their own community service projects to serve, protect and care for their community.

In 2023, Youth COP leaders searched within themselves to find the strengths and abilities needed to shine in their roles as crime-prevention leaders. Each Youth COP leader contributed their strengths to build positive friendships, overcome their fears in speaking to members of the public and to serve, protect and care for each other and the community.

The Youth COP program was proud to have shared about our youth's contributions at various national platforms such as the Conversations on Youth Symposium 2023 held by Ministry of Social and Family Development (MSF), where we were able to share about the unique strategies and perspectives

248

Number of clients served

4

Number of Schools Served

4

Number of Neighbourhood Police Centres partnered

248

Students participated in the program

227

Students gained awareness of laws and consequences of offences

223

Students gained knowledge of personal and social skills

198

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



that shape the way we develop youth to be contributors and crime-prevention leaders in their schools and communities. SHINE was also proud to be awarded the Minister for Home Affairs National Day Award 2023 for our close partnership with the Home Team. Through these close partnerships, Youth COP has been able to widen our reach to more schools and to serve more youth in new communities across Singapore.

Throughout the year, many of our Youth COP leaders also rose to the occasion and challenged themselves to serve in various roles of leadership. Though it was the first time for many of them, our young leaders stepped up during the crime-prevention patrols in the community and at the annual Camp ONE. They served as leaders with all their hearts and had a positive and meaningful time through it all. Many conquered their fears and allowed their strengths and talents to shine brightly!

“

Reflecting on my journey from Secondary One to now, I have grown both personally and professionally. I have become more confident in my abilities, more empathetic towards others, and more determined to make a positive impact in whatever I do. Youth COP has played a significant role in shaping who I am today, and I'm grateful for every experience and opportunity it has provided me.

The lessons I've learned from Youth COP extend far beyond the program itself. The skills I've developed, such as leadership, communication, and problem-solving, are applicable in various aspects of my life. Whether it's in school, my future career, or personal relationships, I know that the lessons I've learned from YCOP will continue to guide me and help me succeed.

Promising Youth COP of the Year 2024,  
Montfort Secondary School.

Through their service and contributions, our Youth COP leaders received much positive feedback and grew in their self-confidence. They were able to see the potential they had within them and were able to tap on the skills and knowledge learnt in the program to make a positive impact in their schools and communities. We are grateful to share that we had appointed and promoted 200 Youth COP leaders in 2023, contributing to their sense of achievement and recognition. Together with our partners from Secondary Schools and Neighbourhood Police Centres, along with the support from the National Council of Social Service and Changi Foundation, we are thankful to be able to help these young leaders maximise their potential, to be the light and to SHINE from within!

Serve, Protect, Care. Youth COP!



“

From the very beginning, working with SHINE Children and Youth Services has been an incredibly positive experience. The social workers from SHINE have demonstrated exceptional dedication, professionalism, and a profound understanding of the unique needs of our students. Their commitment to addressing these needs with sensitivity and expertise has been unwavering, making it easy for us to achieve our shared goals.

The team from SHINE has been instrumental in fostering leadership skills among our students. Through their thoughtfully designed programs, initiatives and one-on-one sessions, they have provided our students with invaluable tools and guidance. This has not only empowered our students to take on leadership roles within the Youth COP program but has also instilled in them confidence and a sense of responsibility that extends beyond the classroom.

The team from SHINE have been more than just a partner; they have been an integral part of our Youth COP family. Their contributions have enriched our program and, most importantly, have had a lasting positive impact on the lives of our students. I look forward to continuing this strong partnership and witnessing even greater achievements together in the years to come.

Ms Zaiton,  
Outram Youth COP Teacher In-charge



# RESIL!ENCE



Resil!ence (RL!), the youth mental health service of SHINE was established in 2020 to provide support to youths with mental health needs, aged 12 to 25 years, and their caregivers.

Presently, we are appointed by the Agency for Integrated Care (AIC) to deliver a preventive programme, CREST Youth, to reach out and offer mental health screening to youths in distress, and an intervention programme, Youth Integrated Team (YIT), to provide mental health assessment and therapeutic support to those with mental health concerns in the West region of Singapore.

Concurrently, we run 2 island-wide pilots - Walk with Me, a peer support programme for youths at-risk of or exhibiting non suicidal self-injury (NSSI), and Just Fur Fun, a group-based animal assisted care programme to improve mental wellbeing and prosocial help seeking. Together with digital mental health initiatives via social media, applications, and e-newsletter, we strive to make mental health services adolescent friendly.

*“ I like that there was a lot of information given on mental health, using social media and how to seek help if needed. This allowed me to gain further insights on the different opinions people have of social media. ”*  
Secondary school student after a CREST Youth talk

Resil!ence witnessed significant growth in 2023 as it crossed the 3 year mark of its establishment. We are now a team of 17 staff with three key undertakings in the areas of advocacy, service delivery, and research.



<b>3150</b> Clients Outreached	<b>1288</b> Clients Served	<b>290</b> Caregivers Served	<b>27</b> Partners Served
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**CREST Youth (Community Resource, Engagement and Support Team Youth)**  
**100%** reported satisfied with mental health services provided

**YIT (Youth Integrated Team)**  
**97.89%** reported satisfied with mental health services provided

**WWM (Walk With Me)**  
**100%** of outcome indicators showed positive improvements, reflecting overall improvements in youths' social support, interpersonal skills, help seeking tendencies, emotional regulation and coping.  
**100%** of outcome indicators showed positive improvements, reflecting overall improvements in peer supporters' awareness and self-efficacy in empathetically supporting others, knowledge, and attitude about non-suicidal self injury (NSSI) and needs of those with/at risk of NSSI as well as stronger advocacy efforts related to youths with NSSI in society.

**JFF (Just Fur Fun)**  
**80%** reported positive indication of emotional awareness  
**80%** reported positive indication of emotional management  
**80%** reported positive perception of social support networks

To raise mental health awareness and normalize conversations around it, we launched Badges of Hope. A 2-hour workshop delivered for corporates, it shares youth mental health trends, and invites attendees, many of whom are parents to children and youth, to a practical call to action to curate handmade badges and encouragement cards that are handed out to youths during outreach events. This increased mental health awareness among, and inspired them to give and/or volunteer more actively for youth mental health causes.

Our work via CREST Youth was enhanced via roadshows at various community and school-based settings through service sharing, and mental health literacy activities designed to aid in better engagement and bite-sized information sharing.

Caregiver engagement was also achieved via our Lighten the Burden series whereby mental health professionals, persons with lived experience, and caregivers to youths with mental health concerns, covered a range of topics to share about youth mental health issues.

Furthermore, we started delivering YIT from April. The expanded capacity and capability enabled us to serve youths with more intense mental health concerns. Having both services co-sited enabled us to provide a more timely and seamless service experience as the youths transited between the programmes based on their level of need.

We also kickstarted our animal-assisted pilot, Just Fur Fun (JFF), in June 2023 with the aid of our feline friends from Wildflower Studio. A group-based programme intended to improve emotional awareness, emotional management and help seeking tendencies, it was hugely popular among the youths as mental health services were delivered in a fun and light-hearted manner.

As JFF began, we celebrated the successful completion of another pilot, Walk with Me (WWM), in December 2023. The 8-month per cycle programme was noted for having overwhelming positive feedback from the youths, their caregivers, volunteers and partners. Its primary objectives of improving wellbeing and expanding social network of the youths and increasing self-efficacy of the volunteers in supporting someone with NSSI were fully met.

Digital mental health continued to be a key approach for outreach and early stages of support in our service delivery. The launch of our mascot ambassador, ChaRLie, enabled us to portray a friendlier vibe to our social media followers and potential service users, with hopes of encouraging more proactive help seeking. Meanwhile digital applications enabled us to make mental health support accessible, flexible, and self-directed, features key to removing barriers for youths seeking help.



*“ I think the single most impactful aspect I have noted about this programme is the intentional, conscientious effort put into selecting the right profile of peer support volunteers to partner and engage with the affected youths. This is crucial as it will determine the success or failure of the programme's outcomes. In my child's case, the chemistry with his peer support buddies has been excellent from the start and this has directly contributed to the success and effectiveness of the programme for him personally. ”*  
Caregiver of youth on Walk with Me

*“ The form teacher shared she had known one particular group of students for about three years and shares good rapport with them. However, the JFF sessions allowed her to find out even more about the students and deepened her understanding of some of their mental health concerns. ”*  
Through the programme, she had more time and space to hear about the students' struggles and challenges. Hence, she was appreciative of the safe space that JFF created for everyone.  
Former Vice Principal, CHIJ Saint Joseph Convent School partner of Just Fur Fun

Partnerships with educational and medical institutions, government agencies, non-profits, and volunteers to ensure we have a functioning ecosystem to render effective help to our next generation remained key. These partners supported us via training, co-management of cases, resourcing and more, thereby enabling us to scale and sustain our efforts. There were also opportunities to share our learnings from research and evaluation to promote greater social-health-technology integration in our service delivery.

While we expanded in scale and service offerings to offer high quality youth mental health services to more youths in need, the most noteworthy growth was seen in our youths and their caregivers. It is our aim to continue supporting and amplifying their strengths and fortitude to thrive in spite of their mental health challenges.



# YOUTH CORPS DEVELOPMENT TEAM @ SHINE



SHINE Children & youth Services is an appointed Youth Corps Development Team (YCDT @ SHINE) by Youth Corps Singapore. It aims to grow the Youth Volunteer Management Capabilities and roll out Community Service Programmes at SG Cares Volunteer Centre (VCs), Social Service Agencies (SSAs) and Public Agencies to support locale-based volunteering, taking on a sectoral role in synergising collaboration and build capabilities of partners to enable youth volunteerism.

Started in November 2022, YCDT @ SHINE collaborated with over 50 organizations across Singapore in the identification and support of volunteering needs across sub-sectors serving children, youths, families, seniors, persons with disabilities and the environment. The team engages partners in conversations centred on the strengthening of their volunteer management capability for youth volunteers, while supporting in the recruitment, training and deployment of youth volunteers age 16-35 years old. In total, YCDT@ SHINE recruited and deployed 1,700 youth volunteers, who supported 2,580 clients through 57 regular and bite-size volunteering programs.

Apart from supporting existing volunteering needs, YCDT @ SHINE partnered with specialist organizations having domain knowledge in program development for rolling out effective community service programs. It is with this effort that the team successfully implemented children and seniors program - SPACE, Art-Kid-Tech, Project AL:PHA and Project OMEGA at various organizations, which collectively supported clients' development of insights to environmental conservancy, creative expression and thinking and character values, also improvement to their general well-being and confidence of self.

Working with various student groups, youth organizations and educational institutions, YCDT @ SHINE provided structured industry exposure program so that student interns may learn about volunteer management functions, while having cross-

<b>2580</b> Clients served	<b>1700</b> Volunteers recruited and deployed	<b>100</b> Volunteer Leaders recruited and deployed
<b>98</b> Volunteers benefited from structured developmental and skillset trainings	<b>40</b> Students developed through attachment with YCDT in FY23/24	<b>&gt;50</b> Organizations partnered with
<b>57</b> Regular and bite-sized volunteering programs supported	<b>86%</b> Volunteers indicated having positive volunteering experience	<b>83%</b> Volunteers express desire to volunteer again

sector exposure in the social services. Onboarding to the work, student interns get to appreciate the importance of volunteerism in supporting communities and how effective partnerships can take place for enhancement of service delivery to the vulnerable population. YCDT @ SHINE has thus far developed 40 students through this initiative in FY23/24. In total, 98 youth volunteers have benefited from various youth development and volunteer competency-building trainings, spanning from the knowledge of social service landscape and aptitude of volunteerism, leadership modules and skillsets.



Many of such structured trainings were brought through partnerships with corporates, who presented skills-based development opportunities for our youth volunteers.

A group of 20 Temasek Junior College students was attached to YCDT @ SHINE from 2nd to 26th January 2024 as part of the school's WOW! programme. Through the attachment, students attempted at the development of youth volunteer training modules and presented their learnings on volunteer management. They undertook functions of program facilitators and volunteer management practitioners, engaging partners in conversations for projects development, leading volunteers' training and debriefing of volunteers.

One of the collaborations include Project OMEGA (Oasis of Meaning for Empowerment in Golden Age) program for Blue Cross Charitable Institution, which aims at improving seniors' emotional and social well-being, through introduction of concepts such as mindfulness and reminiscence using Nagomi Art. Delivering the program at one of the gazetted psychiatric home for destitute seniors, the students subsequently expressed their thought-provoking insights and curiosities about the social issues and challenges faced by vulnerable populations in Singapore. The students having been impacted by the experience had subsequently published a news article, "【校果】淡初学生当义工关怀看不见的群体"(https://www.zaobao.com.sg/lifestyle/gen/story20240320-3107389). In sharing their own experience in the volunteering journey, they hope to spread awareness about the services provided for seniors with mental health conditions, dispel misconceptions of volunteering with such clients, and thereby encourage more volunteers to come forward in serving them.



**“** In a news article published by Lian He Zao Bao on 20 Mar 2024, volunteers shared their experiences during their attachment with YCDT @ Shine under Temasek Junior College's WOW! program.

淡初义工黄冠勋 (16岁) 对此深表赞赏, 他说: “SHINE的导师们从一开始就以客观且善良的方式, 让我们了解‘社会福利院居民’, 这已经是打破偏见的第一步了。他们都是和我们一样有血有肉的人类, 是立体的, 我们不应该只看到他们的标签。”

淡初义工沈玉德 (16岁) 受访时说: “我之前对社会福利院并不熟悉, 所以在训练后了解到那里的居民有精神疾病时, 其实有一点害怕。但真正参与了活动后, 我才安下心来, 发现其实不必担心。”

In the coming years, YCDT @ SHINE aims to continue at strengthening partnerships with organizations in the Public, People and Private sector. Growing alongside partners by mutual sharing of resources, expertise and networks, we hope to bring about greater impact in the community through youth volunteerism.





# TRAINING AND CONSULTANCY SERVICES

Our Training and Consultancy Services strive to be a leading provider in the sector, focusing on the development, promotion, and training of best practices. Through our programmes and research endeavours, we aim to ensure that professionals working with children and youth become competent and confident practitioners dedicated to research-informed practice.

We offer a range of training sessions, including specialized workshops and certification courses, tailored to meet the evolving needs of the social service field.

By fostering a culture of continuous learning and excellence, we are committed to professional development and support social service professionals in delivering quality care and support to children and youth.

**287 + 14**  
(Training)  
(External clinical supervision)

Social Service Professionals Served in FY23/24

**300**

Overseas Delegates Served in FY23/24

- >90% of participants reported an increase in their knowledge and skills following our training sessions.
- Recognised by sector as one of the key contributors to professional development and capacity building.

In 2023, SHINE Children and Youth Services continued to advance the social service sector through our Training and Consultancy Services. Our mission is to equip social service professionals and organizations with the essential skills and knowledge needed to drive impactful change within their communities.

This year, we delivered a diverse array of training programmes, including specialized workshops, certification courses and external clinical supervision services, all designed to address the dynamic needs of the sector.



## External-Facing Engagements

### (a) Training

SHINE was honored to be invited by the School Social Work Chapter (under the auspices of the Singapore Association of Social Workers) as one of the partner agencies, alongside the Singapore International Foundation, for an inaugural school social work training collaboration with the East Java Provincial Government. The 3-day workshop on “Youth Mental Health” was well-attended by 100 teacher-counsellors from various vocational high schools in East Java.

Furthermore, SHINE was extended an opportunity to present at an ASEAN social work education conference in Hanoi in August 2023. These opportunities facilitated the exchange of ideas, networking, and capability building, both externally and within our organization.



### (b) Supervision

At the sector level, there have been ongoing efforts to constantly assess and improve the state of social work supervision. Within SHINE, the management team has strongly supported and cultivated a culture of supervision, gaining recognition from both the sector and tertiary institutions. This commitment to excellence in supervision ensures that our staff remain well-supported and continuously develop their professional competencies.

At the professional level, individuals within SHINE have come together to promote supervision, willingly and deliberately sharing their practice wisdom. This collective momentum has enabled our supervisors to refine their supervision approaches and competently transmit values and practices. Consequently, we began to see an increase in external requests for our supervisory services.



“ I think this training has been extraordinary.. Incredibly great speakers, great participants and very useful knowledge.... In Singapore, the management of youth mental health problems is extraordinary - it has developed effective solutions to systemic social issues that we are also facing in Indonesia. The social workers in Singapore are also extraordinary in managing the problems. We might also be able to learn and adopt the solutions while dealing with our students in East Java who experience mental health problems. Thank you for sharing the knowledge!

Teacher-counsellor from Indonesia

“ I really enjoyed the final session, with the tools brought for us to experience, particularly the sensory and echo-generating tool. Thank you, Kai Fen! :) Much appreciated.

A supervisee from an external agency



## Internal-Building Initiatives

To equip our staff with the relevant knowledge and skillsets to manage critical work responsibilities, SHINE has made it a practice to conduct a series of in-house modules for new colleagues as part of their orientation. Previously known as Level One Training, this capacity-building initiative has since been renamed “Practice Onboarding.”

Some of the topics covered during Practice Onboarding include Ethics and Professionalism, Systemic Framework & Concepts in Case Management and Crisis Management, Understanding & Supporting Children & Youth with Learning & Behavioural Needs, and Strategic Volunteer Partnerships, among others. These modules have been meticulously developed by our senior staff who have leveraged this opportunity to integrate their practice wisdom into the training contents.

Hence, Practice Onboarding serves as a vital platform for staff’s professional development, ensuring that they are well-prepared to shine from within and contribute effectively to our mission.

All these engagements underscored our dedication to sharing knowledge and fostering collaborative growth in the social work sector. Through these efforts, SHINE’s Training and Consultancy service will continue to establish a strong foundation for social service professionals. By ensuring high-quality standards of practice, we seek to make a meaningful impact on the lives of children and youth through the dedicated work of these professionals.



# SHINE CHARITY GOLF 2023



11

Number of  
Years Held

\$3,374,926

Total Funds Raised to Date  
(including matching grants)

## Committee Profile:

Chairman:  
A/Prof Ang Seng Bin

6 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 was 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.*

## SHINE Charity Golf Event: A Decade of Dedication and Impact

Year after year, the SHINE Charity Golf event continues to flourish, with the eleventh edition successfully held on November 10, 2023, at the prestigious Tanah Merah Country Club. This year's event was orchestrated by Associate Professor Ang Seng Bin and a dedicated team of volunteers. Their collective passion for the cause, coupled with the camaraderie they have built over the years, fuels their efforts. They are driven by the understanding that their hard work will help SHINE's children and youth realize their full potential and secure a promising future.

## The Heart of the Event: Volunteer Commitment

The committee members not only contribute their time and connections but also provide in-kind donations. These include goodie bags, golf balls, refreshments, and valuable items for the post-golf dinner auction, ensuring the event's success and enhancing the participants' experience. The commitment of these volunteers goes beyond mere participation; they invest their personal resources and social capital to support the event's success.

## Overcoming Challenges with Determination

Celebrating its eleventh anniversary, the SHINE Charity Golf event faced its share of challenges. Securing donations requires relentless persistence, especially in a post-COVID era where many companies are still recovering financially. Nevertheless, the committee's determination has not waned. When asked about their motivation, many members highlighted the enduring friendships and camaraderie formed over the years. These bonds provide the strength and determination needed to overcome obstacles and continue their mission.



## Impact and Future Outlook

The dedication and hard work of the committee are truly commendable. Their efforts have consistently ensured that the SHINE Charity Golf event is enjoyable for all participants and supporters, year after year. Their unwavering financial support has significantly impacted SHINE's ability to fulfill its mission.

## Building a Stronger Community

The SHINE Charity Golf event is not just a fundraiser; it's a testament to the power of community and collective effort. The relationships built through this event go beyond the golf course, creating a network of support for SHINE's initiatives. Each year, the event brings together individuals from various walks of life, all united by a common goal: to make a difference in the lives of children and youth.



## Enhancing Participant Experience

The committee's efforts to enhance the participant experience are evident in the meticulous planning and execution of the event. From the quality of the golf course to the items in the goodie bags, every detail is carefully considered. The post-golf dinner



auction, featuring valuable donated items, not only raises additional funds but also adds an element of excitement and engagement for the participants.

## The Broader Impact of SHINE

The funds raised through the SHINE Charity Golf event support a wide range of programs aimed at empowering children and youth. These programs provide educational support, mentorship, and opportunities for personal development. The impact of these initiatives is profound, helping young individuals overcome challenges and achieve their potential.

## Gratitude and Recognition

It's important to acknowledge the sponsors, donors, and participants who play a crucial role in the event's success. Their generosity and support are vital in ensuring that SHINE can continue its mission. Each contribution, whether big or small, helps create a brighter future for the beneficiaries.

SHINE Charity Golf exemplifies the spirit of giving and community. Through the dedication of volunteers, the generosity of donors, and the participation of supporters, the event continues to thrive and make a significant impact. As we look forward to future editions, the legacy of the SHINE Charity Golf event will undoubtedly inspire many more to contribute to this noble cause, ensuring that SHINE's mission continues to flourish.



# CORPORATE PARTNER HIGHLIGHTS

Changi Airport Group



10 Years in partnership

**Name of partner:**  
Changi Airport Group – Changi Foundation  
Supporting SHINE through: Youth COP

For the past 10 years, Changi Airport Group (CAG) has been a strong and committed supporter of Youth COP - SHINE's award-winning youth leadership development programme which aims to groom youth crime-prevention leaders to serve, protect and care for the community.

Through Changi Foundation's steadfast support, Youth COP was able to grow the programme's outreach and sustain the great work done with youth from the various schools and Neighbourhood Police Centres. Changi Airport Group also provided helpful insights and ideas on how the program could strengthen its impact to youth and fuelled the programme's youth empowerment strategies by providing platforms for our Youth COP leaders to contribute. A wonderful example was how CAG set aside an entire wall in Terminal 2 to allow our youth to put up a beautiful mural to bring cheer to the airport community during



the Covid-19 pandemic. CAG even went the extra mile to bring in professional support to assist the project to ensure it was a success. Changi Airport Group also attended many of the programme's Appointment Ceremonies and presented the awards to our youth leaders, a distinct testament of their dedication and belief to youth empowerment and development. We are truly fortunate to be able have a partner who shares our vision of developing the minds and hearts of our youth and we look forward to working more closely with the foundation in the years to come to continue creating a bigger impact for our future generation.

# CORPORATE PARTNER HIGHLIGHTS

DBS

1 year in partnership

**Name of partner:**  
DBS Bank  
Supporting SHINE through: Corporate volunteerism



In 2023, SHINE partnered with DBS via Project V, a national pilot project in collaboration with the National Volunteer & Philanthropy Centre (NVPC), the National Council of Social Service (NCSS) and the SG Cares Office in the Ministry of Culture, Community and Youth (MCCY), that aims to encourage corporate employees to commit to sustained and regular volunteering to serve individuals and families in need. Volunteers from DBS served beneficiaries of SHINE via our children's programmes, enhanced industry attachment experiences for our interns, and strengthened capabilities of our staff in social media engagement. These initiatives better positioned us to maximise the potential of children and youths and improve our value proposition to staff and interns.

DBS has been in partnership with SHINE since 2023. It has been a valuable and supportive partner in meeting SHINE's volunteering needs.

DBS volunteers, also known as DBS People of Purpose, have been involved in supporting our one-off sessions like the 2023 Year-End Kids Party anchored by the Community Social Work team, as well as longer-commitment programmes like the ALPS Odyssey programme under the Educational Psychology Service. The presence of their volunteers enabled service delivery through smooth execution of the programmes and allowed more beneficiaries' needs to be met. Beyond service-based volunteering, DBS also involved their employees in skills-based volunteering by conducting social media workshops for SHINE staff and interns. They also dedicated DBS

“Joining SHINE's ALPS Odyssey programme is really a new and fruitful experience for me. I shared in the opening training session that I am not a 'reader' nor a storyteller, even to my own girls at home. But the transformation came after finishing the last session of the programme. Seeing the kids achieving and accomplishing what they set out to do – to read – is truly joyful and priceless.

Tony Seow Woi Tai, DBS employee



experts to mentor a group of SHINE communications interns, providing guidance in harnessing and honing their skills.

Through the partnership, DBS has contributed significantly to increasing SHINE staff's capacity in serving our clients and strengthening their capability on an organizational level. SHINE is deeply appreciative of DBS' efforts in supporting SHINE's work and developing our staff and interns' competence in other areas of expertise that allows us to better serve the children and youth. We are delighted to have a partner who is attuned and caters to the presenting needs, and look forward to partnering DBS more closely in fostering sustained volunteering through corporate volunteerism.



# THE YEAR AHEAD

As we look forward to the upcoming year, SHINE is committed to advancing both our ongoing and newly initiated programmes and services. Our focus remains on Youth Mental Wellness and Engagement, Child-Centric Mentoring, Community-Based Services through Collective Impact, and Educational Psychology. With these initiatives, we strive to extend our reach to more children and youth, offering essential prevention, intervention, and remediation support.

We are also excited to announce the upcoming completion of the upgrade to our Yishun Facility. This enhancement will create a more conducive, safe, and welcoming environment for our beneficiaries. Additionally, we will finalize the implementation of a client-focused system, equipping our staff with enhanced tools and facilities to better serve those in need.

To sustain these programmes and capacity-building efforts, which receive partial funding from government grants, SHINE will actively seek financial support from the public, corporations, and private grantors. Our key fundraising events for the year include the "Nothing Is Impossible" Campaign, Kits for Kids Charity (K4K), Charity golf and a Charity Concert, and various online fundraising initiatives.

Our projected total fundraising expenditure, including staff manpower costs, is expected to be close to \$530,000, adhering to the required fundraising efficiency ratio. Contributions to SHINE are eligible for 2.5 times tax deductions.

We deeply appreciate your continued support in our mission to empower children and youth to realize their full potential. Together, we can make a significant impact in their lives.



## FINANCIAL INFORMATION AND REPORTS

- 42 Donors and Partners
- 43 Financial Highlights
- 44 Statement of Financial Position
- 45 Statement of Comprehensive Income
- 46 Statement of Changes in Accumulated Funds
- 47 Statement of Cash Flows
- 48 Governance and Disclosure
- 49 Growing Our Knowledge





DONORS AND PARTNERS

\$5,000 and above donors

- 4R Dental Pte Ltd
  - Aegis Building & Engineering Pte Ltd
  - AI Associates Pte Ltd
  - Ang Seng Bin
  - Ang Su Yin Angelina
  - Cantal Electric Pte Ltd
  - Cao Hui
  - Chan Lui Ming Ivan
  - Changi Foundation
  - Chia Jin Hui
  - Chinese Language Society (Singapore)
  - Choo Boon Lai Jeffrey
  - Cornerstone Warehousing And Logistics Pte. Ltd.
  - E+HPS Pte Ltd
  - G & C Piping Pte Ltd
  - Gateway Capital SG Pte Ltd
  - Greensafe International Pte Ltd
  - Heng Chak Joo
  - Heng Kok Hao, David
- Ishk Tolaram Foundation Ltd
  - Jagaganesh S/O Vejayaretnam
  - James Tan Teng Chuan
  - Jhonny Virgo
  - JL Building Products & Services (S) Pte Ltd
  - Joel Seah
  - Kinfolk Investments Holding Pte Ltd
  - KMXX Foundation
  - Koh Brothers Development Pte Ltd
  - Koh Chong Hin
  - Kwek Eik Sheng
  - Lam Hock Choon
  - Lance Tay Choon Peng
  - Lawrence Wu
  - Lee Seng Meng
  - Lee Xue Hui
  - Lew Foundation
  - Liao Jen Jun
  - Liao Tien Fook
  - Live Nation Singapore Concerts Pte Ltd
- Low Shih Nin
  - Malayan Dacing Co Pte Ltd
  - Marina Bay Sands Pte Ltd
  - Marshall Wace Singapore Pte Ltd
  - Mitsubishi Electric Asia Pte Ltd
  - Musashi Capital Pte Ltd
  - New Port Duty Free Pte Ltd
  - Nippon Paint (Singapore) Company Private Limited
  - Nomura Singapore Limited
  - NTUC FairPrice Foundation
  - Octava Foundation Limited
  - Ong Chee Siong
  - Oversea-Chinese Banking Corporation Limited
  - Ow Kwok Leong
  - Phua Wyn Wyn, Pamela
  - Poh Wah Access & Engineering Pte. Ltd.
  - PSA Corporation Ltd
  - Rose Marie Khoo Foundation
  - Seah Construction Pte Ltd
- SG Courts
  - Singapore Pools (Private) Limited
  - Sky Foundation
  - Sun Venture Pte. Ltd
  - Surface Id Studio Pte Ltd
  - Tan Chin Tuan Foundation
  - Tan Chuan-Jin
  - TBG Enterprise Pte Ltd
  - The Community Foundation of Singapore
  - The MOH Family Foundation
  - Thean Pik Yuen Valerie
  - Thomas Joseph Lim Kim Guan
  - UHP Technology Pte Ltd
  - UK Online Giving Foundation
  - Vinayak Scaffold & Services Pte. Ltd
  - Wan Chee Foong
  - Wee Wei Yi Lynette
  - WWTBf Pte Ltd
  - Yeo Shung Ping Adeline

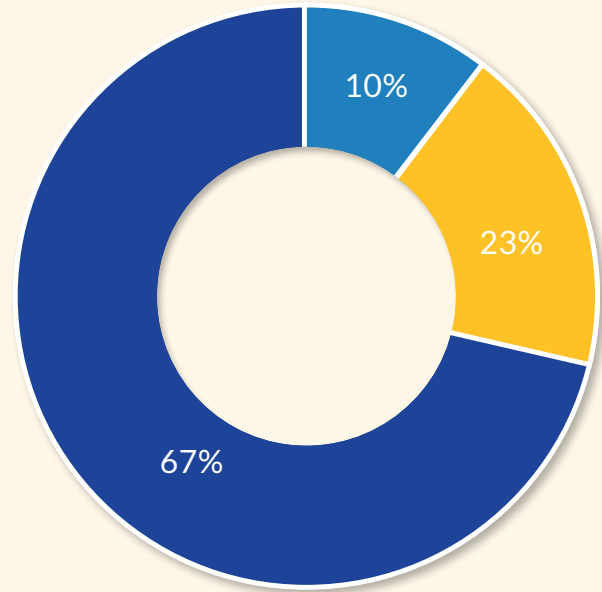
Contributors / Partners

- \*SCAPE
  - 10 Square Youth, The Rice Company Limited
  - Agency for Integrated Care
  - Allkin Singapore Ltd (Cheng San)
  - Ang Mo Kio Police Division
  - Anglo Chinese School (Independent)
  - Apple
  - Assumption Pathway School
  - Bettr Academy
  - Beyond the Label 2.0 Collective
  - Big Heart Student Cares
  - Bishan Neighbourhood Police Centre
  - Blossom Seeds
  - Blue Cross Charitable Institution
  - Boon Lay Youth Network
  - Bowen Secondary School
  - Brahm Centre
  - Bukit Batok Green Ribbon Task Force
  - Bukit Merah East Neighbourhood Police Centre
  - Bukit Merah Secondary School
  - C.L.U.B. Ministries
  - Campus PSY
  - Canberra Secondary School
  - Cantonment Primary School
  - Capitaland Hope Foundation
  - Care Corner Senior Services
  - Care Corner Singapore
  - Catch Them Young
  - CDAC
  - CHAT
  - Ceramic House
  - CHIJ Saint Theresa's Convent
  - Chua Chu Kang Primary School
  - Clementi Neighbourhood Police Centre
  - Clementi Police Division
  - Clementi Primary School
  - Clementi Town Secondary School
  - Clementi Youth Network
  - CHAT
  - DBS Bank
  - De La Salle Primary School
  - Dr Lee Jungup
  - Dr Yeo Geck Hong
  - Empower Ageing
  - Epworth Community Services
  - Esplanade
  - Fairfield Methodist Secondary School
  - FaithActs Community Services
  - FARMWORK Consortium
  - Fei Yue Community Services
  - Focus on the Family Singapore
- Foundation of Rotary Clubs FSC
  - Franklin Templeton
  - Fridge Restock Community
  - Friends of the Children
  - Gan Eng Seng Primary School
  - Gardens by the bay
  - GBTB
  - Greendale Secondary School
  - Holy Innocents' High School
  - Home Nursing Foundation
  - Hougang Neighbourhood Police Centre
  - Institue of Mental Health
  - ITE College East
  - J.P. Morgan
  - James Cook University, Singapore
  - Jamiyah Singapore
  - Jia Ying Community Services Society
  - Kent Ridge Secondary School
  - KK Women's and Children's Hospital
  - Kranji Secondary School
  - Lakeside Family Services
  - Limitless
  - Lion Befrienders
  - Livingcare Singapore
  - Loving Hearts Multi-Service Centres
  - Marina Bay Sands Pte Ltd
  - Methodist Girls' School
  - Ministry of Education Uplift Programme Office (MOE UPO)
  - MOH Office for Healthcare Transformation (MOHT)
  - Monash
  - Montfort Secondary School
  - MSF, Rehabilitation and Protection Group
  - MWS FSC (Tampines)
  - Myloh
  - Nanyang Community Club
  - Nanyang Polytechnic
  - Nanyang Polytechnic - Leo Club
  - Nanyang Technological University
  - Natsiona University of Singapore, Faculty of Law, PLAY Mentors
  - National Council of Social Services
  - National University Health System
  - National University of Singapore
  - National Volunteer & Philanthropy Centre
  - National Youth Council
  - New Creation Church
  - New Hope Transit Point
  - New Life Community Services
  - New Life Stories
  - New Town Primary School
  - New Town Secondary School
- Ng Teng Fong General Hospital
  - Ngee Ann Polytechnic
  - Ngee Ann Polytechnic - The Centre For Learning & Teaching Excellence (CLTE)
  - Nielsen IQ
  - Northland Secondary School
  - Northwest Community Development Council
  - NTUC Health
  - NUS - Ridge View Residential College
  - NUS - The College of Alice & Peter Tan (CAPT)
  - NUS - High School of Math and Science
  - NUS - Students' Community Service Club (CSC)
  - OCBC Bank
  - Octava Foundation
  - Outram Secondary School
  - Pacifica Music Academy
  - Paya Lebar Methodist Girls' Secondary School
  - People's Association
  - Playeum
  - Precious Active Ageing Centre
  - Project Spirit
  - Promisedland Community Services
  - Qifa Primary School
  - Queenstown Neighbourhood Police Centre
  - Queenstown Primary School
  - Queensway Secondary School
  - Red Hat
  - Regent Secondary School
  - Resilience Collective
  - River Valley High School
  - Safepod @ Queenstown
  - Samaritans of Singapore
  - SATA Community Health
  - School Social Work Chapter, Singapore Association of Social Workers
  - Serangoon Gardens Secondary School
  - SG Courts
  - SG-Cares Volunteer Centre @ Boon Lay
  - SG-Cares Volunteer Centre @ Bukit Batok
  - SG-Cares Volunteer Centre @ Bukit Panjang
  - SG-Cares Volunteer Centre @ Choa Chu Kang
  - SG-Cares Volunteer Centre @ Clementi
  - SG-Cares Volunteer Centre @ Hougang
  - SG-Cares Volunteer Centre @ Jalan Besar
  - SG-Cares Volunteer Centre @ Queenstown
  - SG-Cares Volunteer Centre @ Sembawang
  - SINDA FSC
  - Singapore Anglican Community Services
  - Singapore Association of Mental Health
  - Singapore International Foundation
  - Singapore Land Authority
  - Singapore Mental Health Film Festival
- Singapore Polytechnic
  - Singapore Pools
  - Singapore University of Social Sciences
  - SmartCo
  - Southwest Community Development Council
  - SPD
  - SSO @ Boon Lay / Jurong West / Taman Jurong)
  - SSO @ Bukit Merah
  - SSO @ Chua Chu Kang
  - SSO @ Hougang / Sengkang / Punggol
  - SSO @ Jurong East / Clementi / Queensntown
  - SSO @ Taman Jurong
  - St Anthony's Canossian Secondary School
  - ST Engineering
  - St Luke's Eldercare
  - St. Margaret's School (Secondary)
  - Starhub
  - Stridy
  - Sunlove Abode for the Intellectually Infirmid
  - Singapore University of Social Sciences
  - Swiss Cottage Secondary School
  - TalentTrust
  - Tampines North Primary School
  - Tan Chin Tuan Foundation
  - Tanglin Police Division
  - Teck Whye Primary School
  - Temasek Junior College
  - The Moh Family Foundation
  - The Volunteer SwitchBoard
  - Thye Hwa Kuan Moral Charities
  - TOUCH Community Services
  - TOUCH Community Services - TOUCH Cyber Wellness
  - TOUCH Community Services - TOUCH Mental Wellness
  - TOUCH Young Arrows, TOUCH Community Services
  - Ulu Pandan Stars
  - Unity Primary School
  - WhiteByte
  - Whitley Secondary School
  - WildFlower Studio
  - Yishun Town Secondary School
  - Yong En Care Centre
  - Youth Corps Singapore
  - Yuying Secondary School
  - Zhangde Primary School
  - Zoala

FINANCIAL HIGHLIGHTS

FY23/24 - Income Sources

Total Income = \$10,259,542

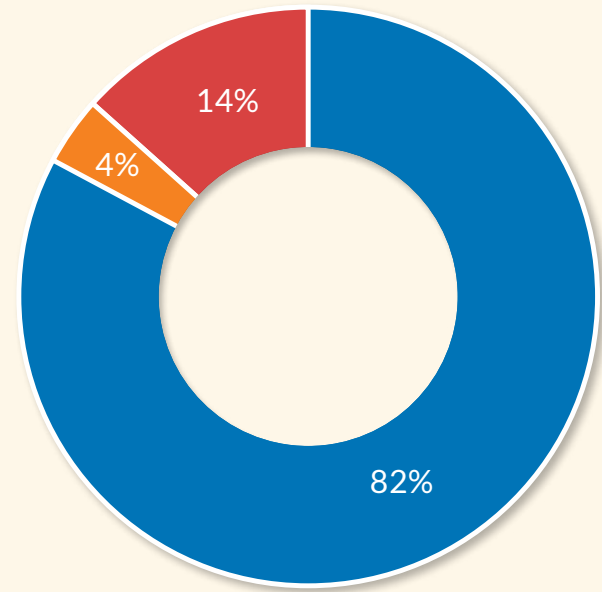


- Government Related Funding: \$6,862,958
- Programme Fee and Other Income: \$1,071,139
- Donations: \$2,325,445

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.

FY23/24 - Operating Expenditure

Total Operating Expenditure = \$9,617,298



- Depreciation: \$381,858
- Other Operating Expenses: \$1,363,330
- Expenditure on Manpower: \$7,872,110

# STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2024

	2024 \$	2023 \$
<b>Assets</b>		
<b>Non-current assets</b>		
Plant and equipment	962,638	820,087
Intangible assets	372,944	248,568
	<u>1,335,582</u>	<u>1,068,655</u>
<b>Current assets</b>		
Prepayments	80,076	83,785
Trade receivables	8,538	47,541
Other receivables	1,007,667	525,804
Cash and short term deposits	17,575,246	16,041,096
	<u>18,671,527</u>	<u>16,698,226</u>
<b>Total assets</b>	<u>20,007,109</u>	<u>17,766,881</u>
<b>Funds And Liabilities</b>		
<b>Funds and reserves</b>		
Unrestricted Funds:		
General reserves	8,237,968	8,184,068
Restricted Funds:		
Restricted funds from Government and other funders	2,444,322	1,953,700
The Daisy Phay Foundation-SHINE Scholarship Fund	5,472,264	5,374,558
Y's Men's Club (Beta Chapter) Financial Assistance Fund	37,266	38,635
Asset Enhancement Fund	58,648	57,263
	<u>16,250,468</u>	<u>15,608,224</u>
<b>Non-current liabilities</b>		
Funds received in advance	39,367	143,747
Deferred income - capex grant	237,853	271,511
	<u>277,220</u>	<u>415,258</u>
<b>Current liabilities</b>		
Trade payables	94,100	146,697
Other payables	3,205,412	1,395,650
Deferred income - capex grant	179,909	201,052
	<u>3,479,421</u>	<u>1,743,399</u>
<b>Total liabilities</b>	<u>3,756,641</u>	<u>2,158,657</u>
<b>Total funds and liabilities</b>	<u>20,007,109</u>	<u>17,766,881</u>

# STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2024

	2024 \$	2023 \$
<b>Income</b>		
NCSS - Tote Board Social Service Fund	2,078,138	1,767,818
AIC(MOH)	1,463,613	455,615
Ministry of Social and Family Development	1,276,103	1,182,246
NCSS - Community Chest	839,771	807,736
NCSS - 4ST Partnership Fund	348,082	-
Tote Board	227,188	218
Matching Grants	203,874	317,017
MCCY	197,420	92,563
NCSS - Others	131,092	150,489
Care & Share	93,983	161,194
SG Enable	-	353,544
Job Growth Incentive/Job Support Scheme	3,694	98,632
Tax-deductible donations	1,291,053	641,295
Non-tax deductible donations	1,034,392	735,835
Programme Fees	507,841	505,839
Training income	140,905	66,877
Interest income	419,423	218,153
Miscellaneous income	2,970	450
	<u>10,259,542</u>	<u>7,555,521</u>
<b>Less: EXPENDITURE</b>		
Expenditure on manpower	(7,872,110)	(6,259,704)
Depreciation on Renovation/Equipment/Intangible assets	(381,858)	(298,067)
Other operating expenses	(1,363,330)	(1,008,033)
	<u>(9,617,298)</u>	<u>(7,565,804)</u>
<b>SURPLUS/ (DEFICIT) AND TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR</b>	<u>642,244</u>	<u>(10,283)</u>
<b>Surplus/(deficit) allocated to:</b>		
General Reserves	611,285	670,517
Restricted funds from Government and other funders	(66,763)	(687,977)
Daisy Phay Foundation- SHINE scholarship fund	97,706	6,929
Y's Men's Club (Beta Chapter) financial assistance fund	(1,369)	(139)
Asset Enhancement Fund	1,385	387
	<u>642,244</u>	<u>(10,283)</u>



STATEMENT OF CHANGES IN ACCUMULATED FUNDS

FOR THE YEAR ENDED 31 MARCH 2024

	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 2022	7,513,551	2,641,677	5,367,629	38,774	56,876	15,618,507
Total comprehensive loss 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
General reserves utilised to support partially funded programmes	(557,385)	557,385	-	-	-	-
Total comprehensive income for the year	611,285	(66,763)	97,706	(1,369)	1,385	642,244
Balance at 31 Mar 2024	8,237,968	2,444,322	5,472,264	37,266	58,648	16,250,468

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 and non-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, Collective Impact @ Integrated Wellness Collective, Youth Integrated Team, Learning & Social Support Programme, Community Based Reading Odyssey, Integrated Care Programme, STAR- Long term mentoring, 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 \$5million, by the Estate of Dr Phay Seng Whatt. The donation is invested in fixed deposits and is kept intact at all times. Only the income generated from the investment of this fund is to be distributed on an annual basis for the benefit of full-time students, who are good, needy, deserving and studying in junior colleges.
Y's Men's Club (Beta Chapter) Financial Assistance Fund	This is a fund restricted to be utilised only for financial assistance for needy students and their families. The Y's Men's Club (Beta Chapter) Board of Directors confirmed via email on 5 April 2013 that it had no objection to SHINE's proposal to continue using the Y's Men's Club (Beta Chapter) Scholarship Fund to provide financial assistance to needy students and their families. It also agreed to rename the Fund as "Y's Men's Club (Beta Chapter) Financial Assistance Fund".
Asset Enhancement Fund	This is a fund restricted to be utilised for capital expenditure for the overall enhancement of the Charity's infrastructure, including cost of building development, renovation works, furniture & equipment etc.

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

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	2024 \$	2023 \$
Cash flows from operating activities		
Surplus/(Deficit) for the year	642,244	(10,283)
Adjustments for:		
Depreciation on Renovation/Equipment/Intangible assets	381,858	298,067
Loss on sale of equipment	-	212
Interest income	(419,423)	(218,153)
	604,679	69,843
Changes in working capital:		
- Trade receivables	39,003	(36,576)
- Other receivables and prepayment	(454,404)	162,493
- Trade payables	(52,597)	-
- Other payables	1,809,762	237,745
- Funds received in advance	(104,380)	(101,252)
- Deferred income	(54,801)	(12,997)
Cash generated from operations	1,787,262	319,256
Income tax paid	-	-
Net cash generated from operating activities	1,787,262	319,256
Cash flows from investing activities		
Acquisition of Intangible Asset	(202,411)	(191,325)
Acquisition of Renovation/Equipment	(446,375)	(451,852)
Proceeds from sale of equipment	-	102
Interest received	395,674	95,524
Net cash used in investing activities	(253,112)	(547,551)
Net increase/(decrease) in cash and cash equivalents	1,534,150	(228,295)
Cash and cash equivalents at 1 April 2023/1 April 2022	16,041,096	16,269,392
Cash and Cash Equivalents at 31 March	17,575,246	16,041,096

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 23/24 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 2024 is 0.9. Please refer to Note 12 (page 19) of SHINE’s Audited Financial Statements for more details on the reserves.

Conflict of Interest Policy and Related Party Transactions

All Board/Committee members and staff of SHINE Children and Youth Services are required to understand and abide by the Organisation’s Conflict of Interest Policy and disclose any information about him/her that is, or may lead to, actual, potential and/or perceived conflicts of interest on an annual basis. An interested Board/Committee member or staff must not participate in any discussion of, deliberations about, and the vote on, the transaction or arrangement that results in conflict of interest. Please refer to Note 18 (page 23) 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 19-Aug-2023	CEO PSA BDP, 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	17	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.	3/4
Mr Lim Tuang Liang	Vice-Chairman 19-Aug-2023	Government Chief Sustainability Officer, Ministry of Sustainability and the Environment	Vice-Chairman Since 17-Aug-2019 Board Member Since 28-Aug-2010	14	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.	4/4
Mr Ong Chee Siong, Gabriel	Honorary Secretary 19-Aug-2023	Senior Director, Global Sales, Venti Technologies	Honorary Secretary Since 20-Aug-2016 Board Member Since 23-Aug-2014	10	Mr Ong is a core member of the Board and contributes in the Finance Committee and the Daisy Phay Foundation – SHINE Scholarship Award Committee.	2/4
Mr Teo Seng Chieh, Geoffrey	Honorary Treasurer 19-Aug-2023 <i>Resigned from SHINE as at 30 Oct 2023</i>	Finance Director, Allkin Singapore Ltd	Honorary Treasurer Since 21-Aug-2021 Honorary Treasurer From 19-Aug-2017 to 16-Aug-2019 Board Member Since 19-Aug-2017	7	-	2/2
Ms Poh Hwee Hian	Member 19-Aug-2023  Honorary Treasurer 29-Nov-2023	Senior Vice President, Commercial & Marketing Development (Food Solutions), SATS Ltd	Board Member Since 17-Aug-2019	5	-	3/4
Mr Lim Song Kiang, Albert	Member 19-Aug-2023	Independent Structured Trade Consultant	Board Member Since 25-Aug-2012	12	Mr Lim’s familiarity with the social service sector provides wide and valuable perspectives to the Board. He chairs the Audit and Risk Management Committee which will onboard new members in the upcoming term. Mr Lim plays an important role anchoring the committee.	3/4
Mr Lim Tze Chern	Member 19-Aug-2023	Executive Director, Nomura Singapore Limited	Honorary Treasurer From 17-Aug-2019 to 20-Aug-2021 Board Member Since 17-Aug-2019	6	-	4/4
A/P Wong Yuh Ju, Peace	Member 19-Aug-2023	Associate Professor, National University of Singapore	Board Member Since 22-Aug-2020	4	-	4/4
Ms Chee Yuen Li, Andrea	Member 19-Aug-2023	Managing Director, AEI Legal LLC	Board Member Since 21-Aug-2021	3	-	1/4
Mr Dinesh Subramaniam	Member 19-Aug-2023	Vice President, Group Communications, CapitaLand Investment	Board Member Since 21-Aug-2021	3	-	4/4
Ms Maureen Fung	Member 20-Aug-2022  <i>*Replaced by Mr Ng Ying Yan, Damien</i>	Independent Social Work Educator & Supervisor	Board Member Since 18-Aug-2018	5	-	1/1
Mr Ng Ying Yan, Damien*	Member 19-Aug-2023	Managing Director, AllianceBernstein (Singapore) Ltd.		-	-	2/3

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.
- None of the staff serve in the Board of the charity.

Disclosure of Remuneration of three highest paid staff in bands of \$100,000		FY2023/24
Renumeration Band*		No. of Staff
Between \$200,000 to \$300,000		1
Between \$100,000 to \$200,000		2

\*Salary and bonus (including employer’s CPF contributions).

GROWING OUR KNOWLEDGE

Books



**Not for Sale**  
An exploratory study on the social coping of youths with Autism



**Not for Sale**  
Standards for School Social Work Practice



**\$S\$15.00**  
School Social Work: A Guide to Programme Planning and Evaluation



**\$S\$2.00**  
The Practice of Group Work: Tips on Starting a Group



**\$10.00**  
Apart or a Part: The Social Worker’s Multiple Journeys



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



**\$S\$15.00**  
Raising your Family EQ



**\$10.00**  
A Hand to Hold



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

Journal Publications & Book Chapters

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

- Sng, E. (2024). Digital Mental Health in Practice - What Have We Learned? Presented at the Social Service Research Centre Conference- Youth Mental Health Landscape 2024, Singapore.
- Liaw, N., Chia, E. Y.M, & Sng, E (2023) Understanding Singaporean Youths’ Mental Health Literacy and Use of Social Media as a Mental Health Resource. Poster presented at the Singapore Mental Health Conference, Singapore.
- Liaw, N., Chia, E. Y.M, & Ho, Gwen. M.C. (2023) Examining Practitioners’ Preparedness and Perceived Competence in Suicide Intervention for Youths with Acute and Chronic Risks. Poster presented at the Society of Behavioural Health Science Conference 2023
- Lim, Melissa (2023), "Crisis Management in Social Service Organizations". Presented at ASEAN Social Work Education and Social Development Conference 2023, Hanoi Vietnam
- Liu, D., Woo, P., & Chia, E. Y. M. (2023). Journey of a Volunteers-Led Research Collaborative: Reflections, Learnings and Challenges. Paper presented at 6th International Conference on Practice Research, Aalborg, Denmark.
- Liaw, N., Chia, E. Y.M, & Ho, Gwen. M.C. (2023) Practitioners Intervening with Youths with Suicide Risks in Singapore – Reflections of a practice-research collaboration on understanding practitioners intervening with youths with suicide risks in Singapore. Poster presented at the 6th International Conference Practice Research, Aalborg, Denmark
- Chia, E.Y.M., Liaw, N.,Tok, K.L., Goh, E.C.L., Koh, V., & Choong, D.(2023) School Attendance in Low-Income Families and Children: Exploring parents’ and children’s perspectives. Paper presented at the 6th International Conference Practice Research, Aalborg, Denmark
- 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.
- Resil!ence 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
- Liaw, N., Chia, E. Y.M, & Ho, Gwen. M.C. (2021) Practitioners Intervening with Youths with Suicide Risks in Singapore – Design and Protocol of a Study Examining Practitioners’ Attitudes Towards Suicide Prevention, Self-Efficacy, Perceived Competence, and Preparedness. Poster presented at the Singapore Mental Health Conference 2021

- Ng, C.H. (2021). Needs Assessment of School-Going Secondary School Students During the HBL Period. Paper presented at the NUS-SSR Seminar Series
- Ng, C.H. Kia, J.X (2021). Working Experiences of School Social Work during Covid-19 Pandemic in Singapore. Presented at 2nd Asian Network of School Social Work Conference
- 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)
- 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)

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)





[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

## SERVICES SITES

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298 Tiong Bahru Road #10-04  
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## HEADQUARTERS

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