

Students Care Service is now



Students Care Service (SCS) has been enabling children and youth to maximise their potential for over 40 years. Since early 2000, there has been a proliferation of students care centres which provide after-school enrichment activities. This led to a confusion in identity and branding. At the same time, SCS' work also expanded beyond serving students to helping children and youth in both schools and the communities. The expansion saw a deepening of partnerships with schools, community groups, volunteers and corporate companies.

The profusion of identities together with SCS' deeper foray into the community and closer partnerships with volunteers and corporate companies, cumulatively provided an impetus to rebrand itself.

The new name, SHINE Children and Youth Services, embodies the organisation's goal to be an innovative and collaborative agency that continues to be committed to delivering quality and relevant services to children and youth.

We thank all our partners who have worked alongside us for the past 42 years in serving the children and youth, and look forward to your continued support as we embark on a new journey to SHINE together!



Meet Our Patron



On 17 March 2018, Students Care Service was officially relaunched as SHINE Children and Youth Services to reflect the organisation's goal to be an innovative and collaborative agency that continues to be committed to delivering quality and relevant services to children and youths. With over 300 guests in attendance at The Float@Marina, SHINE also announced and welcomed its first Patron, Speaker of Parliament. Mr Tan Chuan-Jin.

Mr. Tan's journey with us began four years prior at "Kits for Kids" in 2014, where he donated more than 500 sets of scale model kits from his own personal collection to raise funds for youth at-risk. The event was spearheaded by Mr. Tan himself with all proceeds going to the then-Students Care Service.

Since taking on this new official role, Mr Tan has already participated in his first event as our Patron: at the SHINE Charity Golf 2018, where Mr Lim Swee Say graced the event as our Guest of Honour.

Q: How did you first hear about SHINE Children and Youth Services (SHINE)?

I started Kits for Kids, which is an effort by modellers to sell their unbuilt models to help raise funds for charity. I was then in the Ministry of Manpower (MOM) and had asked a senior social worker to recommend a good children/youth VWO to support. SHINE, or Students Care Services as it was called then, was suggested and I began a partnership with them that has lasted until today. And I ended up being their first patron!

Q: What does being a Patron of SHINE mean to you?

I support the intervention and support work that is being done with children and youth, and SHINE does this very well. Having worked with them for years on fund raising, we have come to know each other better; and I am personally honoured that they have invited me to join them as their first Patron. As Patron, I'd like to raise awareness of the cause, and encourage more people to come forward and volunteer.

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Meet Our Patron

Q: As a father yourself, what do you think are the more prevalent challenges that our children and youth face today?

There are pressures and expectations that our children and youth face – from family and parents in particular; to friends, school mates, and teachers. Social pressures may even come with media exposure to some extent. Social media accentuates these pressures very considerably, and in many ways, these are relatively new dimensions that we need to learn how to deal with, and then help our children and youth to manage them.

Another challenge lies not with the children and youth, but with parental involvement and engagement. Amidst the prevailing conditions, it becomes even more critical for parents to be present and actively involved in their children's lives. We need to do what we can to raise awareness of this importance and to encourage parents to do the best they can.

Q: How do you believe SHINE is relevant and important to the challenges of our beneficiaries?

SHINE plays an important role in helping children and youth who need the extra support. With better collaboration with the Government agencies as well as the community, SHINE can make an even better impact. Managing volunteers well and expanding its pool will also be critical to this as it facilitates better outreach, especially as we seek to deal with issues earlier and upstream rather than when problems manifest themselves more seriously at a later stage. Our children and youth, along with their families, can benefit from the support while they grapple with issues that they are confronted with.



Q: How can fellow Singaporeans contribute to SHINE's mission to enable children and youth to maximise their potential?

Contributing financially can go a long way in helping fund the good work that SHINE does. I am especially keen for Singaporeans to come on board to give part of their time and be actively involved in our work and cause. It will greatly extend the reach of the trained workers, and it will enable us to do more preventive work and expand our efforts even further upstream.

As individuals, we can significantly become better people as we learn to love and care for others; and this ultimately rolls over and helps to improve us as a society.

Organisation Information

Chairman's Statement	4
Corporate Information	į
Mission, Vision and Core Values	ě
Theory of Change	7
Board Members	8
Sub-Committees & Centre Advisory Committees	9
Organisation Structure	10
Staff Structure	11
Significant Milestones in the last decade	12



Chairman's Statement





SHINE Children and Youth Services

Students Care Service started our new lap, post 40th anniversary, as SHINE Children and Youth Services. SHINE is the new name adopted after several rounds of staff and stakeholder engagement. This new name, with its accompanying new logo, encapsulates our shared belief and aspiration:

We believe in the right of every child and youth to SHINE; that they can be inspired to develop their strengths and abilities, and maximise their potential.

We aspire to SHINE as a leading social service organisation, for the ultimate benefit of children and youth; and to the pride of our staff and partners.

These beliefs and aspirations represent our commitment to serve the children and youth of Singapore. They are timely as SHINE wraps up the implementation of its 11th Strategic Plan and prepares to embark on its 12th.

Journey of Our 11th Strategic Plan (2015 – 2017)

Our 11th Strategic Plan was drawn up with the ubiquity of technology, changing family structures and shifts in the social service sector as a backdrop. In response to these, our 11th Strategic Plan saw us broaden our mission and vision – from serving students to serving children and youth, articulate our intended impact, map out our theory of change and actively form new partnerships as well as develop new programmes, while ensuring financial sustainability and staff / volunteers competencies.

Three years on, at the service front, SHINE has implemented three new programmes: Project Spooner Road, Buddy'IN, YARE; scaled up three programmes through strategic partnerships: Youth COP, Reading Odyssey, Integrated Care Programme; and was appointed by the Ministry of Social and Family Development as Integrated Service Provider for two of its centres. These programmes have allowed SHINE to reach out to new groups and profiles of children and youth.

Project Spooner Road provided the opportunity for SHINE to set up a satellite service reaching out to children and youth living at two blocks of rental flats at Spooner Road; Buddy'IN enabled SHINE to engage youths from SPED schools and buddy them with students from ITE to facilitate their eventual integration into the technical institutes: and YARE was the channel through which youths with low/moderate risks profiles were positively developed via sports. Youth COP, communitybased Reading Odyssey and Integrated Care Programme saw the scale-up of successful interventions through scalable partnerships. As we increase our reach to address emerging needs, our staff team also had the opportunity to sharpen their skills in programme design and implementation as well as provide training and consultancy on their respective programmes.

12th Strategic Plan (2018 - 2020)

Moving on to our 12th Strategic Plan, there is now a need to consolidate the gains we had made and strengthen our ability to deliver sustained impact for children, youth, their families and our communities. These require us to strengthen our organisational capacity and competency, enhance infrastructure, ensure financial sustainability and re-position our educational psychology services.

Your Trust Strengthens Our Commitment

As SHINE embarks on its next lap guided by the 12th Strategic Plan, we are thankful to receive the continued support of our donors, funders and partners. We are especially heartened by the support of Speaker of Parliament, Mr Tan Chuan-Jin, who had graciously accepted the appointment as SHINE's patron as of March 2018. Mr Tan got to know SHINE when he began working with us on the Kits for Kids project. Together with a team of supporters, he was then seeking to raise funds for SHINE by selling donated unbuilt plastic model kits and the partnership had grown over the years. In his own words "SHINE has been doing a wonderful job in this field and I am proud to be part of their team."

The belief and trust of our stakeholders strengthen our commitment to inspire children and youth to develop their strengths and abilities, maximise their potential and SHINE!

Dr Ang Seng Bin, PBM

Chairman



Corporate Information



Registered Name

SHINE Children and Youth Services

ROS Registration Number

0248/1975CAS

Charity Registration Number

000014

UEN Number

S76SS0021F

IPC Registration Number

IPC000462

IPC Sector Administrator

Ministry of Social and Family Development (MSF)

Nature of Governing Instrument

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

SHINE Children and Youth Services is governed by a Board consisting of voluntary members. The Board members and Office-Bearers are elected at an Annual General Meeting and the term of office is for one year. A Board Meeting is held at least once every three months.

Principal Funding Sources

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

Corporate Website

www.shine.org.sg

Corporate Email

scys_hq@shine.org.sg

Registered Address/Headquarters

463 Hougang Ave 10 #01-964

Singapore 530463

Tel: 6286 9905 Fax: 6286 6230

Centres

Clementi Centre

329 Clementi Ave 2 #01-248

Singapore 120329

Tel: 6778 6867 Fax: 6775 4132

Email: scys_c01@shine.org.sg

Hougang Centre

463 Hougang Ave 10 #01-964

Singapore 530463

Tel: 6286 9905 Fax: 6286 6230

Email: scys_h01@shine.org.sg

Yishun Centre

202 Yishun Street 21 #01-89

Singapore 760202

Tel: 6759 6821 Fax: 6759 6829

Email: scys_y01@shine.org.sg

Centre for Educational Psychology Assessment & Centre for Training, Consultancy and Research

Social Service Hub @ Tiong Bahru

298 Tiong Bahru Road #10-04 Central Plaza

Singapore 168730

Tel: 6593 6462 Fax: 6276 7173

Auditor

Odds & Even Associates

151 Chin Swee Road #06-01 Manhattan House Singapore 169876

Bankers

OCBC Bank

65 Chulia Street #29-00 OCBC Centre. Singapore 049513

DBS Bank

6 Shenton Way

DBS Building Tower One. Singapore 068809



Mission, Vision and Core Values



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



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.



That children and youth, aged 5-21 served by SHINE,

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

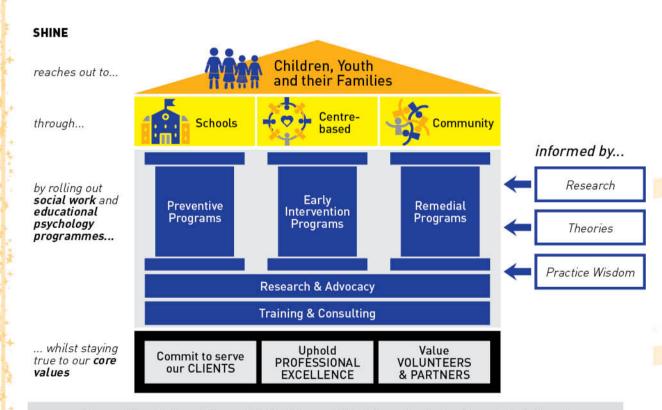


Theory of Change



SHINE delivers social work and educational psychology services to children, youth and their families, in communities, schools and our service centres, 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.



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

Board Members



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



Chairman
Dr Ang Seng Bin, PBM
Date of appointment: 19 August 2017
(Consultant, Head, Family Medicine, as well as Menopause Unit of KK
Women's and Children's Hospital)



Vice Chairman
Mr Wan Chee Foong
Date of appointment: 19 August 2017
(Regional CEO Middle East South
Asia and Head of Group Business
Development, PSA International Pte Ltd)



Honorary Secretary Mr Ong Chee Siong Gabriel Date of appointment: 19 August 2017 (Regional Sales Director, APAC, Navis, a part of Cargotec Corporate)



Honorary Treasurer
Mr Teo Seng Chieh Geoffrey
Date of appointment: 19 August 2017
(Regional Financial Controller,
Jeco Pte. Limited (Braun Büffel))



Mr Vidyut Gandhi
Date of appointment: 19 August 2017
[Director, Link Vue Systems Pte Ltd]

Members



Mr Goh Chee Kong, PBM
Date of appointment: 19 August 2017
(Independent Consultant)



Mrs Ivy Goh
Date of appointment: 19 August 2017
[Regional Finance Director,
Advanex (Singapore) Pte Ltd]



Mr Koh Thong Wee Benny
Date of appointment: 19 August 2017
(Partner, Financial & Regulatory Risk
Advisory Leader, Deloitte Singapore)



Mr Lim Song Khiang Albert
Date of appointment: 19 August 2017
(Independent Structured Trade
Consultant)



Mr Lim Tuang Liang
Date of appointment: 19 August 2017
(Executive Director,
National Research Foundation
Singapore)



Mr Sundraj Naidu
Date of appointment: 19 August 2017
[Chief Financial Officer,
Kreuz Subsea Group]

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Sub-Committees & Centre Advisory Committees

■ Clementi Centre Advisory Committee

Chairman

Mr Wan Chee Foong

Members

Mr Benny Koh Mr Lee Tiong Peng, BBM Mr Ong Chee Siong Gabriel Mr Tan Siang Yuen Bentley Assoc Prof Wong Chee Meng John Assoc Prof Yeo Lay See

■ Hougang Centre Advisory Committee

Chairman

Mr Lim Tuang Liang

Members

Assoc Prof Rebecca Ang Assoc Prof Vivian Huan Mr Lim Tze Chern Mr Gopinath Menon, BBM Mr Toh Weng Choy

Yishun Centre Advisory Committee

Chairman

Mr Naidu Sundraj

Members

Assoc Prof Vilma D'Rozario Ms Maureen Fung Mr Vidyut Gandhi Mrs Ivy Goh Ms Tuyen Lamy Dr Kumudhini Rahasegaran

Audit and Risk Management Committee

Chairman

Mr Lim Siong Khiang Albert

Members

Mr Lim Tze Chern Mr Lok Lai Cheng Mr Stephen Seow

■ Daisy Phay Foundation – SHINE Scholarship Award Committee

Chairman

Mrs Ivy Goh

Members

Ms Rosaline Chan Mr Ong Chee Siong Gabriel

■ Enterprise Committee

Chairman

Mr Goh Chee Kona

Members

Ms Andrea Chee Mr Chua Swee Ann Ms Poh Hwee Hian Dr Teo Ling En Lois

■ Finance Committee

Chairman

Mr Teo Seng Chieh Geoffrey

Members

Dr Ang Seng Bin Mr Ong Chee Siong Gabriel

■ Fundraising Committee

Chairman

Mr Naidu Sundraj

Members

Mr Ang Kian Peng Mr Choy Wei Hsien Mark Mr Lim Siong Khiang Albert Mr Wan Chee Foong

■ Research Committee

Chairman

Mr Lee Tiong Peng

Members

Assoc Prof Rebecca Ang Dr Alfred Choi Dr Chu Chi Meng Prof Satvinder Dhaliwal

■ Staff & Services/

Programmes Committee

Chairman

Mr Wan Chee Foong

Members

<mark>Mr Lim Tu</mark>ang Liang Mr Naidu Sundraj Mr Teo Seng Chieh Geoffrey

Charity Golf Tournament Organising Committee

Chairman

Mr Low Siak Meng Eric, JP, BBM(L), PBM

Members

Mr Peter Yeo, PBM
(Tournament Director)
Mr Eric Chen
Mr Chua Swee Ann
Mr Alan Goh
Mr Francis Koh
Mr Jeffrey Koh
Mr Jeffrey Lim
Mr Galen Tan
Mr Jonathan Yeo

Kits for Kids Organising Committee

Champion

Mr Tan Chuan-Jin

Co-Chairmen

Mr Sean Chua Mr Jonathan Tan

Members

Mr Ee Keok Lye Mr Darren Goh-Klass Mr Jonathan Kua Mr Kwek Chin Lin Mr Sudhesh Nair



Organisation Structure





















Audit & Risk Management



Enterprise



Finance



Fundraising

Yishun Centre



Research



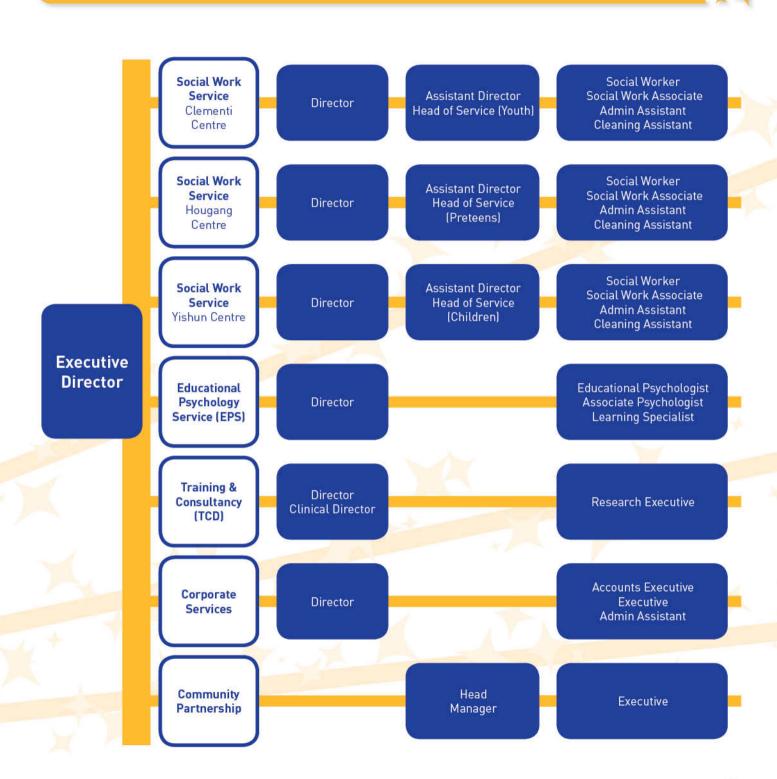
Scholarship **Award**



Staff & Services/ **Programmes**



Staff Structure





Significant Milestones in the last decade

1975

2010

Pro-tem Committee was established

Registered School Social Work Service Association of Singapore (SSWSAS) with office at Penang Lane Granted Institution of a Public Character (tax-exempt) status by Inland Revenue Authority of Singapore

丑

- Youth COP programme received the 2010 South West District's Community Safety and Security Programme (CSSP) Gold Award
- Completed and published research study, "In Their Own Words: An Exploratory Study on the Social Coping of Youths with Autism"
- Published the book, "Students Care Service: Standards for School Social Work Practice"
- Appointed by the Career Education and Counselling Division, Department of Youth & Sports, Ministry of Education in Bhutan to provide consultation on strategic planning for the division
- Organised "EMIT! Finale Carnival", to conclude the year-long EMIT! Project (which promotes the values of Youth Olympic Games Singapore 2010) officiated by Senior Minister of State (Law & Home Affairs), Assoc Prof Ho Peng Kee

200

- Staff, Mr. Lee Seng Meng, awarded the 2009 South West District ComCare Award (Social Worker)
- ◆ Youth COP programme received the 2009 South West District's Community Safety and Security Programme (CSSP) "Excellent" Award



 Set a new Singapore Book of Records for the "Largest Contingent of People Carrying Different Country Flags" with 153 participants holding up 101 flags to form the letters "YOG"

2011

2012

- Launched the "Daisy Phay Foundation
 Students Care Service Scholarship"
 to benefit full-time Junior College
 students
- Centre completed the extension of Yishun
- Staff, Mrs Tan-Wu Mei Ling, awarded the Outstanding Social Worker Award (OSWA) for 2012
- + Staff, Mr. Benjamin Teo Chye Hee, awarded the 2012 South West District ComCare Award (Social Serivce)
- Organised a Mandarin seminar on Autism Spectrum Disorder (ASD) cum photo exhibition by youths with ASD at The Pod @ Central Library

1978

Changed organisation name to Students Care Service (SCS)



197 20

For significant milestones between 1979 – 2007, please visit our website at www.shine.org.sg



2008

- Organised "EMIT!", a year-long project to celebrate the inaugural Youth Olympic Games Singapore 2010, launched by Senior Minister of State (Law & Home Affairs), Assoc Prof Ho Peng Kee
- Co-organised and presented professional seminar "Engaging Youths to Succeed in Schools" in conjunction with National Youth Council's ASEAN+3 seminar on Urban Youth Work IV
- Organised Overseas Community Service
 Project "Going Miles, Bringing Smiles" by
 youths and volunteers to Cambodia
- + Relocated Clementi Centre from Blk 437 Clementi Ave 3 to Blk 329 Clementi Ave 2

- 社
- Appointed by National Council of Social Service (NCSS) as "Centre of Specialisation - School Social Work"
- + Youth COP (Community On Patrol)
 programme received the South West
 CDC Community Safety and Security
 Programme Gold Award
- Collaborated with Clementi Woods Secondary School to participate in the Youth Congress organised by National Youth Council (NYC)
 National Committee on Youth Guidance and Rehabilitation (NYGR). Guided team to develop a board game titled "Theftation" which won the Most Innovative Project Award
- Launched publication "School Social Work: A Guide to Programme Planning and Evaluation"
- Launched publication "The Practice of Group Work: Tips on Starting a Group"
- Organised and presented professional seminar "Discovering the Rhythm in You: The Practice of Group Work", officiated by Minister for Ministry of Community Development, Youth and Sports (MCYS), Dr Vivian Balakrishnan

2013



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



Significant Milestones in the last decade



- 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 Students Care Service 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 to social work educators and practitioners on the topic of "Social Work in Schools" in Hanoi from 12 to 15 October 2016
- Launched 40th Anniversary documentation video
- Organised and presented "International Conference on Children and Youth Work Practice", officiated by Minister for Ministry of Social and Family Development, Mr Tan Chuan-Jin
- Clementi Centre appointed Integrated Service Provider (ISP) by Ministry of Social and Family Development

2017

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



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





2015

201/

- ◆ 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
- + Successfully completed Phase 1 of Project CROPS - pilot of a service delivery framework for Student Care Centres in Singapore
- Outstanding

 P Seconded School Social Work Model adapted into Attached School Social Work Model and implemented in a mainstream Primary School
 - → Go for Goal! set a new record of 6 hours and 3 minutes for the Longest 11-a-side-Football Match in the Singapore Book of Records
- Mission & Vision statement was broadened to reflect SCS' work with children and youth. Intended Impact Statement and Theory of Change were articulated to facilitate consistent and clear understanding of SCS' 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

Highlights of Services & Programmes

Staff Team 1: Quantitative Achievement 2017 18 EN3: Engage, Enrich, Enable 20 The Scaffold Programme 22
EN3: Engage, Enrich, Enable
The Scaffold Programme 23
The Scanotal rogramme 2.
School-Based SYNC 24
Reading Odyssey in the Community 20
Project Spooner Road 28
North East Integrated Care Programme 30
Centre-Based SYNC 32
Kits for Kids 34
Partnership with Grantor 36



Executive Director's Report





SHINE Children and Youth Services

In FY 17/18, SHINE Children and Youth Services became the new name of Students Care Service. This new name was a culmination of one and a half years of engagements with staff, volunteers, clients and partners. These engagements took the forms of focus group discussions, one-on-one conversations, competitions, pitches and voting. At times, the engagements were fraught with dilemmas as deep and heartfelt associations with the past met with sincere and passionate aspirations for a new way forward.

To relegate these engagements to a rational decision-making exercise would not only be near impossible but also an injustice. Hence, a team was put together — not to decide what the new name is to be, but to engage internally and externally and to listen deeply to the hopes that our staff, volunteers, clients and partners have for the organisation.

The result of this listening is the new name we have since come to embrace – SHINE Children and Youth Services.

Shared Beliefs + Aspirations = Our Stories

Every SHINE staff, volunteer, client and partner that you speak with will have a story to tell. A story that captures their beliefs and aspirations for children and youth, and to do what counts for a better future. A story that weaves us all together as one organisation. It is these shared beliefs and aspirations that our new name hopes to encapsulate.

This annual report brings to you some of these personal stories amongst the 7,658 children, youths, volunteers and partners whom we have crossed paths in the year past. As the staff team is an important expression of the beliefs and aspirations of SHINE, you will find their stories in this report as well.

Thank you for your support of SHINE in the past one year. We look forward to many more shining moments together with you in the year ahead.

We shine because of you.

Tan-Wu Mei Ling

Executive Director



Staff Team



Management

Tan-Wu Mei Ling Executive Director

Tay Nam Lay Director, Corporate Services

Nguang-Low Ching Voon, Geraldine Director, Educational Psychology Service

Fang-Luen Wai Sum, Jenna Centre Director, Hougang

Lee Seng Meng Centre Director, Clementi

Teo Chye Hee, Benjamin Acting Centre Director, Yishun

Goh-Ang Kai Fen
Project Lead, Integrated Care Programme

- + Clinical Director, Social Work
 Ler-Lim Wan-Li, Melissa
- + Assistant Centre Directors
 Nur Fadhli Bin Prayitno
 Zhuang Xinyan
- + Senior Social Workers

Ho Min Choo, Gwen Koh Cindy Lim See Leng, Shylock Lim Shu Hui Ong Jie Wen, Cheryl Soh Xiaohan Sze-to Peh Yin Yee Tan Hock Chiang, Jason Wang Peishan, Theresa

+ Social Workers

Chen Xi Shannon Natasha Edward Han Xinvi, Adeline K. Ashwini Khor Kar Yee Kia Jie Xi Koh Chye Hong Lee Yoke Bing, Sharon Lim Jia En Lim Shi Yan Na Chin Hwee Noor Amirah Bte Rohaizad Siti Sarah Binte Sururi Tan Hock Beng, Jonathan Tan Shi Min, Elaine Tan Shu Xian Tan Shu Yun, Charmaine Tan Yee Ying Teo Yongyang Tok Kheng Leng

Senior Social Work Associates

Kh<mark>airu</mark>l Idham Bin Hazlan Lam Yee Si<mark>ang, Ad</mark>rian

Social Work Associates

Chen Xiaoling
Chua Jing Ru
Ling Li Ping
Loh Kong Joe, Terence
Muhammad Zaid Bin Razman
Nurshahin Bte Azan
Shahril Bin Jantan
Gurpreet Sonia Singh
Tay Yan Ting

Senior Educational Psychologist
 Teo Shu Hsien, Esther

+ Associate Psychologist

Huang Xuan, Hannah Tan Jie Ying

+ Senior Learning Specialist Loh-Lee Yin Wan, Magdalen

Learning Specialist

Lim Suyin Meetal D/O Vijaykumar Madia Tan Bao Min

Senior Research Executive Chia-Tan Yee Min, Elizabeth

Research Executive Choong Yi Ting, Deenie

+ Executives

Chee Licia Executive, Community Partnership

Chua Pei Ting, Jurlene Executive, Community Partnership

Tay Meng Choo, Corrine Senior Executive, Accounts

Alyzia Binte Noh Senior Executive, Corporate Services

Admin Assistants

Chau-Goh Sing Xuan, Candice Lai-Tay Soi Soi, Betty Loh-Yew Chai Yin, Bessey

Cleaning Assistants

Kang Geok Lan, Serena Kua Annie Siah Bee Kim, Ivy



Quantitative Achievement 2017 (Based on Service Volume)

SOCIAL WORK (SW)	20	2017	
Services/ Programmes for Children and Youth		4,692	
Centre-Based	1,304	/20 F 3.40—(1	
Guidance Programme	343		
Children, Preteens & Youth Early Intervention Programmes (SYNC)	806		
Community Mental Health	1		
Youth Enhanced Supervision (YES)	57		
General	25		
	72		
Parents/Caregivers	1.2		
Community-Based	557		
ACE Football	330		
Project Spooner Road	154		
Youth-At-Risk Engagement (YARE)	5		
Parents/Caregivers	68		
School-Based	2,831		
School Social Work for Youth & Children (SYNC)	864		
The Scaffold Programme (TSP)	428		
Youth COP	641		
Buddy'IN	191		
North East Integrated Care Programme	45		
Enhanced Step-Up (ESU)	264		
Youth-At-Risk Engagement (YARE)	18		
Parents/Caregivers	380		
Special Programmes/ Projects		158	
Triage		107	
Post-Diagnosis Educational Guidance		4	
Daisy Phay Scholarship Awards		47	
Daisy Filay Schotarship Awards		47	
Training & Consultation		911	
Parents/Caregivers		176	
Teachers		162	
Other Professionals		192	
/olunteers		381	
Enquiries		25	
Total		5,786	

^{1:} Quantitative calculation is based on the total number of service-users recorded and includes multiple-service users.



EDUCATIONAL PSYCHOLOGY SERVICE (EPS)	2017	
Services/ Programmes for Children and Youth		793
Centre-Based	434	
EN3: Engage, Enrich, Enable	144	
Learning and Social Support Pogrammes - ALPS	89	
Learning and Social Support Pogrammes - Read With Me	24	
Learning and Social Support Pogrammes - Reading Odyssey (RO)	85	
Developmental camps	92	
STREAM SO THE RESIDENCE OF THE STREAM	12750541	
Community-Based	359	
Reading Odyssey	172	
EPS enrichment activities/programmes/outings	187	
Special Projects		268
Reading Odyssey Carnival		268
Training & Consultation		782
Parents/Caregivers		307
Other Professionals		180
Volunteers		295
Enquiries		29
Total		1,872

EN3: Engage, Enrich, Enable



Number of clients served in 2017:

144

CLIENT PROFILE



Jamie*



9 years old



Primary 3

The EN3 Psycho-educational assessment, diagnosis and consultation service provides timely psycho-educational evaluations to enrich children, youth and parents with information about learning disabilities, strengths and needs. This timely step towards greater understanding and appropriate follow-up support can mean so much in enabling students to be positively engaged in school and the community.

* All clients' names have been changed to maintain confidentiality.



Jamie was overwhelmed by writing tasks and performed poorly both academically and socially. There were melt downs, crying and throwing of things when she was frustrated that things did not go her way. She had difficulties expressing her thoughts and emotions in those situations resulting in further escalation of anger.

Her mother, Mrs Chia, was at her wits' end. A teacher's words that Jamie was "being difficult" kept ringing in her head. She expressed that she was not a good role model given her temper, and felt hurt whenever Jamie said her mother did not love her. Mrs Chia felt horrible that she had to label Jamie as "different, not normal, with special needs" in order to gain special assistance from her school.

In her sessions at SHINE, Jamie would constantly express "What is wrong with me today?". Jamie also yearned for affirmation. She was diagnosed with weaknesses in verbal and written expressive language, with interrelated issues of deficits in attention, vigilance and executive functioning, making it even harder to cope with academic demands.

Staff worked with Mrs Chia to utilize strategies to help Jamie express her feelings better, give her parenting tips, and taught her multi-sensory activities that she could use to help Jamie be more engaged in learning. Jamie learned new learning techniques such as making up stories about her spelling task, or recognising the patterns of letters, since she had challenges learning phonologically.

Jamie became more aware of her emotions, triggers and learned constructive ways to react to situations and convey her thoughts. She also learned to ask for hugs when she was upset, which helped her feel her mother's care. Mrs Chia also made efforts to build rapport with Jamie's teacher, and conveyed assessment findings, so that the teacher could facilitate more helpful responses to aid Jamie's learning. While Jamie continues to have emotions of frustration, the continued parent support, understanding and constructive responses from those around her have helped her to progress in her overall emotional management.

X

The Scaffold Programme



Number of clients served in 2017:

428

CLIENT PROFILE



Siti*



13 years old



Secondary 1

The Scaffold Programme (TSP) is an early intervention programme that supports Secondary 1 and 2 students from Normal Streams in mainstream schools who are predisposed to latent risk factors of falling out of school. TSP aims to provide quality school social work intervention for students and their ecosystems, leading to improved school outcomes, reduced referrals to downstream programmes, improvement in parent-child relationships and school-student attachment.



Born into a large family of eight, Siti was a shy and meek girl who found it difficult to express her thoughts when working with her classmates. She also found it difficult to study at home as the environment was not conducive for learning.

Siti and her classmates came on board The Scaffold Programme (TSP) in March 2017. The class went through several groupwork activities that discussed about the changes from Primary to Secondary School, and how they could work together to become a united, caring and supportive class.

At the start of TSP, Siti was quiet and passive, and would only nod if she agreed with what was said. She shared that she felt nervous when she had to share her thoughts and feelings. With the help of the small group activities, Siti felt more comfortable with her peers, and slowly opened up during discussions. Over time, she got to know some of her classmates better, and became good friends with them.

During the School-To-Job sessions, Siti did up her timeline, and shared with SHINE's social worker on her aspiration to be a nurse. She was also able to come up with strategies to work towards her aspirations for example, revising school work with her friends outside of school hours. Her hard work paid off when she was promoted from Secondary 1 Normal Technical to Secondary 2 Normal Academic stream. She has been adapting well to her new classmates.

Siti is also now serving the school as a prefect. She continues to do well in her new role and studies. She has grown in self-confidence, and is now shining as a student leader in school.

School-Based SYNC



Number of clients served in 2017:

864

CLASS PROFILE



Class of Secondary 3



15-16 years old



Yishun Town Secondary School



Moving Ahead with Zealous Energy (MAZE) is one of SHINE's School-Based SYNC programmes that aims to enhance students' socio-emotional competencies and increase their affiliations in school. SHINE runs the programme in Yishun Town Secondary School (YTSS) each year for Secondary 1 to 4 students. The MAZE programme has been valued for its flexibility in developing packages suited to the needs of the classes, and ensuring continuity of work with each class as the social work team journeys with them for 4 years. This has allowed students to reap the benefits of the seeds planted when they were in Secondary 1. Flexibility, continuity and the processes of MAZE have been critical factors in contributing to the effectiveness of the programme and achieving positive outcomes.



The class was first known to SHINE in Secondary 1, in 2015. It was made up of individuals facing different issues of their own, and when put together, were eager to showcase their individuality. As a result, the students were not ready to listen and support one other. While the school environment was nurturing and caring, unforeseen circumstances led to changes in the class' form teachers throughout their three years. The lack of a consistent adult figure in school whom the students could approach may have affected their coping methods. Consequently, form teachers often faced challenges in establishing rapport quickly and addressing the misbehaviours at the same time.

Taking into consideration the evolving class dynamics, the school social work team from SHINE worked alongside form teachers and made adjustments to their session plans to better cater to the needs of the class at various points in time. The team also dialogued frequently with the form teachers to complement the school's efforts in supporting the students. Through the dialogues, the team was able to understand the multiple stressors that the students were facing. With that awareness, the team rendered support by engaging identified students outside of school curriculum time for sports related activities and cheering them on in other engagements, such as inter-school football matches. Some of the students eventually came to join the soccer team at the SHINE, which enabled further intervention with them through sports. Such initiatives helped the team to establish strong rapport with students in the class to allow for more effective learning during the groupwork sessions.

Besides the extension of additional support, the team also organised barbecue sessions for the class and teachers to celebrate their achievements in the groupwork and to create opportunities for class bonding outside of school. The team split the class into groups and tasked them with different roles such as planning games, setting up the venue, preparing and purchasing food. Through such engagements, the students were also able to apply lifeskills learnt from groupwork sessions such as decision making and working together.

Like most youths, this class shines more with handson experiences. As such, in 2017, to suit the needs
of the class, the team adjusted the session plans to
include hands-on activities such as 'The Game of Life'
- a simulation of real life across different life stages. In
a session on 'Coping with Negative Emotions' the team
recognized that females and males may have different
ways of coping with emotions. As such, for that session,
the team reshuffled the students into gender-based
groupings to provide them a safer platform to share and
connect with their peers. By doing so, the team was able
to create opportunities for students to foster support for
one another.

As the saying goes "the beginning is always the hardest", the school, the class and the team faced multiple challenges in the beginning. However, the team's beliefs in the systemic approach of supporting the students through meaningful engagements in the community, close partnership with the school, allowed the students to eventually shine as confident and unique individuals while bonding as a class.

Reading Odyssey in the Community



Number of clients served in 2017:

172

STAFF PROFILE



Magdalen Loh



Senior Learning Specialist



20 years in service



Previously as a school teacher, I wanted to do more for children with low motivation and difficulties coping with learning. The opportunity came when I joined SHINE 20 years ago. Here, I am able to provide learning intervention for children, and help parents better understand and support them.

Reading Odyssey is designed to provide children behind peers in reading ability with regular exposure to reading activities. With support of trained volunteers, the programme helps increase ability to read for meaning, knowledge and understanding. Opportunities to engage in information processing games that aid development of reading skills are included.



Magdalen, affectionately known to co-workers as Mag, was appointed Reading Odyssey Captain in 2015. In response to needs in the community, the team was challenged to scale the Reading Odyssey programme to reach underserved children in the community without conducive learning environments at home. Collaborating with community partners played a significant part in this endeavour.

Mag had initial fears that extensive collaboration meant different agendas and working styles, which could pose challenges in maintaining fidelity and ownership of the well-established programme. However, when faced with the extent of increasing numbers of identified underserved children, it was clear that pooling together resources with community partners was essential.

Many community partners came on board and brought their different strengths into the programme. TOUCH Young Arrows, with their strong network of volunteers tapped on the programme to roll out to their existing groups in the community. Another community partner, Ulu Pandan Stars, actively recruited suitable volunteers and conducted home visits to help parents understand the needs of their children and encourage enrolment.

Community of Praise Church's club ministry team was inspired to arrange transport for children from nearby areas and connected with Clementi Community Centre to provide a free venue.

As the Reading Odyssey Captain, Mag put in time and effort to convey programme rationale, objectives and components to community partners. With a comprehensive volunteer training module, she helped to train, equip and empower the community volunteers to carry out the programme. The different partners also tapped on SHINE's team to conduct pre-post assessments to track reading levels and progress of the children. Children who showed signs of learning disabilities were also connected to SHINE's EN3 psycho-educational assessment service, to pin-point underlying factors affecting learning and reading progress.

Positive effects of collaborative efforts are reflected in the development of mutual respect and understanding between the different parties. Staff, partners and volunteers have also shared memorable experiences, and gained understanding on how to work and relate with children with learning and behavioural issues.

X

Project Spooner Road



Number of clients served in 2017:

154

STAFF PROFILE



Tok Kheng Leng



Social Worker



1 year in service



I work towards a day when our communities are sustainable on their own. I strongly believe that professionals are not needed if everyone chooses to take responsibility for one another and for oneself. My hope is to create platforms and opportunities to bridge social capital between people of different backgrounds so that everyone can thrive in the community that we live.



Project Spooner Road is a tripartite collaboration with Social Service Office @Kreta Ayer and @27 Family Service Centre to ease access for families and youth to the support and assistance that they require as they face life challenges. SHINE Children and Youth Services aims to address the social, emotional and educational risks faced by the children and youth and develop their assets to be successful adults in the future.

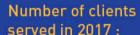
At Project Spooner Road, Kheng Leng works closely with various partners to serve two blocks of rental housing, which consists of public rental and interim rental housing. Majority of the families living in Spooner Road are transient and possess little income. The partnering agencies recognise that poverty is a complex phenomenon and it is challenging for any family or agency to address it alone. In addition, every partner has different platforms, skillsets and resources. Therefore, it is important for different parties to work together.

Kheng Leng works closely with the staff team from @27 Family Service Centre (FSC) by Montfort Care and the Social Service Office at Kreta Ayer (SSO@KA). She

meets with the teams regularly to discuss integrated case management plans. For families that are difficult to engage though casework and counselling, staff from other agencies can tap on the educational programmes and interest groups run by SHINE to engage them. Similarly, if SHINE staff identify families with financial, housing or marital challenges, they will be referred to @27 FSC or SSO@KA for assistance. With different partners involved, multiple entry points into families that require support are created. If coordinated well, it will prevent duplicate efforts from different agencies and families will not have to repeat their stories each time they meet someone new. In addition to the integrated case management, the partners work closely to organise events for the community.

All in all, the common vision and alignment of values among the partners are helpful to better meet the needs of the community. The team at Spooner Road looks forward to doing more in-depth work with the partner agencies in the near future.

North East Integrated Care Programme





Primary School Children

45

32



STAFF PROFILE



Ang Kai Fen



Project Lead, Integrated Care Programme



13 years in service



In 2016, I was approached to engage in a series of discussions for the expansion of a project in the east. Having great interest in community based school social work and in early intervention work, I made a decision to dive in. Fast forward a year and a half, I am glad I made that decision. Through my work with the children and their families in the community, I am able to fulfil my role as a community based school social worker, impacting changes not just at the individual level but with a group of like-minded partners which make up the ICP community. Together, we bring about collective impact.





programme designed to provide holistic upstream intervention support and care to vulnerable primary school children. Adopting the "many helping hands" approach, this programme brings together different parties with a common aim to provide opportunities and resources for children to overcome challenges, grow, learn and be successful through their primary school education. The enhanced support and care for the children are extended in close collaboration with their parents and caregivers. To ensure accessibility and responsive service for the children and their families, school social workers from SHINE are attached to three Primary Schools. Working hand-inhand with the school counsellors and teachers, the school social workers assess needs and provides onsite support. The school social workers also manage the case and link up with North East CDC to aggregate different resources for the children and their families.

The Integrated Care Programme (ICP), believes in a collective impact framework where it takes a village to raise a child. As the school social worker, Kai Fen works closely with school leaders, counsellors, teachers and administrative staff, to support the children in their school going experience.

There is a nuanced difference between a regular school social worker and an ICP school social worker. In addition to working closely with school personnel and families, Kai Fen also works closely with the "village" to support the children and their families. The village comprises North East CDC, The Singapore Scout Association, Ministry of Social and Family Development, Grassroot Organisations and other Social Service Agencies. Kai Fen acts as the case manager that links the different helping professionals so that all systems communicate and work together. Kai Fen also ensures that all partners are updated on the progress of the children and documentation of the progress via an online case management system developed by one of the partners.

As the project lead, Kai Fen works hand in hand with the partners of the project in mapping the strategic directions of the programme so that everyone works towards a common goal. When all the partners work towards a common direction, the impact is compounded. Community agencies supporting families are in sync, resources are streamlined and all partners are kept updated on the progress. As a result, families receive a consistent message from all support systems, have clear goals to work on and are well-supported in journeys with their children. In the ICP village, there may be divergence of ideas, but all these ideas ultimately converge to create a collective impact and make the community a better place for all.

Centre-based SYNC



Number of clients served in 2017:

806





Lionel Teo



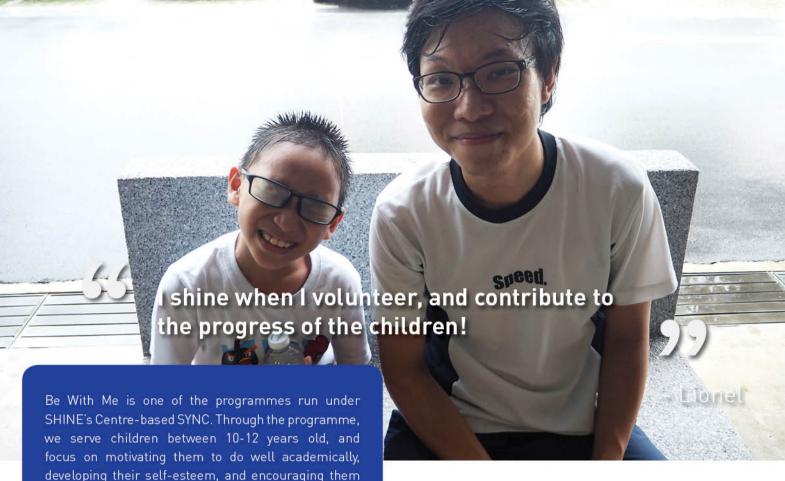
Student at NTU



2 years in service



I joined the programme wanting to help the children to be more confident and to encourage positive thinking in them!



SHINE's Centre-based SYNC. Through the programme, we serve children between 10-12 years old, and focus on motivating them to do well academically, developing their self-esteem, and encouraging them to have a positive outlook of their future. During weekly sessions, every child is paired with a volunteer who supports him in his academics, and also acts as an adult role model. The positive relationships they form between each other plays a vital role in engaging the child's interest in learning.

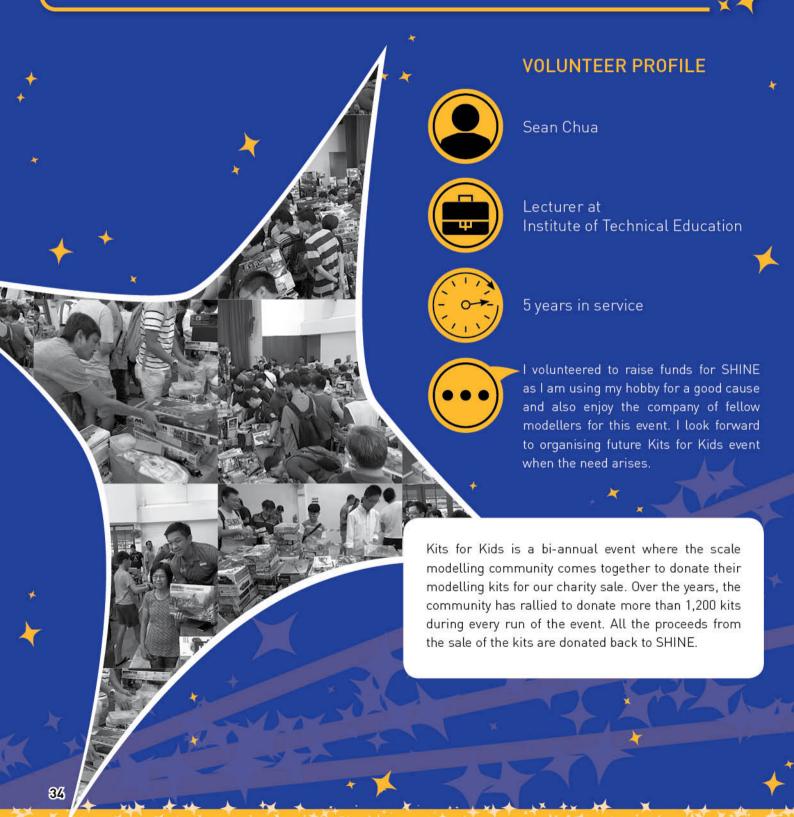
Lionel began his volunteering journey with SHINE through the NTU Welfare Services Club Regular Service Project (Friends of Children) back in his freshmen year at NTU. In the beginning, he felt rather apprehensive as he had been told by his seniors that the children can be difficult to handle.

However, his worries were quickly dispelled with the strong support provided by the staff at SHINE as well as encouragement by his fellow volunteers. The experiences and interactions he had with the children helped him to develop his interpersonal skills and grow in character beyond the confines of the classroom.

For Lionel, the most rewarding part of being a volunteer is knowing that he has made a difference and contribution to the lives of these children. "Seeing the smiles on their faces is affirmation that the work and effort that has gone into planning activities for the weekly sessions is well worth", he said. On a more personal level, Lionel felt that the rapport and trust established between a volunteer and a child also has the potential to challenge both of them to be better versions of themselves. "Children are great imitators, so give them something great to imitate." This is a quote that resonates with him and his fellow volunteers for it exemplifies what it truly means to be a volunteer mentor.

The friendships that Lionel forged with his peers and even the staff at SHINE has made his journey more than just a mere volunteering experience. The comfort and familiarity of this second home is something that Lionel looks forward to after a tiring week at school. He shared that the friendships that he made will undoubtedly last a lifetime and the experiences shared with the children at SHINE will always occupy a special place in his heart.

Kits for Kids





Sean first came to know of the organisation through friends in the modelling community, when he was roped in to establish the organising committee for Kits for Kids 2014. The idea of a charity sale then was mooted by Mr Tan Chuan-Jin, who had donated his personal collection of 500 modelling kits for our charity sale. Seeing its potential, the committee, and Sean included, decided to open up the collection of model kits to the public.

While the committee was made up of model enthusiasts, they all came from different backgrounds. Some were professionals in the corporate world, some were in aviation, while Sean himself was a lecturer in the Institute of Technical Education (ITE). For the event, the group of modellers banded together and got down to doing everything themselves: from the sorting of kits, to tagging prices on every single kit and setting up for the sale.

The first ever sale of pre-loved model kits was a huge hit, and the event, which was originally planned for two days, had to be shortened to one, as there were not enough kits to sell on the second day, recalls Sean.

Since then, there have been two more hugely successful runs of the event. The committee also held a modelling workshop with clients from SHINE in 2015. Sean quips: "It makes me feel happy when I work with the kids to complete the simple model plane kits in three hours, and I see their interest ignited in this hobby!"

Partnership with Grantor



FUNDER PROFILE



Changi Foundation



7 years of partnership

The work that SHINE does would not be possible without the strong support of our many partners and sponsors. One such partner is Changi Foundation. Changi Foundation was launched in April 2012 to support and reach out to disadvantaged youths. Each year, Changi Airport Group (CAG) allocates a percentage of its net profit to Changi Foundation, which supports youth community efforts. Through the programmes and projects funded by the Changi Foundation, CAG aims to touch the lives of approximately 600 youths per year.



Changi Foundation has been a longstanding supporter and valued partner of SHINE. Over the past seven years, they have donated more than \$2 million in funds for different programmes and services that we offer.

One of the programmes supported by Changi Foundation is the ACE Football Programme. ACE is a youth development and character building social work intervention programme for youths aged 12-18 years old. The programme is also opened to other VWOs who send in their teams to participate in the season, along with youths from SHINE.

Another programme supported by the foundation is SHINE's award-winning youth early intervention programme, Youth COP (Community On Patrol). It aims to groom youth crime-prevention leaders to serve, protect and care for the community. The tripartite working relationship involving SHINE, schools and

the neighbourhood police centres has been lauded at professional platforms as an innovative and holistic programme model in tackling youth crime and juvenile delinquency. With the help of Changi Foundation, SHINE has been able to expand the programme to other youth organisations, and act as consultants to train other organisations to run the programme independently.

Besides SHINE's own programmes, Changi Foundation also sponsors the CAG-Howe Yoon Choong Book Prize and CAG Education Awards for students who display character in their strive to succeed and triumph academically despite their background and circumstance.

We are fortunate to be able to tie up with a partner who is able to connect with our vision of working with the youths through these programmes, and look forward to working more closely with the foundation in the years to come to create a bigger impact in the work that we do.

Financial Information & Reports

Donors and Sponsors	39
Statement of Financial Position	40
Statement of Comprehensive Income	41
Statement of Changes in Accumulated Funds	42
Statement of Cash Flows	43
Governance and Disclosure	44



Donors and Sponsors

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

Aegis Building & Engineering Pte Ltd

Aligent Spring Pte Ltd

Ang Seng Bin

Arcadis Design and Consultancy

Arrowcrest Technologies Pte Ltd

Auto Lease (Pte) Ltd

Bank of Singapore Limited

Barclays Bank PLC

Beck Gek Suan Charlotte

Bintai Kindenko Pte Ltd

CampVision

Chan Lui Ming Ivan

Chan Wei Ling Cheryl

Changi Airport Group

Chen Yeow Sin

Chew Kian Wu Casev

Chia Boon Kwee

Chia Han Pheow

Cho Wee Pena

Chona Kee Hiona

Chow Ban Tian Adrian

Chow Peng Meng

Citicorp Investment Bank (Singapore) Ltd

The Community Foundation of Singapore

CSC Holdings Limited

DBS Bank Ltd

EDB Recreation Club

FOCUS Adventure

Fook Lai Kuen

Fuji Electric Asia Pacific Pte Ltd

Fuji SMBE Technology Pte Ltd

The Gallup Organisation (s) Pte Ltd

Gan Pei Pei Priscilla

Gathergates Switchgear Pte Ltd

GB Shipvard Singapore Pte Ltd

Goh Cheng Siang Gregory

Goldman Sachs (Singapore) Pte

Han Chi Kwang Patrick Daniel

Ho Soo Woon

The Hongkong and Shanghai Banking Corporation Limited

HT Engineering Pte Ltd

Infra Waterproofing Pte Ltd

JL Building Products & Services (S) Pte Ltd

Kampong Spirit Fund

Katrina Holdings Pte Ltd

Koh Brothers Development Pte Ltd

Kuik Thiam Huat

Kwan Im Thong Hood Cho Temple

Lam Chuan Import-Export Pte Ltd

Lee Eng Chye Victor

Lee Foundation

Lee Kuen Yip Thomas Lee Tien Chou Jason

Leong Ka Yew

Liao Tien Fook

Lim Chai Lai Louis

Lim Song Khiang Albert Lim Tuang Liang

Lin Yu Cai

Lita Ocean Pte Ltd

Majlis Ugama Islam Singapura

Marina Bay Sands Pte Ltd

Mitsubishi Electric Asia Pte Ltd

MM Investments Pte Ltd

Naidu Sundrai

National Council of Social Service

Nexia TS Pte Ltd

Na Kee Hona

Ng Pei Yu Vivienne

NTUC FairPrice Foundation

NUS, Department of Social Work

Oversea-Chinese Banking Corporation Limited

PHC Holdinas Pte Ltd

Pico Art International Pte Ltd

Christopher Poh

Seah Siang Chye

Sembcorp Design and Construction Pte Ltd

Sim Lian Holdings Pte Ltd

Singapore Pools (Private) Limited

Singapore Totalisator Board

Carl Skadiang

Skinmed Pte Ltd

Soniov Phukan

Tan Cher Gim

Tan Chin Tuan Foundation

Tan Ying Ying Claire

Tech Metal Machines Pte Ltd

Toh Bao En

Toh Chee Mena

UBS

Wan Chee Foong

Wee Chye Siok Joyce

Wong Kuan Ying Yayasan Mendaki

Yeoh Tai En Elias

Contributors / Partners

@27 Family Service Centre

Ahmad Ibrahim Secondary School

AMKFSC Community Services, Youth Infinity

Anderson Junior College

Anderson Junior College, Interact Club Ang Mo Kio Police Division HQ

Ang Mo Kio Secondary School

Anglo-Chinese School Independent

The Arena (PUB Recreation Club)

Beautiful People

Bowen Secondary School Boys' Town, YouthREACH

Bukit Merah East Neighbourhood Police Centre

Bukit Purmei Zone A RC

Care Corner, CROSSROAD Youth Centre

Care Corner, Youth GO! (North East)

Central Narcotics Bureau CHIJ St Joseph's Convent

Clementi Neighbourhood Police Centre

Clementi Police Division HQ

Clementi Town Secondary School

Delta Senior School

DSO National Laboratories

The Esplanade Co Limited Essilor Vision Foundation

FaithACTS

Football Association of Singapore

The Fullerton Hotel

FutsalArena @ Yishun

Grace Orchard School

Greendale Secondary School Holy Innocents' High School

Home United Football Club

Hougang Neighbourhood Police Centre

IMH, REACH North Team

ITE College Central ITE College East

ITE College West

Jiemin Primary School

Kampong Ubi Community Centre

Kent Ridge Secondary School

Kingsmen Creatives Ltd

Lakeside Family Services

Lee Ah Mooi Old Age Home

Mediacorp Pte Ltd

Metta School

Montfort Secondary School

MSF, Central Youth Guidance Office

MSF, Rehabilitation and Protection Group

Muhammadiyah Welfare Home

Naval Base Secondary School

NCSS, Children, Youth and Family Department

NCSS. Disabilities Division

Nee Soon East Community Club

Ngee Ann Polytechnic, ComServe

Ngee Ann Polytechnic, Dialogue in the Dark Northbrooks Secondary School

Northland Secondary School

NTU, Welfare Services Club

NUS, Dance Synergy

NUS, Pharmaceutical Society Flag Committee 2017/2018

NUS, Project Legal Awareness for Youths (Mentorship)

NUS, Social Work Department NUS, Students' Community Service Club

Oikos Community @ SengKang

Orchid Park Secondary School

Outram Secondary School

Pathlight School

Presbyterian High School

REACH Community Services, REACH Youth Service Sentosa Development Corporation

Singapore University of Social Sciences SportCares Foundation, Saturday Night Lights

SSO @ Bukit Merah

SSO @ Hougang

SSO @ Kreta Aver

St. Gabriel's Primary School

Tanglin Secondary School

Woodlands Primary School Xinmin Secondary School

Yishun Town Secondary School

YMCA Project Bridge Youth Corps Singapore

Youth Guidance Outreach Services



Statement of Financial Position (as at 31 March 2018)

	2018 \$	2017 \$
Assets		
Renovation and equipment	74,042	82,891
Held-to-maturity financial assets	3,018,686	4,037,960
Non-current assets	3,092,727	4,120,851
Trade and other receivables	1,030,239	313,387
Prepayments	11,162	2,058
Cash and cash equivalents	10,467,427	8,599,757
Current assets	11,508,827	8,915,202
Total assets	14,601,555	13,036,053
Funds and Reserves		
Unrestricted Funds		
General reserves	5,900,629	4,796,506
Restricted Funds		
Restricted funds from government and other funders	2,046,497	2,245,946
The Daisy Phay Foundation-SHINE scholarship fund	5,442,318	5,416,087
I's Men's Club (Beta Chapter) financial assistance fund	40,666	42,467
Asset enhancement fund	60,585	63,865
	13,490,694	12,564,871
Liabilities		
Other payables	245,000	250,000
Non-current liabilities	245,000	250,000
ton carrent dubinities	240,000	230,000
Trade and other payables	865,861	221,184
Current liabilities	865,861	221,184
Total liabilities	1,110,861	471,184
Total funds and liabilities	14,601,555	13,036,055

Statement of Comprehensive Income (for the year ended 31 March 2018)

	2018 \$	2017 \$
INCOME		
Community Chest funding	732,297	1,057,530
TBSSF funding	840,081	1,182,438
Donations		
- tax exempt	696,267	1,465,424
- non tax exempt	710,127	578,905
Centre-based income	249,796	373,259
School social work income	305,991	239,648
Matching Grant-Care & Share	885,471	375,000
MSF- Funding	785,577	414,213
Training income	13,123	264,072
Interest income from held-to-maturity financial assets	70,451	95,256
Bank interest income	53,642	34,328
Miscellaneous income	7,028	5,804
	5,349,851	6,085,877
Less: EXPENDITURE	(0.875.54.0)	(0.400.470)
Employee benefits	(3,745,514)	(3,138,179)
Depreciation of renovation and equipment	(32,125)	(29,001)
Other operating expenses	(646,387)	(794,930)
	(4,424,026)	(3,962,110)
SURPLUS AND TOTAL COMPREHENSIVE		
INCOME FOR THE YEAR	925,824	2,123,767
Surplus/(deficit) allocated to:		
General reserves	1,104,123	969,753
Restricted funds from government and other funders	(199,449)	1,106,502
The Daisy Phay Foundation-SHINE scholarship fund	26,231	51,493
Y's Men's Club (Beta Chapter) financial assistance fund	(1,801)	(500)
Asset enhancement fund	(3,280)	(3,481)
	925,824	2,123,767

Statement of Changes in Accumulated Funds (for the year ended 31 March 2018)

Notes	Unrestricted Funds	Restricted Funds					
	General reserves \$	Funding from govt and other funders \$	The Daisy Phay Foundation - SHINE scholarship fund \$	Y's Men's Club (Beta Chapter) financial assistance fund \$	Asset enhancement fund \$	Total \$	
Balance at 31 March 2016 (restated)	3,826,752	1,139,443	5,364,595	42,967	67,346	10,441,103	
Total comprehensive income for the year	969,753	1,106,502	51,493	(500)	(3,481)	2,123,767	
Balance at 31 March 2017	4,796,506	2,245,946	5,416,087	42,467	63,865	12,564,870	
Total comprehensive income for the year	1,104,123	[199,449]	26,231	(1,801)	(3,280)	925,824	
Balance at 31 March 2018	5,900,629	2,046,497	5,442,318	40,666	60,585	13,490,694	

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

Restricted Funds	Purpose				
Restricted funds from government and other funders	This amount comprises accumulated surplus from programmes receiving funding from government and other funders. Accounted within this fund are the net results of SYNC, TSP, ISP, Youth COP, Buddy'IN, ACE Football, Spooner Road, Learning & Social Support Programme, Community Based Reading Odyssey.				
The Daisy Phay Foundation - SHINE scholarship fund	This is an endowment fund created by the generous donation of \$5million by the Estate of Dr Phay Seng Whatt. The donation is invested in quoted bonds and kept intact at all times. Only the income generated from the investment of this fund is to be distributed on an annual basis for the benefit of full-time students who are good, needy, deserving and studying in junior colleges.				
Y's Men's Club (Beta Chapter) financial assistance fund	This is a fund restricted to be utilised only for financial assistance for needy students and their families.				
Asset enhancement fund	This is a fund restricted to be utilised for capital expenditure including cost of building development, renovation works, furniture & equipments etc.				



Statement of Cash Flows (for the year ended 31 March 2018)

		-
	2018	2017 \$
Cash flows from operating activities		
Surplus for the year	925,824	2,123,767
Adjustments for:		
Depreciation of renovation and equipment	32,125	29,001
Interest income	(53,642)	(34,328)
Gain)/Loss on sale of renovation and equipment	(571)	768
Operating surplus before working capital changes	903,737	2,119,209
Changes in:		
- trade and other receivables	(716,852)	(1,935)
- prepayments	(9,104)	2,801
- trade and other payables	639,677	(47,275)
Cash generated from operations	817,458	2,072,799
Tax paid		
Net cash from operating activities	817,458	2,072,799
Cash flows from investing activities		
Interest received	53,642	24,006
Proceeds from sale of renovation and equipment	4,274	/2000mm/450
Proceeds from redemption of held-to-maturity financial assets	1,019,275	754,083
Acquisition of renovation and equipment	(26,979)	(28 <mark>,809</mark>)
Net cash from investing activities	1,050,211	749,280
Net increase in cash and cash equivalents	1,867,670	2,822,079
Cash and cash equivalents at 1 April 2017/1 April 2016	8,599,757	5,777,678
Cash and cash equivalents at 31 March	10,467,427	8,599,757



Governance and Disclosure

Reserves Policy

SHINE Children and Youth Services reserves comprise the unrestricted funds available to it. SHINE Children and Youth Services adopts the policy to keep up to 2 years' reserves (annual operating expenses less depreciation multiply by 2).

Conflict of Interest Policy and Related Party Transactions

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

There was no related party transaction in FY2017/18.

Remuneration and Benefits

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

Annual remuneration	No. of Staff			
Salary Band	FY2017/18	FY2016/17		
\$125,001 to \$150,000	1	1		
\$100,001 to \$125,000	2	2		
\$75,001 to \$100,000	8	6		
\$50,001 to \$75,000	29	25		
\$50,000 and below	31	26		

^{*} Salary and bonus (including Employers' CPF contribution)

Code of Governance

SHINE Children and Youth Services complied with all applicable requirements of the Code of Governance for Charities and Institutions of a Public Character (IPC) issued by the Charity Council. The Governance Evaluation Checklist can be obtained from SHINE Children and Youth Services corporate website (www.shine.org.sg) and the Charity Portal (www.charities.gov.sg).

Board Members' Attendance (Financial Period April 2017 to Mar 2018)

Date of Board Meeting							
S/N	Name	Designation	22/05/2017	17/07/2017	19/08/2017	20/11/2017	07/03/2018
1	Dr Ang Seng Bin	Chairman	V	√	√	√	V
2	Mr Wan Chee Foong	Vice Chairman	√	√	√	√	V
3	Mr Gabriel Ong	Hon Secretary	х	√	√	√	x
4	Ms Ivy Koh (Mrs Ivy Goh)	Hon Treasurer/Member	х	x	√	х	V
5	Mr Goh Chee Kong	Member	V	V	x	X	V
6	Mr Vidyut Gandhi	Member	√	V	V	х	x
7	Mr Benny Koh	Member	V	X	х	х	V
8	Mr Albert Lim Song Khiang	Member	V	x	x	√	x
9	Mr Lim Tuang Liang	Member	V	x	√	х	×
10	Mr Sundraj Naidu	Member	V	V	V	√	V
11	Mr Chee Wai Pong*	Member	x	V	x	NA	NA
12	Mr Geoffrey Teo*	Member/Hon Treasurer	NA	V	√	V	V

^{*} Mr Chee Wai Pong resigns as member wef 20/11/2017.

^{*} Mr Geoffrey Teo replaces Ms Ivy Koh as Hon Treasurer wef 20/11/2017.



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



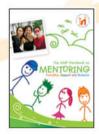
Selling Price: S\$15 School Social Work: A Guide to Programme Planning and Evaluation



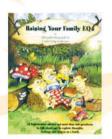
Selling Price: S\$2 The Practice of Group Work: Tips on Starting a Group



Selling Price: S\$10 Apart or a Part: The Social Worker's Multiple Journeys



Selling Price: S\$10 The SMP Handbook on Mentoring, Friendship, Support and Guidance



Selling Price: S\$15 Raising Your Family EQ



Selling Price: S\$10 A Hand to Hold



Selling Price: S\$12 Systemic Practice In School Social Work

Research

- · 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 '0' Level Students
- 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)



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Centre for Educational Psychology Assessment &Centre for Training, Consultancy and Research

Social Service Hub @ Tiong Bahru 298 Tiong Bahru Road #10-04 Central Plaza Singapore 168730 Tel - 6593 6462 • Fax - 6276 7173

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