



www.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 | Fax - 6276 7173

202 Yishun Street 21 #01-89
Singapore 760202
Tel: 6759 6821 | Fax: 6759 6829
Email: scys_y01@shine.org.sg

463 Hougang Ave 10 #01-964
Singapore 530463
Tel: 6286 9905 | Fax: 6286 6230
Email: scys_h01@shine.org.sg

329 Clementi Ave 2 #01-248
Singapore 120329
Tel: 6778 6867 | Fax: 6775 4132
Email: scys_c01@shine.org.sg

HEADQUARTERS

463 Hougang Ave 10 #01-964
Singapore 530463
Tel: 6286 9905 | Fax: 6286 6230



SHINE Children and Youth Services

ANNUAL REPORT 2018/2019

ANNUAL REPORT 2018/2019



SHINING THROUGH CHALLENGES

CORPORATE INFORMATION

Registered Name
SHINE Children and Youth Services

ROS Registration Number
0248/1975CAS

Charity Registration Number
000014

UEN Number
S76SS0021F

IPC Registration Number
IPC000462

IPC Sector Administrator
Ministry of Social and Family Development (MSF)

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

SHINE Children and Youth Services is governed by a Board consisting of voluntary members. The Board members and Office-Bearers are elected at an Annual General Meeting and the term of office is 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

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Headquarters
463 Hougang Ave 10, #01-964, Singapore 530463
Tel : 6286 9905 | Fax : 6286 6230

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


Bankers
OCBC Bank
65 Chulia Street
#01-00 OCBC Centre
Singapore 049513

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

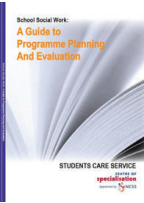
GROWING OUR KNOWLEDGE




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




\$S\$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



\$S\$10.00
A Hand to Hold



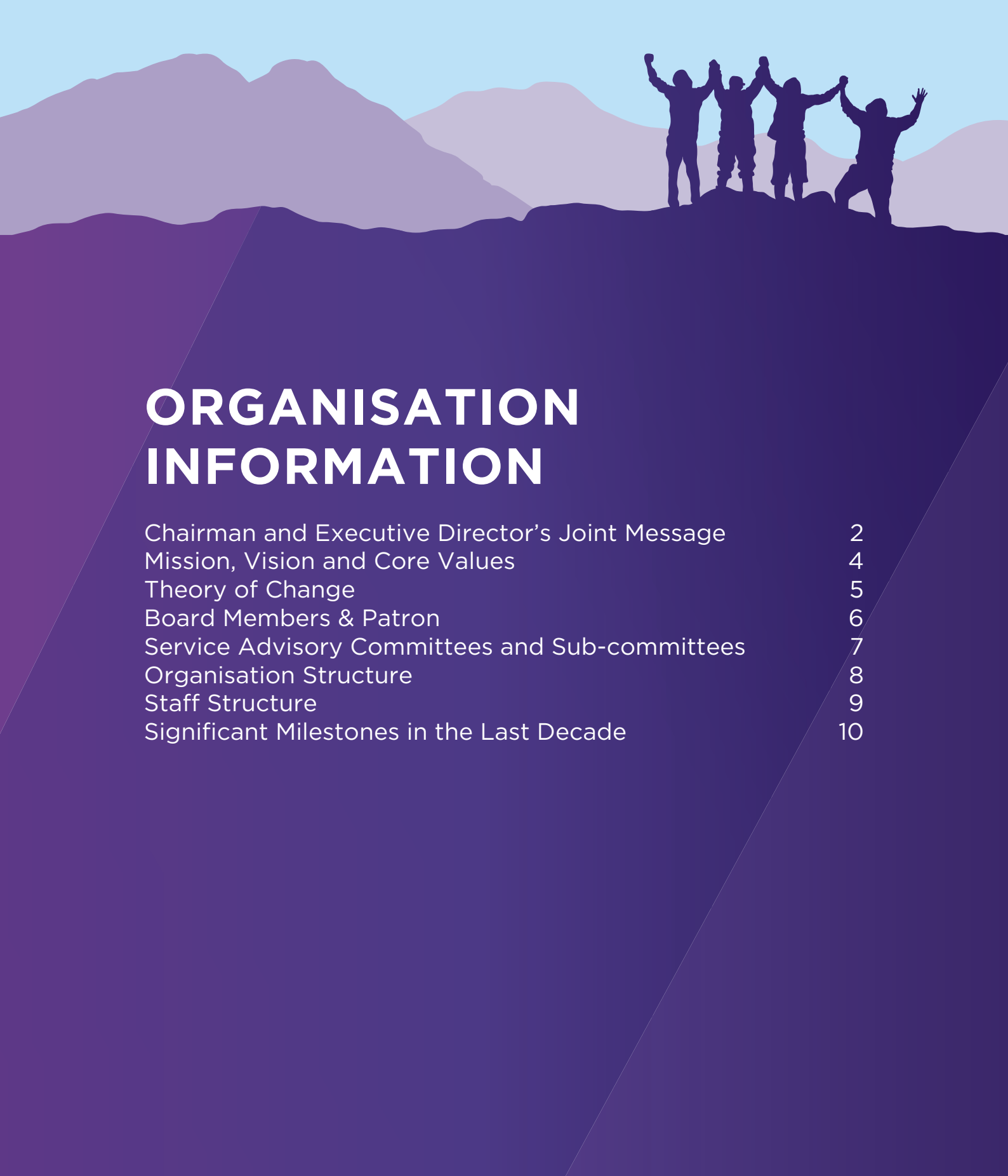
\$S\$12.00
Systemic Practice in School Social Work

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

- Journal Publications & Book Chapters**
- Sosa, L. V., Bamba, S., Ismayilova, G., Tan-Wu, M. L. (2016). School Social Work in a Global Context. In L.V. Sosa, M. Alvarez & T. Cox (Eds.), School Social Work: National Perspectives on Practice in Schools (pp. 221-238). Oxford University Press.
 - Students Care Service. (2016). School social work - Enabling students to thrive. In R. Ow & J. N. . Khng (Eds.), Social work with children and youth in Singapore: A resilience perspective (pp. 145-176). Singapore: Pearson Education South Asia.
 - 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**
- 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 (2019)
 - Reflections in Working With Youths With Suicide Ideation. Poster Presented At The Inaugural Singapore Social Work Practice Research Conference (2018)
 - 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)



ORGANISATION INFORMATION

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CHAIRMAN AND EXECUTIVE DIRECTOR'S JOINT MESSAGE



Pressing Need for Organisation Review

SHINE has grown significantly in the last few years. Notably, in our reach and range of services and staff strength. The growth has put considerable stress on our operations and processes. Hence, in our 12th Strategic Plan, a recommendation was made for a review of our organization structure.

At the same time, the increased complexity of social issues and proliferation of similar and/or related services in the eco-system have contributed to the stretch felt by our staff team and pressing need to review our services. In response, a review on SHINE's overall structure and Educational Psychology Services (EPS) were undertaken. The result of the review was a repositioning of the EPS and a more targeted and streamlined organisation structure.

Repositioning of Educational Psychology Services

SHINE's EPS was set up in 1983. At that time, we met the niche need of children with special learning needs in mainstream schools who require assessment and specific interventions. Since then, the landscape has evolved. Today, there is a proliferation of services for children with special learning needs in communities, schools and hospitals.

Rationalising our services within this network of care, we had repositioned our EPS from solely providing services directly to children and their caregivers to doing so through strategic partnerships. These partnerships allow our EPS to complement and value-add to the work of other service providers and community groups. In doing so, we bring greater impact to the children. In FY 18/19, our EPS established strategic partnerships with three community groups and one social service agency. Through these partnerships, we were able to serve 164 children with reading challenges via our Community-Based Reading Odyssey Programme. This represented an 80% increase in the reach of the Reading Odyssey Programme. Encouragingly, 77% of the 164 children improved in their assessed reading abilities.

SHINE will continue to extend these strategic partnerships to other stakeholders so as to increase accessibility and impact of our EPS programmes, collaboratively and complementarily.

Targeted and Streamlined Organisation Structure

Moving beyond learning needs, the overall increased complexity of social issues and demand for social services had placed significant pressure on the capacity and competency of social service organisations. SHINE was determined to support our staff team to rise up and thrive even in these challenging circumstances.

To do so, enabling the organization and staff team to deepen competencies and enhance responsivity are key. Towards these ends, we embarked on a journey to streamline our organization structure and service delivery models. Together with the staff team, we are excited to present to you SHINE's streamlined services:

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

The new structure represents a shift from location based to service focused. This will allow us to be more targeted in our response to specific social needs of children and youth. At the same time, it will also enable our staff team to be more focused in their competency development and hence, deepen their skills to address complex social issues.

To ensure that we continue to work closely with communities, our service sites will continue to be located within communities across Singapore. The teams, however, will not be bounded by specific geographical boundaries. Instead, they will be equipped and enabled for greater mobility so that the right services will be brought to the right communities, in an impactful and effective manner.

Shining Through Challenges With Your Support

While SHINE's restructure was undertaken with careful considerations, it was nonetheless a leap of faith. Our faith to take this leap was strengthened by the support of our staff, volunteers, partners, funders and donors. Thank you very much for your trust and commitment to SHINE. With your support, we are determined to shine through challenges and remain effective in maximizing the potential of children and youth, now and for the future to come.

Dr Ang Seng Bin, PBM
Chairman

Tan-Wu Mei Ling
Executive Director

MISSION & VISION, CORE VALUES

THEORY OF CHANGE



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



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.



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.

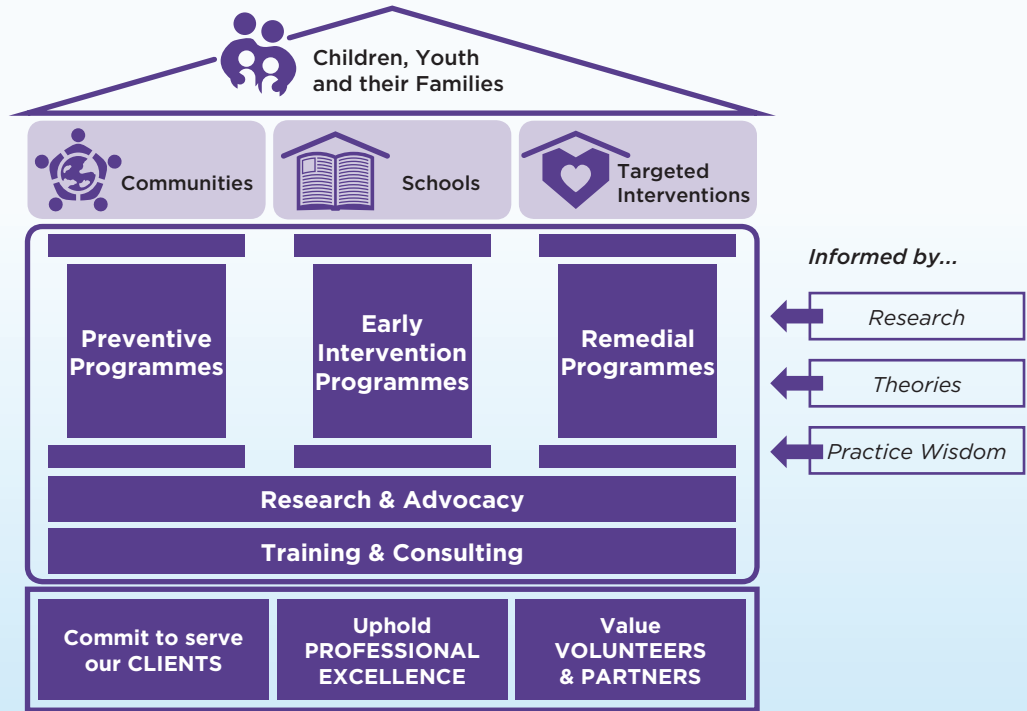
SHINE

reaches out to...

through...

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

... whilst staying
true to our core
values



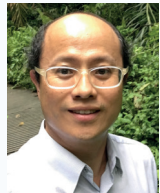
"Theory of change" statement is our articulation of how we will effect change in order to achieve our intended impact



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

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

BOARD MEMBERS & PATRON



Chairman
Dr Ang Seng Bin, PBM
Date of appointment:
19 August 2018
(Consultant, Head, Family
Medicine, as well as Menopause
Unit of KK Women's and
Children's Hospital)



Patron
Mr Tan Chuan-Jin
(Speaker of Parliament)



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



Vice-Chairman
Mr Wan Chee Foong
Date of appointment:
19 August 2018
(Regional CEO Middle East
South Asia and Head of Group
Business Development,
PSA International Pte Ltd)



Honorary Treasurer
Mr Teo Seng Chieh Geoffrey
Date of appointment:
19 August 2018
(Regional Financial Controller for
Jeco Pte. Limited (Braun Büffel))



Honorary Secretary
Mr Ong Chee Siong Gabriel
Date of appointment:
19 August 2018
(Regional Sales Director, APAC,
Navis, a part of
Cargotec Corporate)

Members

Date of appointment: 19 August 2018



Mr Lim Song Kiang Albert
(Independent Structured
Trade Consultant)



Ms Maureen Fung
(Social work supervisor
and trainer)



Mr Lim Tze Chern
(Executive Director, Nomura)



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



Mr Lim Tuang Liang
(Executive Director,
National Research Foundation)



Mr Goh Chee Kong, PBM
(Independent Consultant)



Mr Vidyut Gandhi
(Director,
Link Vue Systems Pte Ltd)

SERVICE ADVISORY COMMITTEES AND SUB-COMMITTEES

* Educational Psychology Advisory Committee

Chairman

Ms Poh Hwee Hian

Members

Mr Ong Chee Siong Gabriel
Mr Tan Siang Yuen Bentley
Assoc Prof Yeo Lay See

* Community Social Work Advisory Committee

Chairman

Ms Maureen Fung

Members

Prof Vilma D'Rozario
Mr Teo Seng Chieh Geoffrey
Ms Tuyen Lamy

* School Social Work Advisory Committee

Chairman

Mr Lim Tze Chern

Members

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

* Targeted Interventions Advisory Committee

Chairman

Mr Wan Chee Foong

Members

Mr Vidyut Gandhi
Dr Huan Swee Leng Vivien
Mr Koh Thong Wee Benny
Mr Lee Tiong Peng, BBM
Dr Kumudhini Rahasegaran
Dr Wong Chee Meng John

Research Committee

Chairman

Mr Lee Tiong Peng

Members

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

Audit & Risk Management Committee

Chairman

Mr Lim Song Kiang Albert

Members

Ms Andrea Chee
Mr Lim Tze Chern
Mr Lok Lai Cheng
Mr Stephen Seow

Daisy Phay Foundation - SHINE Scholarship Award Committee

Chairman

Mrs Ivy Goh

Members

Mr Ong Chee Siong Gabriel

Finance Committee

Chairman

Mr Teo Seng Chieh Geoffrey

Members

Dr Ang Seng Bin, PBM
Mr Ong Chee Siong Gabriel

Fundraising Committee

Chairman

Mr Teo Seng Chieh Geoffrey

Members

Mr Ang Kian Peng
Mr Lim Song Kiang Albert
Mr Lue Kok Keong Eric
Mr Wan Chee Foong

Staff & Services/Programmes Committee

Chairman

Mr Wan Chee Foong

Members

Ms Maureen Fung
Mr Teo Seng Chieh Geoffrey
Mr Lim Tze Chern

Charity Golf Tournament Organising Committee

Chairman

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

Members

Mr Eric Chen
Ms Choo Shu Hui
Mr Chua Swee Ann
Mr Francis Koh
Mr Jeffrey Koh
Mr Jeffrey Lim
Mr Jonathan Yeo
Mr Peter Yeo, PBM (Tournament Director)

Kits for Kids Organising Committee

Champion

Mr Tan Chuan-Jin

Co-Chairmen

Mr Sean Chua
Mr Jonathan Tan

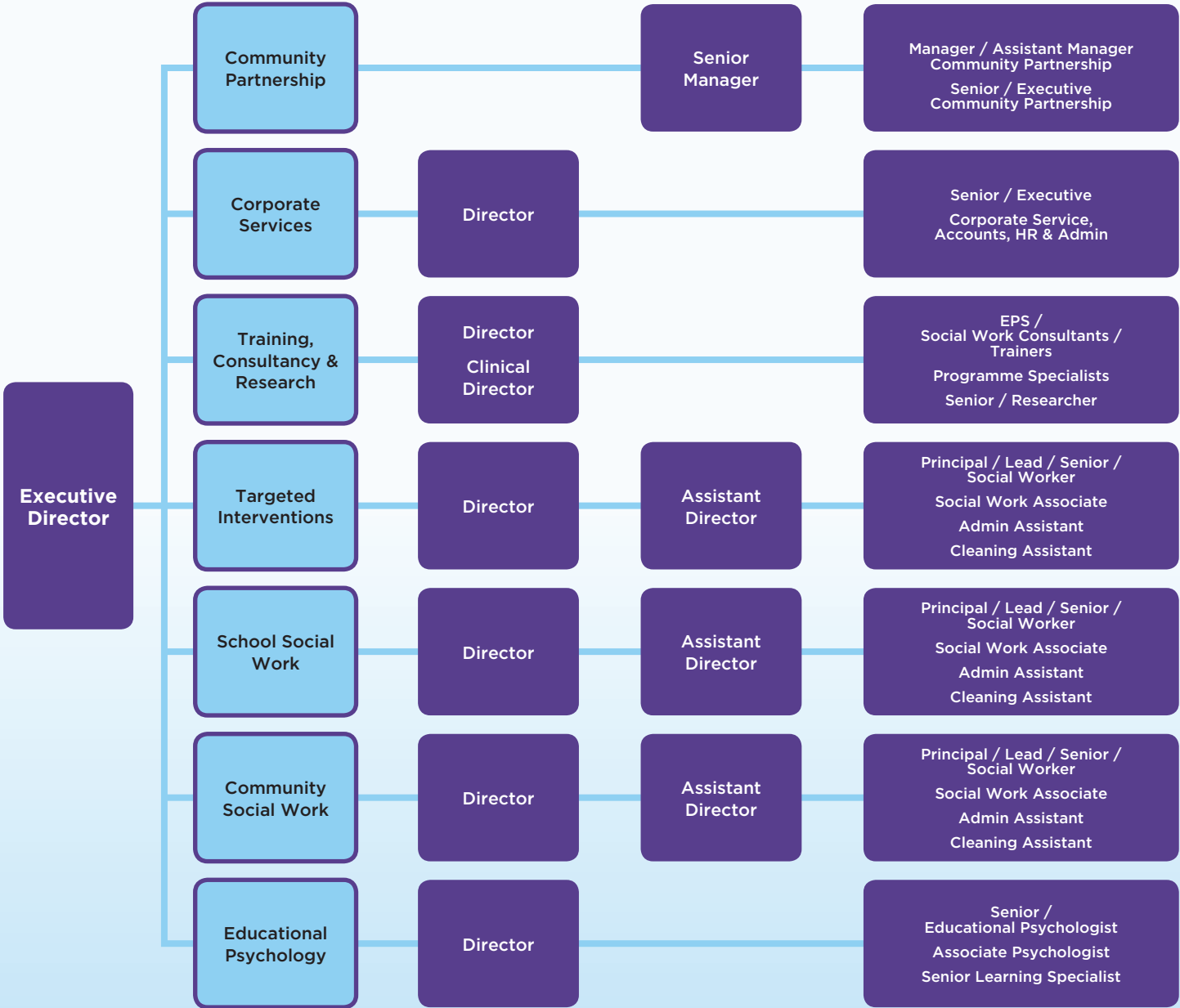
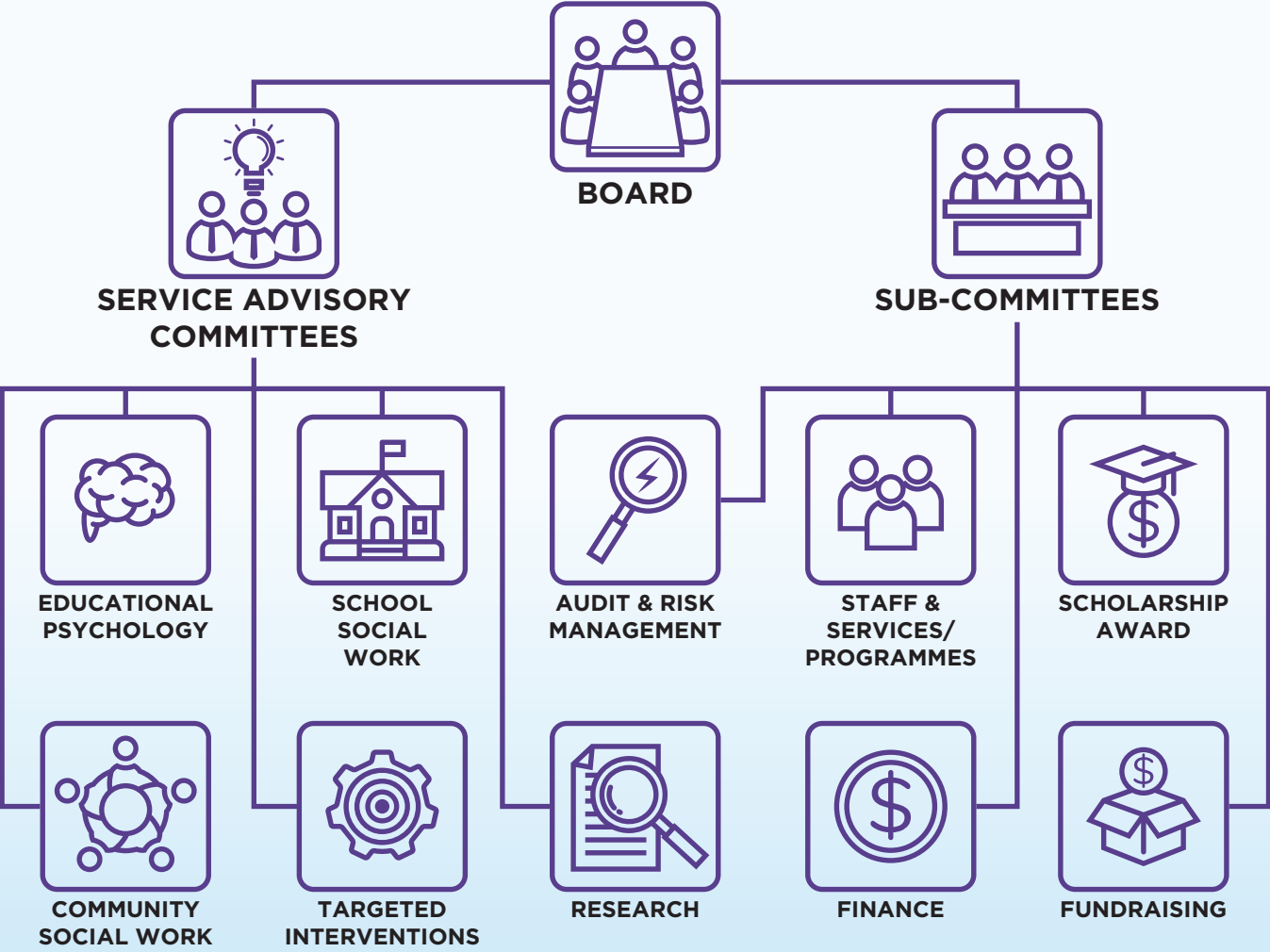
Members

Mr Bernard Cher
Mr Ee Keok Lye
Mr Jonathan Kua
Mr Kwek Chin Lin
Mr Sudhesh Nair

*Service Advisory Committees appointed as of 21 May 2019

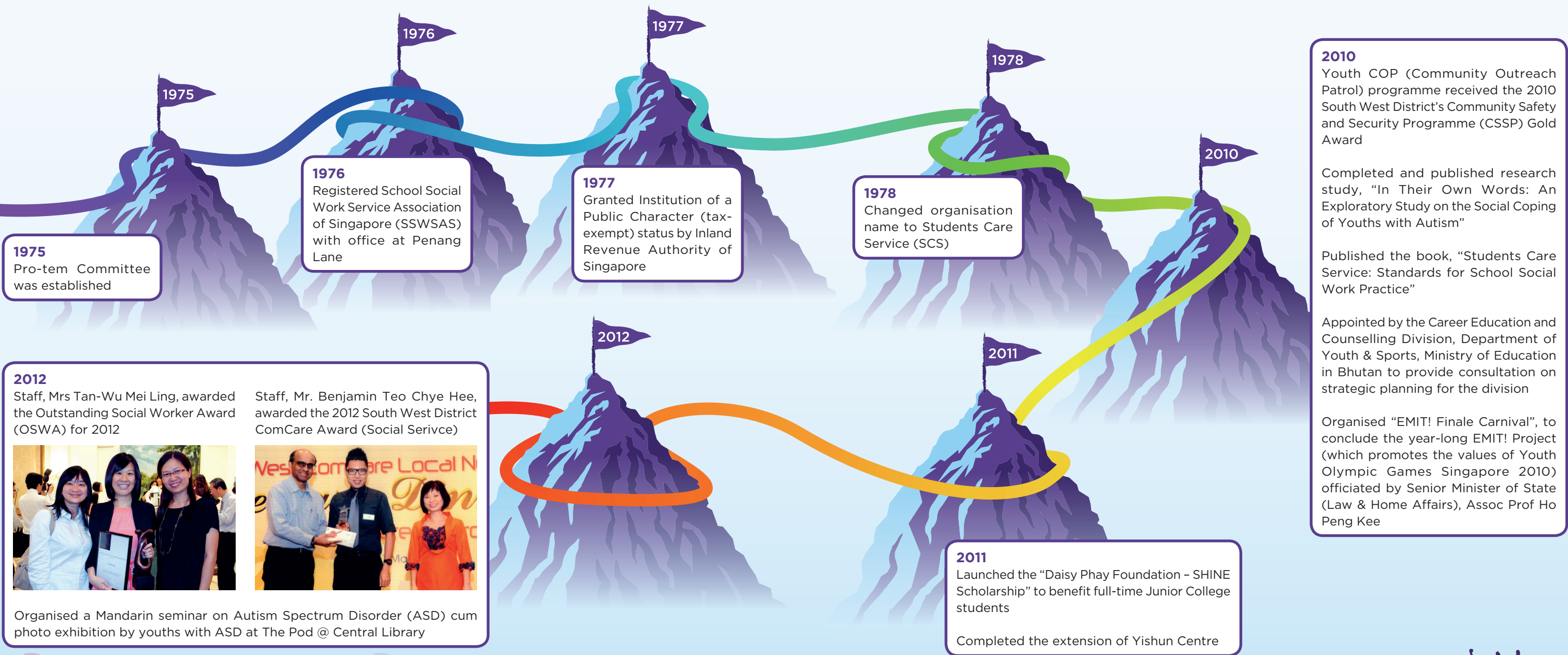
ORGANISATION STRUCTURE

STAFF STRUCTURE

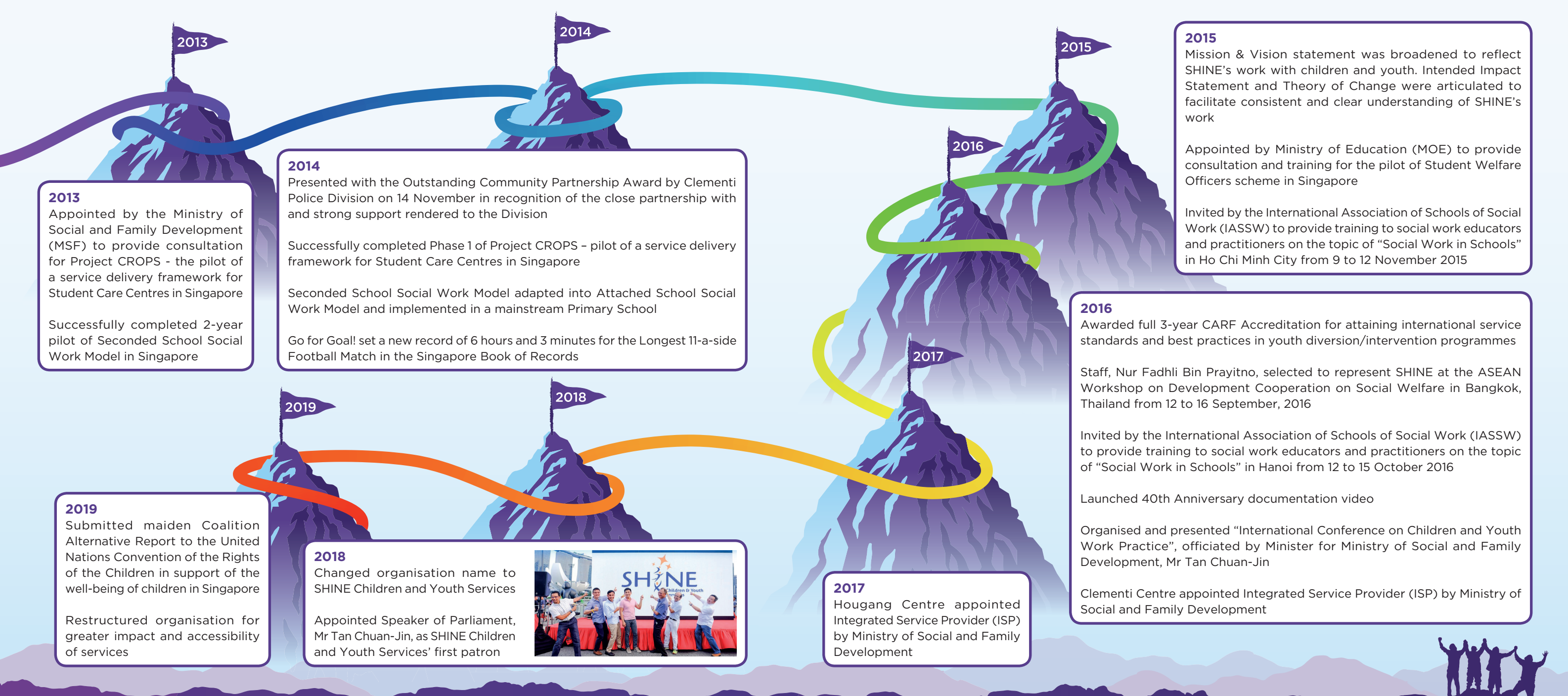


SIGNIFICANT MILESTONES IN THE LAST DECADE

For significant milestones between 1979 - 2009, please visit our website at www.shine.org.sg



SIGNIFICANT MILESTONES IN THE LAST DECADE



HIGHLIGHTS OF SERVICES & PROGRAMMES

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STAFF TEAM

Management

Tan-Wu Mei Ling
Executive Director

Tay Nam Lay
Director, Corporate Services

Nguang-Low Ching Voon Geraldine
Director, Educational Psychology

Nur Fadhli Bin Prayitno
*Acting Director,
Community Social Work*

Fang-Luen Wai Sum Jenna
Director, School Social Work

Lee Seng Meng
Director, Targeted Interventions

**Social Work Clinical Director/
Principal Social Worker**
Ler-Lim Wan-Li Melissa

Assistant Director
Zhuang Xinyan

**Senior Manager, Community
Partnership**
Muck Swee Quin Carol

Lead Social Workers

Ang Kai Fen
Teo Chye Hee Benjamin
Wang Peishan Theresa

Senior Social Workers

Ho Min Choo Gwen
Koh Cindy
Lim See Leng Shylock
Ong Jie Wen Cheryl
Peh Yin Yee
Tan Hock Chiang Jason
Tan Shu Xian
Tan Shu Yun Charmaine

Social Workers

Chee Licia
Chen Xi
Han Xinyi Adeline
Herianty Bte Mohamad Amin
K. Ashwini
Khor Kar Yee
Kia Jie Xi
Koh Chye Hong
Lee Yoke Bing Sharon
Lim Shi Yan
Ng Chin Hwee
Noor Amirah Bte Rohaizad
Siti Sarah Binte Sururi
Soh Zun'En Jonathan
Tan Shi Min Elaine
Tan Yee Ying
Teo Yongyang
Tok Kheng Leng
Wong En Qi Trina

Senior Social Work Associates

Khairul Idham Bin Hazlan
Lam Yee Siang Adrian
Shahril Bin Jantan

Social Work Associates

Chen Xiaoling
Devanantthan S/O Ragupathi
Lee Xin Hui
Ling Li Ping
Loh Kong Joe Terence
Muhammad Zaid Bin Razman
Nurshahin Bte Azan
Tay Yan Ting

Senior Educational Psychologist

Teo Shu Hsien Esther

Associate Psychologists

Huang Xuan Hannah
Tan Ji Xian Jolene
Tan Jie Ying

Lead Learning Specialist

Lee Yin Wan Magdalen

Learning Specialists

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

Alyzia Binte Noh
*Senior Executive,
Corporate Services*

Tan Eng Chuan
Administrative Executive

Farah Liyana Bte Roslan
*Senior Executive,
Community Partnership*

Chua Pei Ting Jurlene
*Executive,
Community Partnership*

Admin Assistants

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

Cleaning Assistants

Kang Geok Lan Serena
Kua Annie
Siah Bee Kim Ivy

QUANTITATIVE
ACHIEVEMENT
2018

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



8,507 Total Served

	Children & Youth Served	Parents Served	Other Professionals Served	Programmes									
Educational Psychology	840	424	395	EN3: Engage, Enrich, Enable (Assessment and Diagnosis service)	Community-based Reading Odyssey	Learning and Social Support Programmes - ALPS		Learning and Social Support Programmes - Read With Me	Learning and Social Support Programmes - Reading Odyssey	Developmental Camps	EPS enrichment activities/ programmes/ outings	Task Challenge	Talks, Workshops, Consultations
Community Social Work	608	83	74	ACE Football	Hey BELLE	Youth-At-Risk Engagement (YARE)		Project Spooner Road	Youth FORTE				
School Social Work	2,099	296	351	The Scaffold Programme (TSP)	School Social Work for Youth & Children (SYNC)	Buddy'IN		STRENGTHS	Youth-At-Risk Engagement (YARE)	Integrated Care Programme			
Targeted Interventions	1,588	1,104	231	Guidance Programme	Youth Enhanced Supervision (YES)	Enhanced STEP-UP (ESU)		Triage	Theft Intervention	Youth COP	Community Mental Health		
Training, Consultancy & Research	5	8	401	Consultation Services for Professionals / Programmes / Projects	Needs Assessment	Programme Evaluation		Publication	Research	Seminars & Conferences	Social Work & Casework Supervision	Training	

ALPS: ACTUALISE LEARNING POTENTIAL, PROMOTE SOCIAL SKILLS

Number of clients served in 2018:



The Learning Social Support Programme (LSSP) enables children with special learning needs to be independent and confident learners. It provides staff-run intervention, with complementary volunteer supported components to develop language and literacy skills, social skills and thinking processes. Feedback and consultation sessions are carried out to empower parents with knowledge and skills to work with their children. School personnel and social service workers may also be engaged, to provide holistic support for the child.

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

Client Profile



Keagan*



9 years old



Primary 3



Difficulties in following lessons and resistance to learning after three months in preschool led to Keagan's referral to KK Women and Children's Hospital. He was subsequently diagnosed with Global Developmental Delay. Keagan was referred to the Early Intervention Programme for Infants and Children (EIPIC) for speech and language therapy, as well to SHINE to address his language and literacy issues.

At SHINE, Keagan was placed on a language and literacy intervention programme - Actualise Learning potential, Promote Social skills (ALPS). A key aim of intervention was to enable Keagan to develop helpful responses to learning. Keagan was often frustrated and agitated when faced with learning tasks. Through mediation, Keagan learnt to label his feelings with visual cards, and process his fears and anxiety. Lessons were carefully crafted each week to balance challenging activities with opportunities for him to experience success, to help him gain confidence and interest in learning. Keagan was guided to understand that while answers are required, the attempts to think and respond are also very important. He learnt how to "just try my best". With consistent recognition and reinforcement, he was able to internalise this simple mantra over time and repeat it out loud to himself. He also attempted strategies he was taught when he was confronted with challenging or unfamiliar tasks.

During parent consultation sessions, SHINE's Associate Psychologist provided feedback on Keagan's progress in ALPS and discussed his development in school and at home. Keagan's mother supported and involved Keagan in SHINE's holiday developmental programmes to increase his exposure to new experiences. Keagan's social skills improved as he had opportunities to interact with new friends and try out new activities.

Through a complementary Reading Odyssey (RO) programme, Keagan had a chance to apply the social skills he learnt in ALPS, including emotion regulation. During the group cognitive games Keagan was willing to challenge himself to slightly more difficult visual and auditory memory exercises. He also encouraged his group member to "just try your best" when the latter was on the verge of giving up.

With various teaching modalities and support from staff, parents and volunteers, Keagan successfully acquired word reading skills. Very importantly, Keagan has built his confidence to learn. Once fearful of printed texts, Keagan can now break down multi-syllabic words, blend letter sounds and decode word families to read independently. He also enjoys sharing his thoughts and ideas with friends and volunteers, and is much more participative in group activities.

“ Life is ten percent what you experience and ninety percent how you respond to it. ”

- Dorothy M. Neddermeyer



HEY BELLE

Number of clients served in 2018:



73

Hey BELLE, a positive youth development programme that strives to nurture and empower girls in becoming Better, Stronger and Smarter. Through the programme, girls are given opportunities to nurture their interests, build positive social circles, and develop themselves as active contributors, leaders and role models.

Client Profile



Alya*, Ila*, Maia*, Diana*,
Pauline*, Sean*



18-19 years old



Institute of Technical
Education



Hey BELLE Dance Group

"I enjoyed being with my girls and spending quality time with them" - Maia

Since Hey BELLE's establishment as a community-based programme in 2015, four young ladies – Alya, Ila, Maia and Diana were the pioneering batch of Hey BELLE's dance group. They led and evolved the dance initiative of Hey BELLE. Starting as performers for charity showcases, they were promoted to seniors in 2016. Through the years, they choreographed and put up performances, with the aim of showcasing girls' talent and reaching out to other girls. They have conducted many open classes for girls, so to equip them with knowledge and skills in dance. These culminated in them becoming Youth Dance Instructors for residents of the Nee Soon community in 2018.

Hey BELLE Photography Enthusiasts

"I've seen girls supporting one another and overcoming challenges together" - Sean

Pauline and Sean entered Hey BELLE in 2016, with the aspiration of equipping girls with knowledge and skills of photography – a medium of expression and creativity. Spurred by pure interest, developed through exposure and experience from events assigned by Hey BELLE, both blossomed into photography enthusiasts in no time. Wanting to contribute more, they rose up to the call to become Seniors in 2017. As Seniors, they led on-the-job coaching for junior photographers during events and photography enrichment workshops for youths. As active contributors, both Seniors took part in numerous events to capture meaningful and beautiful moments for people.

**A hope that
resonates within
the Seniors group
of Hey BELLE, for
all the girls who
have journeyed
with them is this:
“I've gained
confidence in
myself.”**



THE SCAFFOLD PROGRAMME

Number of clients served in 2018:



Students: **467**
Parents: **288**
Others: **206**

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.

Client Profile



Kelly*



13 years old



Secondary 2



Kelly, a bespectacled Secondary 1 girl with a cheery smile, often gave others the impression of a positive girl. However, her participation in The Scaffold Programme (TSP) unveiled a different person. During TSP groupwork sessions, Kelly often displayed behaviours that hinted at her low self confidence. She hesitated to voice her thoughts and opinions as well as doubted her own abilities to complete assigned tasks. Phrases like “Cher, I cannot” or “Cher, I’m so weird” were often on her lips. These phrases were commonly used when she did not feel up to completing tasks or when she needed to diffuse socially awkward situations.

“ SHINE taught me to strive to be the best version of myself. ”

- Kelly

An important component of TSP is individual engagements where the TSP team build rapport and learn more about students at an individual level. Through several such engagements, the team learnt about the setbacks Kelly experienced during her Primary school years and how these contributed to her low self-esteem. There was deeper appreciation of how Kelly is affected by what others think of her. All these led to her feeling uncomfortable with and doubting herself.

Learning about Kelly’s struggles spurred the team on to create a positive and safe environment for her in a dance groupwork - Beyond Limits and guitar engagement. These two activities were part of the TSP programme for her class. Hesitant at the beginning, Kelly eventually took part in them after much encouragement from the TSP team and knowing that the environment would be a safe and accepting one. It was not an easy journey for Kelly. Her self-doubts over her own progress, when compared to others’ as well as her own expectations, continued throughout the engagements. It is with much effort and positive encouragement from her classmates, teachers, volunteers and staff of SHINE that Kelly overcame her self-doubts, completed the dance groupwork and capped it off with a performance during her school’s Speech Day. Boosted by the experience, Kelly became determined to complete her guitar programme.

Kelly’s journey to overcome her self-doubts and build her confidence is an ongoing one. The positive support she received and the experience in the TSP programme laid the foundations for a new belief in herself: that despite her struggles against self-doubts, she can achieve. Significantly, she also began to value self-acceptance and with that, embrace who she is. Kelly’s journey in accepting and overcoming will continue. We believe that she will shine through her future challenges and be the best version of herself.



Number of clients served in 2018:



Youth: **1044**
Parents: **20**
Others: **8**

SYNC is a school social work programme that works in partnership with schools to bring early intervention and community engagement initiatives to students within the schools. The focus of SYNC is to enable youth and children to be positively engaged in school, make the most out of their educational opportunity and form positive connections in the community.

Class Profile



Class of Secondary 2



13-14 years old



Tanglin Secondary School



2T1 is a class brimming with potential. Made up of keen, hands-on learners, the class is highly energetic and participative. However, they often compared themselves with other classes and felt that they do not measure up. As a result, they lack the confidence to overcome challenges and were often frustrated.

The school social work (SSW) team has been working with 2T1 since their freshman year. At Secondary 2, the teachers and the SSW team hoped to better integrate the class, so that they can become a class that supports and cares for one another through difficult times. Towards this end, the team designed group work sessions that centred on building connections and honing healthy communication skills.

Some sessions took the form of challenges. One challenge saw small groups facing off each other in ‘Rob the Nest’, where the groups were introduced to the idea of a common goal and creating win-win solutions for the whole class. Subsequent challenges such as Balloon Bop and Alien Invasion empowered them to address class issues and draw up action plans that would guide the class to achieve common goals together. These were then converted into 2T1 Class Goals:

- “Because we want 2T1 to be a peaceful and safe space for all, we will care for ourselves and for one another.”
- “Because we want 2T1 to be happy and bonded, we will need to accept each other for who we are.”
- “Because we want 2T1 to get work done and study smart, we will encourage one another to keep going and give our best.”

During one of the frequent class dialogue, the class expressed the desire to improve on their studies. Together with their teachers, the team conducted study sessions after school, engaging volunteers to help the students revise topics that they were less confident in. Almost the whole class attended these after-school sessions, which they found effective. This boosted their motivation to prepare for their examinations. The entire class progressed on to Secondary 3, leaving no classmate behind.

“ We shine when we are able to put aside our differences and succeed as one ”

ESU: ENHANCED STEP-UP

Number of clients served in 2018:



Children: **59**

Youth: **246**

Parents: **411**

Some students on Enhanced STEP-UP Programme may fall behind their peers in their studies and become increasingly demoralized. Recognizing this, Grow. Empower. Me. (G.E.M.) aims to bring out the different strengths and resources every individual has within them and to empower students to utilize these strengths in a structured, supportive and conducive environment. The objectives of G.E.M are to provide a supportive environment for youths to be groomed and empowered to maximize their own potential and equip them with life skills and social skills through experiential learning and application.

Client Profile



Jane*



15 years old



Secondary 3



Jane was a student referred under Enhanced STEP-UP Programme for her poor school attendance arising from low motivation and irregular sleep pattern. Jane was experiencing relationship issues in school which contributed to her low motivation. She coped by engaging in negative behaviours such as avoidant and self-harming.

Initially, Jane had difficulties sharing her challenges faced in school and at home. The journey with Jane included exploring her interests and inviting her to be engaged in Grow. Empower. Me. (G.E.M.) – an initiative for youths interested in baking and performing. Together with other youths in the programme, Jane went through a series of teambuilding activities and preparations for the official launch of a simulated café.

Jane was also engaged through group work. Through the group work sessions, Jane learnt how to work with others who are different from her, gained skills in baking and increased in self-confidence. Jane was supported to translate what she gained and learnt from the group work sessions into her personal life. She began to apply skills such as communication and conflict management.

Motivated, Jane turned up for all sessions of G.E.M and participated in making the official launch a successful one. Her contributions included baking of cookies and encouraging her peers who put up a performance. Her school counsellor, teachers and family members were invited to the official launch. There, they got to see Jane in action. This created a systemic effect where mother and school personnel saw a different side of Jane which allowed them to understand what Jane had gone through and the strengths she possessed.

Mother was happy to see Jane positively engaged, meeting new friends and increasing in self-confidence. Jane's self-harming behaviours also reduced, as she was better able to cope by sharing her thoughts and feelings to peers. Jane's school counsellor observed that Jane had shown significant improvement in her school attendance and made efforts to focus in class. Jane is currently working towards completion of her N-Levels next year so as to enter her desired course in the Institute of Technical Education.

“ I shine despite the challenges because I am supported. ”

- Jane



YOUTH COP

Number of clients served in 2018:



Youth: **951**

Parents: **212**

Others: **110**

Youth COP is an award-winning social work programme that aims to reduce juvenile delinquency through prevention and early intervention work. As youth crime is a complex and multifaceted phenomenon, it requires a many-helping-hands approach with families, schools and the community working together. Youth COP's collaborative approach among SHINE, Neighbourhood Police Centre and the School allows the programme to impact on the lives of at-risk youths across multiple contexts.

Client Profile



Shah*

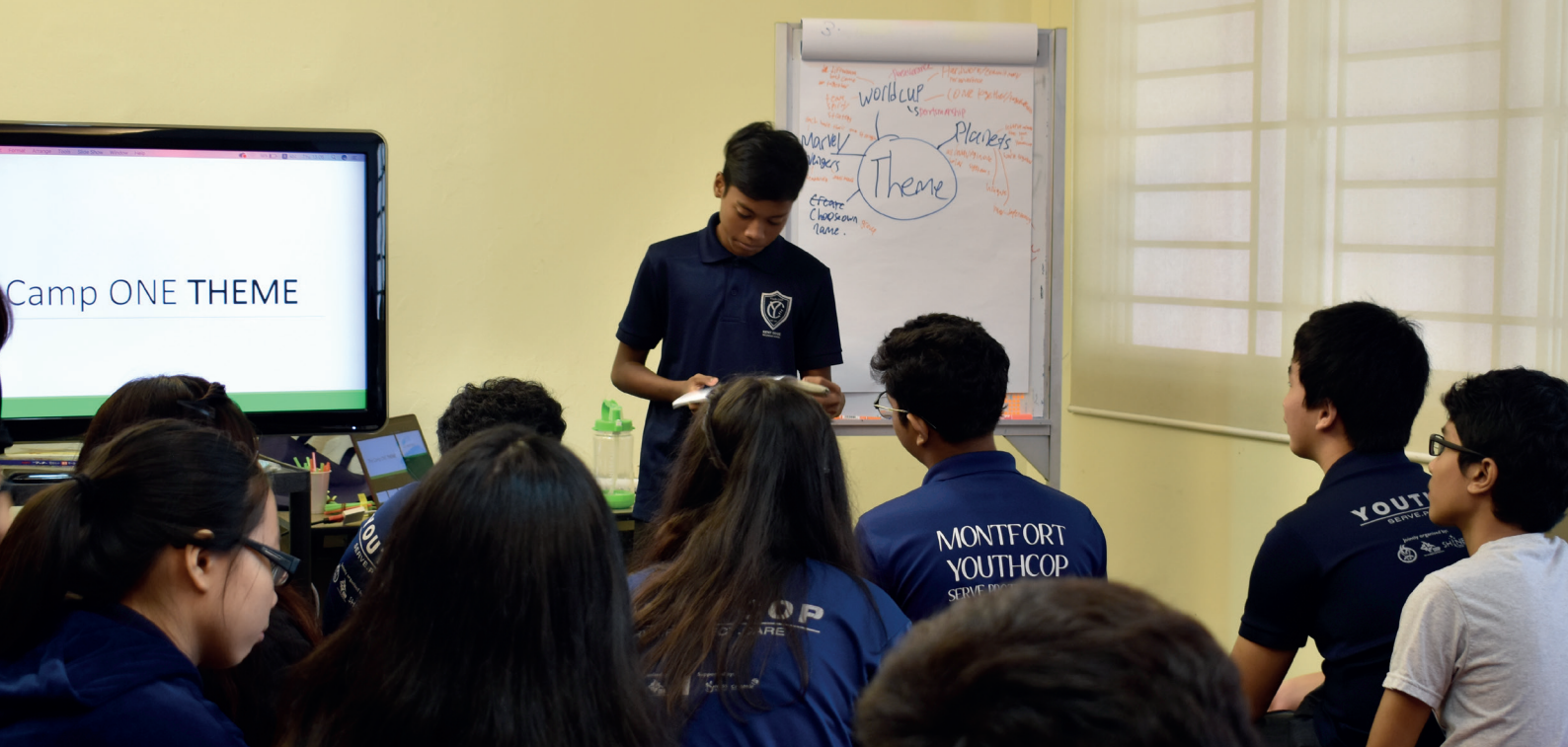


14 years old



Secondary 3

Camp ONE THEME



Nominated by his teachers in Kent Ridge Secondary School, Shah joined Youth COP in Secondary 1. That started his journey as a crime-prevention leader.

Once a timid boy, Shah's low confidence and self-esteem resulted in acts of defiance and impulsivity in school. Through Youth COP, Shah's strengths were identified and used to encourage him to develop positively. The training sessions and interactions with social workers and the police on Youth COP, helped Shah to grow in affiliation to his school and more importantly, to his new identity as a Youth COP leader, respected by his peers.

Throughout his journey on the program, Shah faced challenges at home. This led to insecurities and the lack of a sense of belonging to home. With the guidance of Youth COP social workers, Shah built up competencies in managing his anger, knowledge on laws and the consequences of breaking them, as well as developed skills in public speaking and engagement. He also took part in the All-stars Soccer Programme. All these, together with his school's strong support, enabled Shah to make observable progress in school. He also learnt to manage his relationship with others better.

Shah was nominated by his peers to be the Leader of the Operations Team of Camp Leaders for Camp ONE - Youth COP's annual camp after completing his leadership training. He was later selected by his school for media interviews which showcased his resilience and the impact of Youth COP's collaboration with the school and police on him.

This year, Shah was appointed as Youth COP consultant, the highest rank a student can achieve in the program. He is motivated to do his best for his N-levels and hopes to be able to enrol in the Institute of Technical Education's nursing course to help others.

“ I shine through my strengths and weaknesses. ”

- Shah



YOUTH COP

Number of clients served in 2018:



Youth: **951**

Parents: **212**

Others: **110**

Youth COP is an award-winning social work programme that aims to reduce juvenile delinquency through prevention and early intervention work. As youth crime is a complex and multifaceted phenomenon, it requires a many-helping-hands approach with families, schools and the community working together. Youth COP's collaborative approach among SHINE, Neighbourhood Police Centre and the School allows the programme to impact on the lives of at-risk youths across multiple contexts.

Partner-School Profile



Outram Secondary School



1 year in partnership



Youth COP was launched in Outram Secondary School in January 2018. A total of 26 youth were recruited and began their journey towards building a new and positive identity. They do so through serving their schools as crime prevention ambassadors. Additionally, they helped out in various community events and went on crime-prevention patrols with the Community Policing Officers (CPO) in Chinatown. Their committed service culminated in their appointments as Outram Secondary School's pioneer batch of Youth COP members on 16 October 2018 – an occasion their school proudly witnessed.

Since then, Outram Secondary School and Bukit Merah East NPC have begun recruiting their second batch of excited and interested Youth COP students. This programme was made possible by the strong and ongoing support of National Council of Social Service, Changi Foundation and Community Foundation of Singapore.

**“ Alone we
can do so little;
together we can
do so much. ”**

- Helen Keller

TRAINING, CONSULTANCY AND RESEARCH

Number of clients served in 2018:

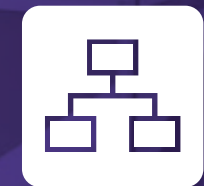


The training, consultancy and research (TCR) team strives to be a leading training and consultancy service provider. We do this through the development, promotion and training of good practices, as well as research endeavours. Our aim is to see professionals working with children and youth become competent and confident practitioners who are committed to research-informed practice. TCR is also the key driver for SHINE Children and Youth Services strategic planning and direction.

Staff Profile



Deenie Choong, Elizabeth Tan-Chia, Melissa Lim-Ler



Research Executive, Senior Research Executive, Social Work Clinical Director/Principal Social Worker



2 to 22 years in service



Training, Consultancy and Research Services was conceived in 2003 as a vehicle to help SHINE grow towards a leading social service agency. Through the years, this service arm of SHINE had extended support to colleagues and professionals both in and out of the social service sector. Its aim is to support professionals working with children and youth so that they can excel in their work to the ultimate benefit of clients.

The Services is staffed by Melissa – Clinical Director, Elizabeth – Senior Research Executive and Deenie – Research Executive. Additionally, multi-disciplinary teams are often put together, drawing from SHINE’s pool of experienced and talented staff, to meet the diverse needs of professionals.

The team strives to augment these services through sound data collection and collation as well as adhering to good practices.

Unlike direct practice, the gains of these services are often not experienced immediately and up close. However, the team is spurred on by its aspirations to contribute at three levels:

- 1 client - focusing on the relationship between social service professionals and clients; measuring the impact of work on clients; understanding clients through research.
- 2 professional - focusing on supporting fellow practitioners through training, supervision, programme evaluation, publications and Communities of Practice.
- 3 system - advocacy and collaboration with fellow organisations as well as Ministry.

“ We shine because of our fellow practitioners’ efforts to do their best for our children and youths. ”

VOLUNTEER AND MANAGEMENT DEVELOPMENT

Number of Volunteers in 2018:



502

SHINE's volunteer management and development (VMD) team aims to empower volunteers within SHINE, where volunteers and staff work hand in hand to maximise the potential of children and youth. Through the themes of Inculcate, Integrate, Inspire, and Empower, the team works with staff and volunteers to curate a One-SHINE approach and mindset where everyone works with the intent of facilitating change in and for the children and youths that we serve.

Volunteer Profile



Chin Boon and Yong How



5 years in service



Our involvement with SHINE began in the year 2014. What attracted us to SHINE was the passion of its volunteers and beneficiaries. SHINE's volunteers are passionate about serving and making a difference. Its beneficiaries are passionate about improving themselves and contributing to the lives of others.

As professional photographers volunteering with SHINE, we were given opportunities to capture fun and exciting moments at their events and turn them into everlasting memories. It is meaningful for us to be able to do so for the volunteers and beneficiaries who participated in the events. Every year, the auction conducted at the annual charity golf dinner never fail to move us and reinforce the reason behind our volunteering. It is extremely heart-warming to witness the guests giving unconditionally. Although we are unable to make financial donations, we can contribute through our professional skills.

We believe in SHINE's work of building meaningful connections between young people and their families as well as society. Through the years, our partnership with SHINE has evolved into one that is built on trust and commitment. The hard work put forth by other volunteers who are determined to make a difference is what motivates us to stay involved with SHINE.

**“ Volunteerism
knows no
boundaries. Step
forward today
and you could
start making a
difference. ”**

- Chin Boon

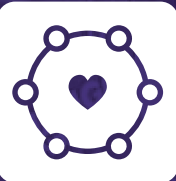
COMMUNITY PARTNERSHIP

COMMUNITY FOUNDATION OF SINGAPORE

Do more with your giving

The work that SHINE does would not be possible without the strong support of our many partners and sponsors. One such partner is Community Foundation of Singapore (CFS). With deep understanding of local issues and evolving needs, CFS identifies gaps and opportunities in the community to foster more effective giving. By enabling real and meaningful change, CFS hopes to inspire a philanthropic culture and build a more caring and cohesive society in Singapore.

Funder Profile



Community Foundation of Singapore (CFS)



9 years in partnership



Community Foundation of Singapore (CFS) provides connections to donors and grants; and does donor stewardship and engagement. We are proud to partner with SHINE on various programmes. Our list of joint achievements includes piloting the secondment of school social workers in Singapore, the evolution of ACE Football Programme, and partnership on the Singapore Youth Impact Collective.

From a simple donor-grantee relationship, our partnership with SHINE has evolved to one where they are able to advise us on some of the current developments and best practices in the social work and youth development sectors, as well as provide honest insights on operational challenges that charities face on the ground so that funders are better-informed.

During one of the programme site visits to Spooner Road, we could see how involved and dedicated their staff were at keeping track of the children and youths in each family unit living in the public rental flats. There was a huge board with post-its and stickers representing each unit, with notes on the children and youth that the staff constantly update as they do their rounds of ground engagement. This allows them to be aware of the developments in each family unit. It really shows their dedication and care for their beneficiaries.

We believe in SHINE's cause to develop youths positively towards a better future. We hope that SHINE will constantly stay ahead of the curve for best practices in youth intervention programmes.

“ CFS's sustained journey with SHINE is based on three key principles – collaborative in our partnership, alignment in our values and delivery of clear social impact outcomes. ”

- CFS



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DONORS AND SPONSORS

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

- | | | | |
|--|--|--|---|
| <ul style="list-style-type: none">• Aberdeen Asset Management Charitable Foundation• Aligent Spring Pte Ltd• Allied eParts Pte Ltd• Alvin Ho Say Loon• Ang Seng Bin• Apricot Capital Foundation• Aranda Investments Pte Ltd• Arcadis Project Management Pte Ltd• Arumugam Balamurugan• Ascendas Singbridge Gives Foundation• Ban Yunian• Bank of Singapore Limited• Bernard Lee Peng Hong• Bintai Kindenko Pte Ltd• Bose Preetam• Cao Hui• Chan Lui Ming Ivan• Changi Foundation• Cheong Yuk Lin Paul Kevin• Chew Ban Eng• Chia Han Pheow• Choo Peck Eng Alice• Constance Ng• Credit Suisse (Singapore) Ltd• David Ong Loke Min• DBS Bank Ltd• El-Shaddai Resources Pte Ltd• Eric Teng Heng Chew• Erwin Tan Chin Chong• Facility Link Pte Ltd• Faith Methodist Church• Focus Network Agencies Pte Ltd | <ul style="list-style-type: none">• Fuji SMBE Technology Pte Ltd• Fung Swee Kim Maureen• Galen Tan• Gateway Capital SG Pte Ltd• Goh Yong Kiat• Goldman Sachs (Singapore) Pte• Gregory Goh Cheng Siang• Heeton Holdings Limited• Heng Gek Hwah• Ho Ghim Siew• Holyport Fund• Hong Boon Hiang• HSBC Institutional Trust Services (Singapore) Limited• HT Engineering Pte Ltd• Huang Miaw Yi• Ideal Electric (S) Pte Ltd• Infinite Possibilities Pte Ltd• Jeffrey Lim• Jia Yi Air Conditioning Pte Ltd• JL Building Products & Services (S) Pte Ltd• JL Children Fund• Joyce Wee Chye Siok• Jurong Port Pte Ltd• Kang Choon Hwee Alban• Katrina Holdings Pte Ltd• Kampung Spirit Fund• Kheng Eng Soon, Jerry• Kim Se Jin• Kimly Construction Pte Ltd• Koh Brothers Development Pte Ltd• Koh Thong Wee Benny | <ul style="list-style-type: none">• Lam Chuan Import-Export Pte Ltd• Lee Gee Aik• Lee Hyon Suk• Lee Kuen Yip Thomas• Lee Sao Wei• Lianbee-Jeco Pte Ltd• Liao Tien Fook• Lim Boh Chuan• Lim Joo Boon• Liu Song• Louis Lim Chai Lai• Marina Bay Sands Pte Ltd• Mellford Pte Ltd• Mitsubishi Electric Asia Pte Ltd• MM Investments Pte Ltd• Naidu Sundraj• Nam Kyoung Im• Nam Leong Co (Pte) Ltd• National Heritage Board Fund• Ng Ah Ba• Octava Foundation Limited• PB Tankers Ltd• Poh Fu Tek• Poh Wah Builders Pte Ltd• Public Sales• Rainbow Supplies Ptd Ltd• Reanda Adept PAC• Richard Fam Shou Kwong• Rosalind Neo• Rotary Club of Singapore West• Ryann Lai Jiin Yuan• Sentosa Golf Club• Sim Lian Holdings Pte Ltd | <ul style="list-style-type: none">• Singapore Pools (Private) Limited• Singapore Totalisator board• Skinmed Pte Ltd• Sky Foundation• Soh Chun King, Jimmy• SP Power Assets Ltd• StarHub Ltd• Sudip Bijay Dutta• Surface ID Studio Pte Ltd• Tan Cher Gim• Tan Chong Huat• Tan Chong What• Tan Jit Kwang• Tan-Wu Mei Ling• The Hongkong and Shanghai Banking Corporation Limited• Thomas Joseph Lim Kim Guan• Toh Bao En• Transcend Solutions Pte Ltd• V Arivazhagan• Vilma D'Rozario• Vincent Kuik Thiam Huat• Von Leong• Wan Chee Foong• Wang Kah Leong• Willie Cheng Jue Hiang• Willie Tan• Win Win Food Singapore Pte Ltd• Wong Kiang Sein• Yeo Kee Ping• Yi hong (Helena) Ma• ZAP Piling Pte Ltd |
|--|--|--|---|

Contributors/Partners

- | | | | |
|---|--|--|--|
| <ul style="list-style-type: none">• @27 Family Service Centre• Ahmad Ibrahim Secondary School• AMKFSC Community Services, Youth Infinity• Anderson Junior College• Ang Mo Kio Police Division HQ• Ang Mo Kio Secondary School• Anglo-Chinese School Independent• APSN Delta Senior School• APSN Katong School• ArtBites Cafe• Beautiful People• Big Heart Student Care• Bowen Secondary School• Boys' Town, YouthREACH• Bukit Merah East Neighbourhood Police Centre• Bukit Purmei Zone A RC• Capella Singapore• CapitaLand Hope Foundation• Care Corner, CROSSROAD Youth Centre• Care Corner, Youth GO! (North East)• Central Narcotics Bureau• CHIJ St Joseph's Convent• CityCab Pte Ltd• Clementi Neighbourhood Police Centre• Clementi Police Division HQ• Clementi Town Secondary School• Comfort Transportation Pte Ltd• Community Foundation of Singapore• DBS• DSO National Laboratories | <ul style="list-style-type: none">• E.id Projects Pte Ltd• Entrepot Marketing Pte Ltd• Essilor Vision Foundation• FaithACTS• Football Association of Singapore• Fortress Realty Pte Ltd• 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• Junyuan Primary School• Kent Ridge Secondary School• Kingsmen Creatives Ltd• Lakeside Family Services• Lee Ah Mooi Old Age Home• Lutheran Community Care Services Ltd• Mediacorp Pte Ltd• Metta School• Montfort Secondary School• Mr Raj Shekhar Sajja• MSF• MSF, Central Youth Guidance Office• MSF, Office of Chief Psychologist• MSF, Rehabilitation and Protection Group• Muhammadiyah Welfare Home | <ul style="list-style-type: none">• Mybeer Singapore Pte Ltd• Naval Base Secondary School• NCSS, Children, Youth and Family Department• NCSS, Disabilities Division• Nee Soon East Community Club• Ngee Ann Polytechnic• Ngee Ann Polytechnic, ComServe• Ngee Ann Polytechnic, Dialogue in the Dark• Northeast CDC• Northland Secondary School• NTU, Welfare Services Club• NTUC Foundation• NUS, Dance Synergy• NUS, Project Legal Awareness for Youths (Mentorship)• NUS, Social Work Department• NUS, Students' Community Service Club• OCBC Bank Ltd• Oikos Community @ SengKang• Orchid Park Secondary School• Outram Secondary School• Pathlight School• People's Association• Presbyterian High School• Punggol North Citizens' Consultative Committee• REACH Community Services, REACH Youth Service• Resort World Sentosa Singapore• Samsui Supplies & Services Pte Ltd | <ul style="list-style-type: none">• Sentosa Development Corporation• Silat RC• Singapore Scout Association• Singapore University of Social Sciences• SportCares Foundation• SSO @ Bukit Merah• SSO @ Hougang• SSO @ Kreta Ayer• St. Gabriel's Primary School• SymAsia Singapore Fund• Tampines Primary School• Tampines West GRO• Tanglin Secondary School• Temasek Foundation• The Arena (PUB Recreation Club)• The Community Foundation of Singapore• The Esplanade Co Limited• The Fullerton Hotel• Trampoline Ltd• 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 2019

Assets

Renovation and equipment
Investment

Non-current assets

Trade and other debtors
Prepayments
Cash and cash equivalents

Current assets

Total assets

Funds and Reserves

Unrestricted Funds

General reserves

Restricted Funds

Restricted funds 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

Liabilities

Other payables

Non-current liabilities

Trade and other payables

Current liabilities

Total liabilities

Total funds and liabilities

	2019 \$	2018 \$
Renovation and equipment	65,680	74,042
Investment	1,006,657	3,018,686
Non-current assets	1,072,337	3,092,727
Trade and other debtors	1,422,641	1,030,239
Prepayments	10,315	11,162
Cash and cash equivalents	12,311,086	10,467,427
Current assets	13,744,042	11,508,827
Total assets	14,816,379	14,601,555
Funds and Reserves		
<u>Unrestricted Funds</u>		
General reserves	6,757,483	5,900,629
<u>Restricted Funds</u>		
Restricted funds from government and other funders	1,821,475	2,046,497
The Daisy Phay Foundation-SHINE scholarship fund	5,472,072	5,442,318
Y's Men's Club (Beta Chapter) financial assistance fund	38,774	40,666
Asset enhancement fund	57,612	60,585
	14,147,416	13,490,694
Liabilities		
Other payables	245,000	245,000
Non-current liabilities	245,000	245,000
Trade and other payables	423,963	865,861
Current liabilities	423,963	865,861
Total liabilities	668,963	1,110,861
Total funds and liabilities	14,816,379	14,601,555

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2019

INCOME

MSF-Funding
Tote Board Social Service -Funding
Community Chest/NCSS Funding
Matching Grant-Care & Share
MCCY - Funding
Donations
- tax- deductible
- non tax-deductible
School social work income
Centre-based income
Training income
Interest income from bank
Interest income from held to maturity financial assets
Miscellaneous income

Less: EXPENDITURE

Employee benefits
Depreciation of renovation and equipment
Other operating expenses

SURPLUS AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR

Surplus/(deficit) allocated to:

General reserves
Restricted funds 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

	2019 \$	2018 \$
MSF-Funding	1,331,902	785,577
Tote Board Social Service -Funding	1,065,371	840,081
Community Chest/NCSS Funding	667,961	732,297
Matching Grant-Care & Share	780,235	885,471
MCCY - Funding	13,760	-
Donations		
- tax- deductible	888,651	696,267
- non tax-deductible	836,584	710,127
School social work income	262,925	305,991
Centre-based income	87,212	249,796
Training income	90,349	13,123
Interest income from bank	98,373	53,642
Interest income from held to maturity financial assets	46,872	70,451
Miscellaneous income	2,360	7,028
	6,172,555	5,349,851
Less: EXPENDITURE		
Employee benefits	(4,677,049)	(3,745,514)
Depreciation of renovation and equipment	(30,378)	(32,125)
Other operating expenses	(808,408)	(646,387)
	(5,515,835)	(4,424,026)
SURPLUS AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR	656,720	925,824
Surplus/(deficit) allocated to:		
General reserves	856,854	1,104,123
Restricted funds from government and other funders	(225,022)	(199,449)
The Daisy Phay Foundation-SHINE scholarship fund	29,753	26,231
Y's Men's Club (Beta Chapter) financial assistance fund	(1,892)	(1,801)
Asset enhancement fund	(2,973)	(3,280)
	656,720	925,824

STATEMENT OF CHANGES ACCUMULATED FUNDS

FOR THE YEAR ENDED 31 MARCH 2019

	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 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	5,442,319	40,666	60,585	13,490,694
Total comprehensive income for the year	856,854	(225,022)	29,753	(1,892)	(2,973)	656,720
Balance at 31 March 2019	6,757,483	1,821,475	5,472,072	38,774	57,612	14,147,414

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, Integrated Care Programme and Resource Development Grant.
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 only for capital expenditure including cost of building development, renovation works, furniture & equipment etc.

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

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2019

Cash flows from operating activities

Surplus for the year	656,720	925,824
Adjustments for:		
Depreciation of renovation and equipment	30,378	32,125
Interest income	(98,373)	(53,642)
Gain on disposal of fixed assets	-	(571)
Operating surplus before working capital changes	588,725	903,737
Changes in:		
- trade and other receivables	(392,402)	(716,852)
- prepayments	847	(9,104)
- trade and other payables	(441,898)	639,677
Cash generated from operations	(244,728)	817,458
Tax paid	-	-
Net cash (used in)/ from operating activities	(244,728)	817,458

Cash flows from investing activities

Interest received	98,373	53,642
Proceeds from disposal of fixed assets	-	4,274
Proceeds from redemption of held-to-maturity financial assets	2,012,029	1,019,275
Acquisition of renovation and equipment	(22,016)	(26,979)
Net cash from investing activities	2,088,386	1,050,211

Net increase in cash and cash equivalents

Cash and cash equivalents at 1 April 2018/1 April 2017

Cash and cash equivalents at 31 March

	1,843,659	1,867,670
	10,467,427	8,599,757
	12,311,086	10,467,427

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 FY2018/19.

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	
	FY2018/19	FY2017/18
\$125,001 to \$150,000	1	1
\$100,001 to \$125,000	5	2
\$75,001 to \$100,000	14	8
\$50,001 to \$75,000	30	29
\$50,000 and below	28	31

* Salary and bonus (including Employers' CPF contribution)

Board Governance

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

Code of Governance

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

Board Members' Attendance (Financial Period Apr 2018 to Mar 2019)

S/N	Name	Designation	Date of Board Meeting					
			30/05/2018	16/07/2018	19/08/2018	19/11/2018	04/12/2018	28/03/2019
1	Dr Ang Seng Bin	Chairman	✓	✓	✓	✓	✓	✓
2	Mr Wan Chee Foong	Vice Chairman	X	X	✓	X	✓	✓
3	Mr Ong Chee Siong Gabriel	Hon Secretary	✓	X	X	✓	✓	X
4	Mr Teo Seng Chieh Geoffrey	Hon Treasurer	✓	✓	✓	✓	✓	✓
5	Mr Goh Chee Kong	Member	X	✓	✓	✓	X	✓
6	Mr Vidyut Gandhi	Member	✓	✓	✓	✓	X	X
7	Mr Koh Thong Wee Benny	Member	X	X	NA	NA	NA	NA
8	Mr Lim Song Khiang Albert	Member	✓	✓	✓	✓	✓	✓
9	Mr Lim Tuang Liang	Member	✓	X	✓	✓	X	✓
10	Mr Sundraj Naidu	Member	X	✓	NA	NA	NA	NA
11	Ms Ivy Koh (Mrs Ivy Goh)	Member	X	✓	X	X	✓	X
12	Ms Maureen Fung	Member	NA	NA	✓	✓	X	X
13	Mr Lim Tze Chern	Member	NA	NA	✓	✓	X	✓

* Ms Maureen Fung replaces Mr Koh Thong Wee Benny as member wef 19/08/18.

* Mr Lim Tze Chern replaces Mr Sundraj Naidu as member wef 19/08/18.