



Strength In Transformation



About Us

Mission

To Effect Life Transformation

Vision

- ▶ Resilient Individuals
- ▶ Thriving Families
- ▶ Empowered Community
- ▶ Vibrant Nation

Values

- ▶ Integrity
- ▶ Ownership
- ▶ Thoughtfulness
- ▶ Spirit of Excellence
- ▶ Teamwork

Fei Yue Family Service Centre (FYFSC) was established in 1991.

Together with like-minded pioneers and colleagues, we have overcome many challenges over the years, grown as an organisation and are equipped to chart forward with our unwavering mission to effect life transformation.

As the social service sector evolves, we continue to be intentional, purposeful, and systematic in caring for one another, be it towards our employees or the vulnerable communities we serve.

Today, at a staff strength of over 700 passionate employees, we are proud to have served over 80,000 clients annually and have impacted their lives for the better across the 42 centres Fei Yue operates nationwide.

We are thankful for the many grant-makers, funders, sponsors, partners, donors, and volunteers who believed in us and are honoured to have worked together in this process of improving the lives of our service users.

President's Message

Dr Thang Leng Leng

President
Fei Yue Family Service Centre



As we embark on the journey of 2024, I'm compelled to pause and reflect on the transformative moments that defined our path in the past year at Fei Yue Family Service Centre.

In 2023, our Child Protection Specialist Centre, HEART@Fei Yue, reached a significant milestone, celebrating a decade of unwavering service to children and families in need. It's been a journey marked not only by accomplishments but also by the resilience and dedication of our team and their clients. As we celebrated this milestone, we also witnessed the graceful transitions in leadership, acknowledging and honouring the contributions of those who have been the driving force behind HEART's impactful work.

Our Family Service Centres (FSCs) continue to be the backbone of support for the low-income and vulnerable families within our community. Through a spectrum of interventions including social work, casework, counselling, and community initiatives, we navigated through over 5,000 cases, each one representing a unique journey of empowerment and transformation.

Amidst the ebb and flow of change, the two Active Ageing Centres (AACs), under the Fei Yue Family Service Centre entity, at Holland Close and Bukit Batok stood as bastions of vitality and community engagement. In the past year, we extended our arms to serve more than 2,000 seniors, fostering physical well-being, social connections, and emotional support.

One remarkable story of transformation unfolded through the Pilot HeritAge Programme at Fei Yue AAC (Holland Close), a heartwarming testament to the resilience of our seniors. Supported by the generosity of the Lien Foundation, this initiative began as a simple idea—an inclusive lion dance project designed for seniors. Using lion dance heads designed to be suitable for them, our seniors formed the first Silver Pride Lion Troupe. Their captivating performance at a Lunar New Year event was a shining example of their power of unity, adaptation and lifelong learning.

As I look back on the past year, let us draw strength from the tapestry of transformation that surrounds us. Fei Yue can never do what we do in the community without your support and contribution. We thank you for believing in us and let us continue to forge ahead with courage, compassion, and unwavering resolve. With God at the centre of all we do at Fei Yue, I know that every moment can spark a transformation beyond the services and programmes we offer. All glory to God!

Chief Executive's Message

Mr Arthur Ling

Chief Executive
Fei Yue Family Service Centre
Fei Yue Community Services



My heart is always filled with gratitude and pride as I look back year after year on the incredible journey we have shared. This year's theme,

“Strength in Transformation,” truly captures the essence of our collective spirit and resilience.

In 2023, we are proud to have achieved the Great Place to Work certification and were named one of the top 250 employers by The Straits Times. This accolade is a testament to our unwavering commitment to our staff, who are the heart and soul of Fei Yue. As such, Fei Yue is known for our work culture with balance and support from the agency such as flexible work arrangements to help our colleagues through their different life stages.

In serving the children with special needs, the Fei Yue Early Intervention Programme for Infants and Children (EIPIC) at Upper Thomson celebrated a significant milestone with the official opening in November 2023, pushed back by 2 years due to the pandemic. It is heartwarming to see 225 children thriving under the care of our 65 dedicated staff members. The joy and progress of these children inspire us every day and we are privileged to be given this opportunity to journey with them. Our commitment to our seniors is equally strong. Across Singapore, our 15 Active Ageing Centres have become vibrant hubs of joy and connection for over 9,000 seniors. These centres are not just places; they are communities where our seniors find friendship, purpose, and a sense of belonging.

Our Fei Yue Family Service Centre has also been a pillar of support for the low-income families we serve. Our five Family Service Centres managed more than 5,000 cases, providing essential social work, casework, group work, counselling, and community initiatives. Each family we support is a story of hope and transformation and they inspire me to carry on in the sector in tough times.

Our journey of transformation is a shared one, made possible by the support of our staff, partners, donors and the community, and above all, with God at the centre of all we do. From the bottom of my heart, thank you for your continual support and belief in our mission. Your trust in Fei Yue keeps us going and we will continue to effect life transformation, with love and compassion, flying the banner of Christ up high.

Highlights

The Year in Review

01 CHILDREN

HEART@Fei Yue

HEART@Fei Yue collaborates with community agencies, donors, and volunteers to ensure the safety and well-being of children and youths. By the end of the financial year, they served

1,057 children and their families.

In 2023, HEART@Fei Yue **celebrated its 10th year**, a significant milestone marked by leadership transitions and recognition of those who contributed to its growth.

02 FAMILIES

Family and Counselling Services Division

The Family and Counselling Services Division's five Family Service Centres (FSCs) support low-income and vulnerable families through social work, casework, counselling, and community initiatives.

Casework Management (for the FSCs)

The total number of cases handled at all five centres at the end of the financial year was

5,414 cases.

Community Work

The FSCs worked with community partners and reached out to

► **6,005** ◀ beneficiaries in total.

Fei Yue FSC (Taman Jurong) partnered with Tasek Academy and Social Services to address child safety concerns, holding talks on sexual abuse and trauma for over 60 Tasek Sailors Programme participants.

Fei Yue FSC (Choa Chu Kang)'s Let's Get REEL programme, launched in 2023, supports low-income families with young adults. It has enrolled nine participants, collaborated with five partners, and engaged eight volunteers.

Group Work

P.E.A.C.E is a psychoeducation group for parents at Fei Yue FSC (Taman Jurong), focusing on secure attachment and emotional resilience in children. We hosted a digital parenting talk, attracting 17 attendees and seven new participants. Sessions averaged 10 participants with over 80% satisfaction and feedback ratings of above 3.5 out of 5.

Good Vibes Village is an emotional resilience programme for children at Fei Yue FSC (Bukit Batok). The programme focuses on enhancing emotional management skills through engaging activities. Over 80% of parents found the programme useful, children rated it 4.57 out of 5, and facilitators received 4.86 out of 5.

Sessions averaged
10 participants

4.57^{/5}
ratings

80%
satisfaction

Good Vibes Village rates score

03 SENIORS

In total, the Active Ageing Centres (AACs) at Holland Close and Bukit Batok served

2,214 seniors. ►

In 2019, Fei Yue AAC (Bukit Batok) started the Communities of Care (CoC) project to create an integrated care system through partnerships between hospitals, community care providers, and social service agencies. This initiative ensures coordinated and client-centric care. The success of CoC led to a 3-year extension for Phase 2.

The HeritAge Programme at Fei Yue AAC (Holland Close), supported by the Lien Foundation, began as a senior-friendly lion dance initiative. Seniors designed a lion dance head suitable for them and wheelchair users. After six training sessions, 18 seniors formed the Silver Pride Lion Troupe and performed at a Lunar New Year event in January 2024, attended by Minister of Education, Mr. Chan Chun Sing.

04 CORPORATE SERVICES

Human Resource

Fei Yue received recognition in a 2023 manpower survey conducted by the Ministry of Social and Family Development (MSF) and Mercer Consulting firm. Praised for its exceptional employee benefits, effective salary management, and healthy turnover rate surpassing industry standards, Fei Yue demonstrated strong growth and commitment to its workforce.

In March 2024, Fei Yue showcased its Learning Management System to the National Council of Social Services and international guests from the Hong Kong Council of Social Service, reaffirming its dedication to creating a supportive environment for its employees and fostering unity within the organisation.

05 COMMUNICATION & PARTNERSHIPS

Media Exposure

 **75** articles across mainstream, print, and online media

 **35** features on various broadcast platforms

 **4,693** up from 4,570 last year
Facebook likes

 **5,205** compared to 5,027 last year
Facebook followers

 **2,613** compared to 2,238 last year
Instagram followers

Donors and Partners

FYFSC received 564 cash donations in this financial year with a total donation amount of

\$815,854.15

21 corporate donations

\$653,835.05

543 individual donations

\$162,019.10

The Building Bridges, Changing Lives fundraising campaign raised

\$276,123.10

Volunteer Management and Development

▶ Enlisted
8,930 volunteers

▶ Involved
7,513 in SG Cares Volunteer Centres (VC)

The specific recruitment numbers are;

▶ SG Cares VC @Bukit Batok
2,685 volunteers

▶ SG Cares VC @Bukit Panjang
658 volunteers

▶ SG Cares VC @Chua Chu Kang
1,917 volunteers

▶ SG Cares VC @Hougang
2,253 volunteers

▶ We've maintained
92% retention rate,

▶ with volunteers contributing
2,253 service hours.

The SG Cares VCs also received the Collaborative Connection Award 2024 from St Luke's ElderCare, and SG Cares VC @ Hougang was honoured as Community Partner of the Year 2023 by the Metropolitan YMCA.

Chapter 01

CHILDREN



HEART@Fei Yue CPSC's 10th anniversary celebration with past and present volunteers, partners, and comrades.

HEART@Fei Yue

In October 2023, MSF Child Protective Service (CPS) and HEART@Fei Yue celebrated our 10th year since the inception of the Child Protection Specialist Centres (CPSCs) in Singapore.

This marked a decade of HEART@Fei Yue's unwavering commitment to safeguarding the well-being of children and young persons, driven by a vision of creating a world where every child can grow up in an environment filled with love, security, and opportunity.



10th anniversary celebration with CPS and CPSCs

Over the past year, HEART@Fei Yue continued to go beyond our core duties of working with families to ensure the safety of children and young persons. Beyond direct casework, new runs of group work programmes were specially designed and delivered for children, teenagers and caregivers, all of which were highly well-received by participants. Our multidisciplinary team comprising caseworkers, psychologists, as well as art and play therapists, works collaboratively to guide individuals and families on a path of

healing and restoration. As part of wider public education and advocacy efforts, HEART@Fei Yue actively represented the voices of children in child abuse prevention campaigns. We shared our work in child protection and participated in mutual learning of good practice in related fields, engagements with ministries, and universities, and the hosting of international delegates from Japan and Hong Kong.

“It is very helpful as I learn that I am not facing this alone. How we can try other ways/methods of understanding our life. Safety starts at home. This is a very good lesson for me.”

— Parent participant in the caregivers’ workshop



Snippets of group work programmes conducted to equip parents and children with protective behaviours



Hosting Professor Yuki Yokohama from the Yokohama City Council of Social Welfare, and colleagues from the Bureau of Social Welfare, Tokyo Metropolitan Government.



Learning exchange with Singapore Police Force on practices to promote staff psychological well-being



Public education of child abuse and sharing of HEART's work with institutions such as SUSS, FJC, NUS, and JCU.



Advocating for child abuse prevention through various media campaigns in collaboration with Family Central

Client's Testimony

John* (11 years old) witnessed spousal violence, experienced harsh physical punishment, and faced neglectful parenting. Due to excessive device usage with little parental supervision, he was also exposed to pornographic material. John's behaviour was concerning, as he was aggressive and struggling with emotional regulation. His family members and school teachers described him as rude, angry, messy, and unmotivated in his studies. He was withdrawn and constantly getting into trouble.

In the initial sessions, John was quiet and unwilling to explore his family issues. His parents were divorced, and his father now had a new girlfriend. Creating a safe space for John to express himself was vital. Activities like crafts, sand trays, and discussing topics that were less emotionally challenging were started as part of the therapy sessions with John. Gradually, he began to open up about his frustrations and family dynamics in a supportive environment where he felt understood and heard.

**Pseudonym*

As the sessions progressed, we focused on increasing John's emotional literacy and providing somatic relaxation exercises. It was evident that John was taking more initiative in the topics of discussion and activities within the therapy room. One of the key breakthroughs was when he sought help and asked for a man-to-man talk with his natural father. This was a significant turning point, as it led to constructive conversations between them and a better understanding of each other's emotions.

Towards the end of the intervention, John's tantrums at school and home ceased, and his father and teachers reported positive changes in his behaviour and emotional well-being.

Chapter

02

FAMILIES

Family and Counselling Services Division

Fei Yue Family Service Centres

The Family and Counselling Services Division comprises the five Family Service Centres (FSCs) to help and support low-income and vulnerable individuals and families through social work intervention. Through information and referral, casework and counselling, community work, and group work, we work on enhancing the well-being of our clients by improving life situations, strengthening social connections, and empowering individuals to contribute to their communities.

Casework

Clients' Testimonies

Bukit Batok

Peter struggled with social anxiety, spending long hours immersed in gaming and feeling hesitant to interact with others or leave his home. Seeking support, he turned to Fei Yue FSC (Bukit Batok), where his caseworker partnered with community organisations like the Community Intervention Team (COMIT) and Singapore Indian Development Association (SINDA) to help prepare him for National Service (NS) in 2022. Peter developed new coping strategies and his confidence grew despite facing challenges and bullying during NS.

Peter took steps to manage his excessive gaming habits and participated in the FSC's Food Fiesta programme, eagerly engaging with the community despite sacrificing sleep due to work commitments.

Through the FSC's Attunement programme, Peter also discovered a passion for music, finding comfort and improved self-esteem through playing the keyboard. This newfound balance and confidence extended to his relationships, where he demonstrated enhanced empathy and connection with his mother, who faces mental health challenges.

Through Peter's story, we witness the importance of resilience, self-discovery, and the invaluable role of supportive networks in fostering positive change.

Choa Chu Kang

Mdm Yoon found herself in a tumultuous marriage, battling emotional threats from her husband and coping with a distant relationship with her son. Struggling with mild depression and unemployment, she felt overwhelmed and isolated in her struggles.

Through counselling and practical support at Fei Yue FSC (Choa Chu Kang), Mdm Yoon took proactive steps to improve her situation. She enrolled in the Young Men's Christian Association's (YMCA) English Club to enhance her language skills, aiming to communicate better with her son and enhance her employability. Each lesson boosted her confidence and sense of community belonging.

Initiatives like the Fu Dai Chinese New Year distribution and monthly food rations from the FSC also helped ease her financial burden.

Fei Yue's Community Work team secured Coldplay concert tickets for families, including Mdm Yoon's, to strengthen family bonds. Her son's excitement at receiving his 16th birthday present and attending a sold-out concert for the first time was a touching moment cherished by Mdm Yoon, bringing immense joy, and fostering unity within her family. Planning for the concert also brought positive communication between Mdm Yoon and her husband, signalling a hopeful shift in their relationship.

Reflecting on her journey, Mdm Yoon is grateful for Fei Yue and the unwavering support she received. With newfound strength and resilience, Mdm Yoon looks forward to the future with courage and optimism.

Yew Tee

Sabrina, once known for her vibrant presence in social gatherings, faced a challenging shift when she began battling depression. Struggling with low moods and self-doubt, she withdrew from her job and isolated from friends. Seeking support, Sabrina reached out to Fei Yue FSC (Yew Tee).

Her caseworker recognised Sabrina's determination to overcome her emotional challenges and recommended Friends of Our Community (FoOC), a programme that aims to enhance young adults' mental well-being.

Joining FoOC was transformative for Sabrina. She regained confidence, formed genuine connections, and rekindled friendships outside the programme.

Sabrina became a Community Friend in 2023, assisting in programme planning and welcoming newcomers. Today, she serves as a beacon of support for her friends and fellow FoOC participants.

Looking ahead, Sabrina remains committed to serving as a Community Friend for the 2024 FoOC run, reflecting her optimism and dedication to supporting others through adversity. Her caseworker remains hopeful that Sabrina will continue her journey alongside loved ones, inspiring positivity and growth in her community.

Champions Way

A single parenting mistake made by Mdm Siti and her husband Mr Ahmad led to a daunting Child Protection investigation. It shook their world, filling them with deep shame and confusion. However, their journey of transformation began with Fei Yue FSC (Champions Way).

At first, the year-long mandatory follow-up with the FSC seemed like an overwhelming commitment. Yet, they delved deeper into their family dynamics, learning about communication, attachment, and the intricacies of parenting. Through counselling support, they discovered how their past traumas shaped their actions. Their bond grew stronger as they learned to communicate more openly and lovingly.

As the programme concluded, the family emerged stronger, and more united. Graduating from the programme symbolised their growth and determination, celebrated by their proud caseworker.

The family saw this transformation as just the beginning. Looking ahead, their caseworker expressed joy in supporting this family and hoped to witness their continued success, with Mr Ahmad as a devoted father and Mdm Siti, as a selfless mother to their three children.

Taman Jurong

Mdm Linda sought support from Fei Yue FSC (Taman Jurong) in 2020 due to parental responsibilities and financial strains, raising six children while her husband was the sole breadwinner. Caregiving stress, compounded by unsanitary living conditions from pet urine and faeces led to frequent illnesses, disrupting their daily lives and affecting the children's school attendance.

To address practical challenges beyond counselling, Mdm Linda's caseworker secured a new washing machine through donors, easing their laundry backlog. The community team collaborated with a partner to clean their home, significantly improving the children's health and boosting school attendance from 30% to 80% within six months.

Mdm Linda's story demonstrates the resilience fostered through comprehensive support, enabling families like hers to overcome adversity and rebuild their lives. By addressing immediate needs and fostering community partnerships, Fei Yue FSC delivers vital assistance to families facing complex challenges. The impact of holistic community interventions is evident in Mdm Linda's improved household environment, her family's enhanced well-being, and the restored hope for a brighter future.

Community Work

Bukit Batok

‘Attunement’ programme

Attunement utilises music as a medium for social connection, emotional regulation, and self-efficacy, supported by neighbours in the community and volunteers.

Participants have reported increased social integration and personal development. One individual discovered unexpected emotional resonance, overcoming social anxiety, and even sparked another participant’s career as a music teacher.

Post-session reflections indicated improved self-assurance and mood among participants. A significantly large number of performers expressed newfound confidence in future endeavours, signalling the programme’s positive impact.

Attunement stands as a beacon of hope, harnessing the power of music to effect life transformation.



Fei Yue staff and clients at Fei Yue Family Service Centre (Bukit Batok)’s Attunement Programme

Choa Chu Kang

‘Let’s Get REEL’ programme



Participants of the Let’s Get REEL programme engaging in an activity

Let’s Get REEL is a new programme dedicated to uplifting low-income families with young adults through holistic casework and counselling support, education exploration, mentorship, and financial resources to empower them toward an improved quality of life and social mobility. Since our launch in 2023, we have enrolled nine participants, collaborated with five partners, and engaged eight volunteers in group mentoring sessions.

Through the close journey with our staff, valued partners, and mentors, all participants reported an increase in career development knowledge, with many pursuing further education to achieve their goals.



Friends of Our Community programme participants

Friends of Our Community (FoOC)

Yew Tee

Fei Yue Family Service Centre (Yew Tee) Community Work team launched Friends of Our Community (FoOC) in 2022 to enhance young adults' mental resilience through social connections over five Saturday afternoons. Each session includes activities to build shared experiences and facilitated conversations on young adulthood challenges, culminating in a community contribution element.

Following the successful run in 2022 with six participants, FoOC invited them to join the 2023 planning as Community Friends (CFs). Five participants embraced this role, collaborating with staff to plan the September 2023 run.

With support from the North-West Community Development Council (CDC), FoOC expanded to engage 15 participants (including CFs) in 2023. CFs not only participated but also demonstrated friendship-building for new participants. Five new individuals and one existing CF will lead the 2024 run.

The CFs' contributions ensure FoOC's impact and continuation, with the 2024 run scheduled from September 28 to October 26.



Friends of Our Community programme participants

Champions Way



One Heart Family group distributing food in the community

One Heart Family is a group of residents in Champions Way who collaborate to tackle food-related challenges in the community. Facilitated by social work practitioners from Fei Yue Family Service Centre (Champions Way), One Heart Family engages in conversations to generate and implement ideas, such as establishing a communal food shelf to distribute surplus food.

Members of One Heart Family express feelings of safety, belonging, and agency, motivating them to continue serving their community. This group exemplifies the potential of an empowered community, where lasting and meaningful solutions emerge collaboratively from the contributions of clients, residents, and practitioners alike.

Taman Jurong



Fei Yue Family Service Centre (Taman Jurong) conducting a Sexual Abuse Awareness Talk at CREST secondary school for Tasek Sailors participants

In response to community concerns about child safety, Fei Yue Family Service Centre (Taman Jurong) collaborated with Tasek Academy and Social Services to address these issues. In September 2023, we conducted a series of talks focusing on sexual abuse awareness and trauma impact for participants of the Tasek Sailors programme. Over 60 children and youths attended these talks after their football training session.

The aim was to raise awareness about sexual abuse and empower participants to seek help if needed. The children found the talk engaging and insightful. We shared the presentation slides with the Tasek team to amplify awareness efforts among their beneficiaries.

Group Work

Bukit Batok



Participants of the Good Vibes Village programme engaging in a group activity

Good Vibes Village, an emotional resilience programme for children aged 9 to 12, ran over five Saturdays from January to March 2024 at Fei Yue Family Service Centre (Bukit Batok). The programme aims to enhance children's emotional management skills through engaging activities led by social workers in a supportive setting.

In the final session, parents joined their children for a connecting activity and observed their completion of the group work. Over 80% of parents found the programme useful, and children rated their enjoyment 4.57 out of 5. Facilitators' effectiveness was rated 4.86 out of 5 in evaluations. Some participants even requested to return for the next run, highlighting the positive experiences and bonds formed during the programme.

Choa Chu Kang

Let's Talk About It is a programme by Fei Yue Family Service Centre (CCK) aimed at empowering parents to discuss body safety and sexuality issues with their children. 10 parents participated in the programme across four sessions, where they gained parenting skills and resources to facilitate open conversations on sensitive topics with their children.

In a safe and supportive environment facilitated by social workers, parents shared their struggles, normalised challenges, and provided mutual support to one another. The programme concluded with a family outing to Bird Paradise, reinforcing communication skills learned during the activities.

"My children were still talking about it, and it gave me a chance to reconnect with them, speak candidly, and learn a lot together. Please pass on my gratitude to your team for doing such a wonderful job."

— Let's Talk About It programme participant

Yew Tee

The Connecting Parents to Parents (P2P) – Finding My Voice programme, launched in November 2023, was a face-to-face therapeutic support group for female victims of family violence. Participants explored themes related to embracing, rebuilding, and celebrating self over four Friday evenings.

The P2P – Finding My Voice group utilised a psychodynamic framework, engaging women in activities that allowed self-connection and sharing within a supportive circle. Art-making sessions facilitated the processing of difficult experiences, empowering participants to craft narratives of strength and confidence. Children engaged in activities tailored to their developmental needs, including learning about feelings and healthy boundaries.

The programme concluded with a celebration, featuring children's performances affirming self-worth. The women's programme achieved a 92% satisfaction rate, and the children's programme achieved 88%. Absenteeism, mostly due to medical reasons, accounted for the slight shortfall in satisfaction percentage. All participants had positive experiences, forming new connections and finding support from others who shared similar experiences.



Participants at a Connecting Parents to Parents (P2P) – Finding my Voice session

Champions Way

Hard to Heart Talk (HTHT) is a group workshop designed to empower parents with communication and relationship-building strategies, focusing on body safety. The programme creates a safe space where participants learn active listening skills to navigate challenging conversations with their children while fostering connection. HTHT also equips parents with body safety knowledge and tools to initiate these important conversations.



Participants engaging in the Hard to Heart Talk workshop

“What I found most helpful was hearing firsthand from other mothers sharing how they handle certain issues, discussing their perspectives and struggles. I’m grateful to the team for organising the sessions. I’m able to apply what I learnt from the facilitators.”

— Hard to Heart Talk participant

Taman Jurong

P.E.A.C.E is a psychoeducation group for parents with school-going children in Taman Jurong, aimed at fostering secure attachment and emotional resilience in children using the 4S approach: Safe, Seen, Soothe, and Secure across four sessions. We collaborated with the Resident’s Committee Zone G Chairman to host a digital parenting talk, “The Internet’s Big Bad Wolf,” during the June holidays to engage more parents. 17 Taman Jurong residents attended, and seven parents registered for our group work. Nearly half of our participants were fathers.



Participants engaging in a P.E.A.C.E group work session

Our sessions had an average of ten participants and achieved at least 80% satisfaction in various areas: emotional connection with children, gaining new knowledge or skills, and identifying important family rituals or values. All feedback forms rated the group work above 3.5 out of 5 in satisfaction.

One client shared that he learned to manage his emotions before addressing his children’s needs, leading to a positive shift in parenting approach and improved relationships without resorting to harsh punishment.

Chapter 03

SENIORS

Eldercare Services Division

Fei Yue Active Ageing Centre (Bukit Batok)

The Active Ageing Centre (AAC) engages seniors across housing types, offering proactive services like active ageing and befriending to address their needs effectively through coordinated care and referrals.

In 2019, the AAC started the Communities of Care (CoC) project to build an integrated care ecosystem where partners from across the social-health continuum link up to provide holistic wraparound care for our clients. This comprises of:

- Strong collaboration and trusted partnerships between hospitals, community care providers and social service agencies.
- Joint processes, communication, and escalation protocols are in place to manage clients who need to transit across care settings.
- Aligned goals for client-centric care.
- Clearly defined roles across different providers and stakeholders.

Our funder recognised the significant benefits CoC has for seniors and awarded us a 3-year project for Phase 2 of CoC.

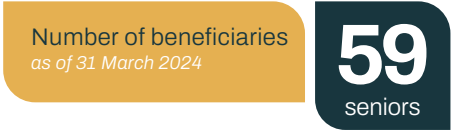
Our partners include the Lien Foundation, Bukit Batok Grassroots Organisations, St Luke's Hospital, Ng Teng Fong General Hospital (NTFGH), Tzu Chi Foundation, Caregivers Alliance Limited, and General Practitioners (GPs) from the Primary Care Network.

Fei Yue Active Ageing Centre (Bukit Batok)

serves senior residents aged 60 and above in Bukit Batok zones 2, 5, 6, 7, 10, and 11.

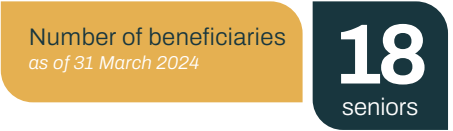
New Initiative

▶ National Silver Academy Course, Mind Your Movements



In collaboration with C3A and Bukit Batok Active Ageing Club, this course teaches seniors how to maintain good health and safety by understanding human movement fundamentals. Highlights include understanding human anatomy, physiological changes due to ageing, exercise skills enhancement, and injury prevention. Seniors gain valuable knowledge to support an active lifestyle and prevent accidents, promoting a high quality of life in their later years.

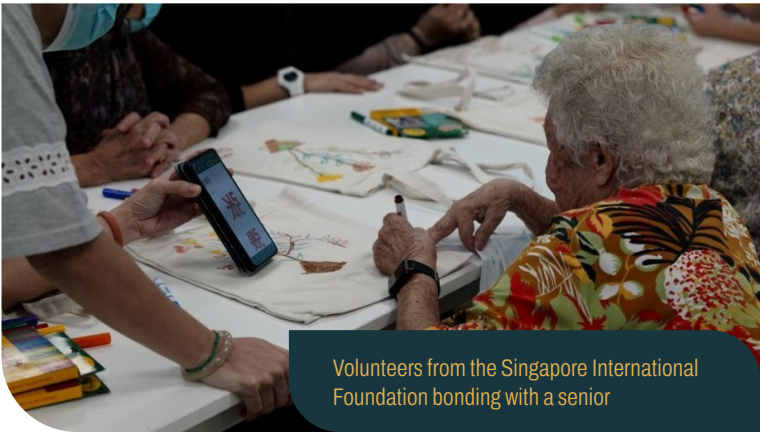
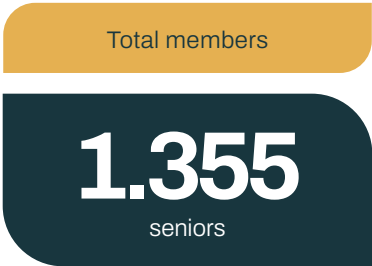
▶ Rolling Good Times



We partnered Bukit Batok Zone 7 Residents' Network for the Health Promotion Board's Rolling Good Times exercise programme, aimed at preventing falls among seniors. This 6-week course, held twice a week, educated seniors on fall risks and proper responses during falls. Participants learned strength, balance, and flexibility exercises, with post-programme reflections and results.

Significant Impact

Many seniors have become more active, delaying frailty, and have improved neighbourly relationships with mutual support. These activities have made them more sociable, happier, and positive, expanding their social circles and fostering self-esteem. Some have even joined as volunteers. Our structured programmes have successfully engaged even the most reserved seniors.





Seniors at a gardening workshop



Seniors using mandarin oranges to form Chinese characters during Chinese New Year

Mdm Ng Ah Tien's Story

Mdm Ng Ah Tien, aged 84, joined Fei Yue AAC (Bukit Batok) in 2020 with her husband after hearing about it from her peers. She suffers from Parkinson's Disease, which results in frequent sweating, shakiness, trembling, poor balance, and sleeplessness. Her doctor recommended exercise, so she joined our HAPPY Exercise and Gym Tonic programmes.

Struggling with frequent falls, Mdm Ng relied on an umbrella for support and found gym machines challenging. With our trainers' guidance, she developed a consistent exercise routine, improving her health, walking distance, and posture, and reducing her fear of falling.

Attending talks by Ng Teng Fong General Hospital and St Luke's Hospital also helped Mdm Ng understand healthy ageing. Mdm Ng shared that her stress and sleep difficulties have improved since joining us. Mdm Ng feels comfortable at our centre and appreciates the encouraging and pleasant staff and volunteers.



Mdm Ng Ah Tien

Summary of Programmes and Clients

Programmes/ Services	No. of participants per session
Active Ageing Programmes	973
Buddying and Befriending Services	54
Information and Referral	194
2S (Social Connector and Community Screening) referrals	17

Fei Yue Active Ageing Centre (Holland Close)

Fei Yue AAC (Holland Close) serves senior residents aged 60 and above residing in HDB flats at Blocks 1 to 9 and Blocks 30 to 32 in Holland Close/Avenue, and flats at Blocks 96 to 118 Commonwealth Crescent. Our focus is engaging and supporting residents aged 60 and above, particularly those living alone, by integrating them into society.

We actively reach out to socially vulnerable seniors through surveys, referrals, and regular visits to ensure their well-being. Our services include social activities, befriending programmes, and information services. Under the AAC model, our membership, beneficiaries, and programmes have significantly increased, with a notable rise in Referral and Information services due to increased openness among seniors to seek support and share their challenges.

Milestones

1

Collaborations with External Organisations

Fei Yue AAC (Holland Close) partnered Project Igniting Change through Employment (ICE) for two intakes of Care-Agents (4 agents in Batch 2 and 3 agents in Batch 3). These Care-Agents conducted home visits, outreach to seniors, and assisted with Active Ageing programmes. Two Care-Agents from Batch 1 now work part-time at our centre, and others have returned to volunteer with us.

2

Health Promotion Board

We offer Chair Zumba, Tai Chi, and Stretch & Bend exercises for our clients. Tai Chi and Stretch & Bend were newly added exercise programmes in FY2023 to expand our offerings and cater to the needs of more physically able seniors.

3

New Creation Church

We partnered New Creation Church for our Befriending and Buddying service, visiting approximately 50 clients monthly. New Creation Church also introduced the Gift of Love programme for rental block clients and the Grant a Wish programme for more vulnerable clients.

4

National University Health System (NUHS) Community Health Post (CHP)

As membership grew, NUHS CHP sessions are now held weekly. Nurses conduct teleconferences, health screenings, medication management, and hospital appointment rescheduling for seniors.

5

Pilot Project – HeritAge Programme

Supported by the Lien Foundation, this initiative began as a senior-friendly lion dance programme. Teams from Bridging Generations and Nextofkins Creatives collaborated with seniors to prototype a lion dance head suited for seniors and wheelchair users. After six training sessions, the Silver Pride Lion Troupe was formed, with 18 seniors performing at a Lunar New Year event in January 2024, graced by the Minister of Education and Adviser to Tanjong Pagar GRC GROs (Buona Vista), Mr Chan Chun Sing, as the guest of honour.



You can access the article by clicking the link here.

The Straits Times news article featuring the Silver Pride Lion Troupe

Summary of Programmes and Clients

Programmes/ Services		Frequency	Clients
Alert Alarm System (AAS)	Emergency	18	82
	Non-Emergency	64	
Information & Referral	Information	303	462
	Referral	159	
Total			544

Centre Activities for Seniors

Frequency (Weekly/ Monthly)	Type of Activity	Description	No. of pax per session
Weekly	Community nursing post	Nurses offer nursing aid, chronic disease monitoring, personalised health advice, and assessments for early detection of functional limitations.	10
On ad-hoc basis	NSA courses	Programmes based on NSA modules, such as flower arrangement, miniature food sculpting, DIY handcraft, and sock toy making.	25
Daily	BP Measurement	To monitor and record seniors' Blood Pressure (BP) rate, to ensure stabilisation.	2
Daily	Art & Colouring	Cognitive activities for seniors to enjoy during their leisure time.	2
Once a week for both centres (Holland Close & Commonwealth)	HPB Chair Zumba	Stretching exercises to enhance flexibility, range of motion, blood flow, and posture, and reduce stress.	25
3-4 days a week	Bingo	Cognitive programme for seniors to enjoy, participate, and win small prizes.	25
Weekly	Sudoku	Cognitive activity led by a volunteer	5
Weekly	Rummy O	Social programme for seniors to enjoy during their leisure time	6
On ad-hoc basis	Food Ration	Food rations provided to seniors from donors to help alleviate grocery expenses	360
Weekly	TCM	Free public clinic offering Traditional Chinese Medicine (TCM) services, including acupuncture, acupoint massage, and Chinese herbal medication.	16
3 sessions a week	Exercise	Exercise programme run by the volunteer team	25

Upcoming programmes

▶ Let’s Shop @ Fei Yue

A centre supermarket will offer seniors convenience, choice, and autonomy in selecting groceries, boosting their self-confidence and ensuring access to essential items. This activity reduces isolation by encouraging seniors to leave home and promotes social interaction with volunteers and fellow seniors during shopping.

Mr Chua Chye Hee’s Story

At 84, Mr Chua Chye enjoys learning to use a smartphone at the AAC with Heartware group volunteers hosting free 1-to-1 digital workshops on Friday afternoons. Since May 2023, he diligently attended the workshops, mastering basics and popular apps like WhatsApp and WeChat. Mr Chua, who lives alone, also joins Tai-Chi sessions at the centre on Wednesdays.



Mr Chua Chye Hee

Corporate Services Division



November 2023 Family Meeting group photo

Human Resource

Fei Yue’s employees gather quarterly for a town hall meeting known as the “Family Meeting”, promoting unity and togetherness within the organisation. This tradition welcomes new colleagues, shares corporate updates, and highlights inspiring testimonies. It’s also a time for celebrating accomplishments collectively.

The November 2023 Family Meeting marked the successful completion of various projects by different teams, including the Skills Framework, Human-Centered Design applications, and Data Management. Employees enjoyed healthy snacks, courtesy of the Community Care Day (CCD) fund, provided by the Agency for Integrated Care (AIC).



Staff with their healthy snacks funded by AIC

The annual Fei Yue Staff Retreat held in September 2023 was a memorable event featuring bonding activities, a movie at Golden Village, a Best Dressed Contest, and a Dinner and Dance at the Summer Garden restaurant in SAFRA Mount Faber.



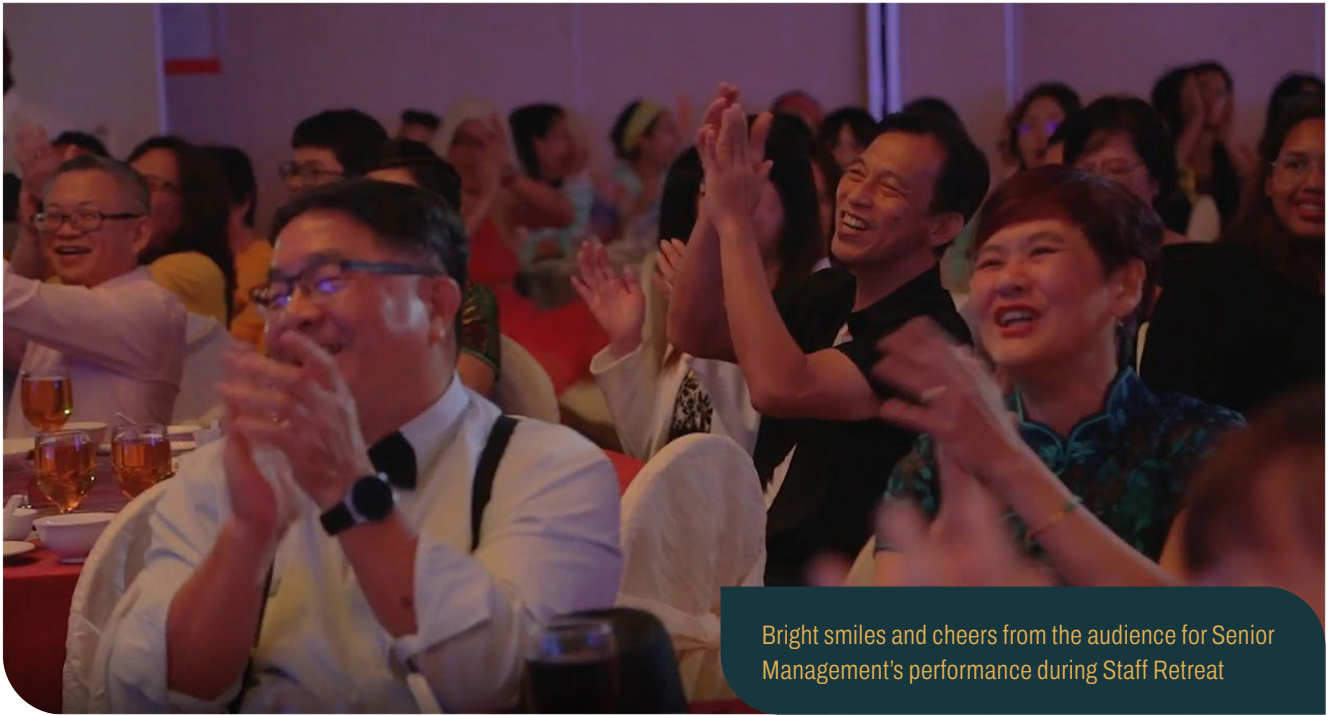
Fei Yue’s Senior Management team performance during the Staff Retreat



Winning team of the Best Dressed contest at the Staff Retreat



First runner-up of the Best Dressed contest at the Staff Retreat



Bright smiles and cheers from the audience for Senior Management’s performance during Staff Retreat

Employee Health & Wellness

Fei Yue prioritises employee well-being with regular activities like Family Meetings and Staff Retreats. Division meetings, like the Corporate Services Division meeting in July 2023, focused on team building, such as a food hunt in Bugis Street with a thrilling food bingo competition.



Corporate Services Division meeting in July 2023

Milestones

 Fei Yue excelled in a 2023 manpower survey by the Ministry of Social and Family Development (MSF) and Mercer Consulting firm

which gathered three years of data from **175** Social Service Agencies (SSAs).

The survey highlighted Fei Yue’s outstanding employee benefits and effective salary management, along with rapid recruitment growth and a healthy turnover rate, surpassing the industry average.

Fei Yue also presented its Learning Management System (LMS) to the National Council of Social Services (NCSS) and international guests from the Hong Kong Council of Social Service in March 2024. The organisation remains committed to fostering a nurturing and supportive environment for all employees, continuing efforts to build a close-knit and united Fei Yue family.

Communications and Partnerships Department



Mr Gan Kim Yong, Minister for Trade and Industry and Grassroots Adviser to Chua Chu Kang GROs, delivering a welcome speech.

To close the financial year on a high note, the Communications & Partnerships department hosted the Givers’ Appreciation Lunch in March 2024 to celebrate the dedication of our volunteers, partners, and benefactors. The event was graced by Mr Gan Kim Yong, Minister for Trade and Industry and Grassroots Adviser to Chua Chu Kang GROs.

The lunch was themed “Tapestry of Giving”, highlighting the numerous volunteers, partners, and givers who contribute to the rich “Tapestry of Giving” collectively. Resumed after the pandemic, all guests were in high spirits, celebrating over food, engaging in fun games, and revelling in captivating performances. Among them, The 2nd As, a volunteer family band, delivered an unforgettable show, leaving a lasting impression on all who attended.



(From left to right) Mr Leng Chin Fai, Senior Consultant / Co-founder, Dr Thang Leng Leng, President of Fei Yue Family Service Centre, Mr Gan Kim Yong, Minister for Trade and Industry and Grassroots Adviser to Chua Chu Kang GROs, Mr John Ang, President of Fei Yue Community Services, and Mr Arthur Ling, Chief Executive.



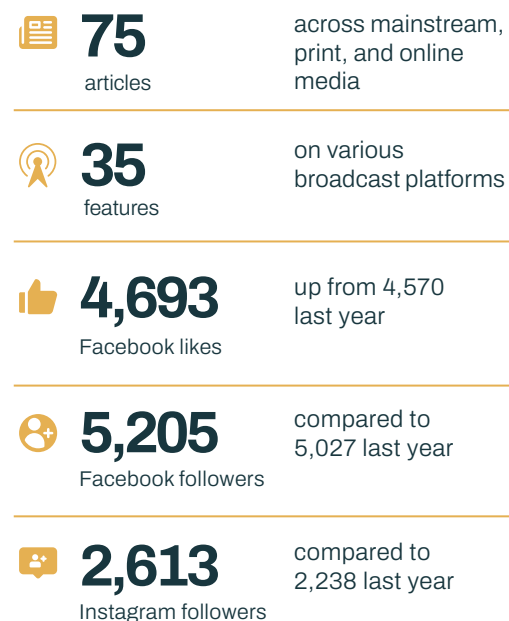
Emcees and participants of the Ultimate Scissors Paper Stone game



Volunteer family band, The 2nd As, performance.



Laughs and smiles from the guests at the Givers’ Appreciation Lunch

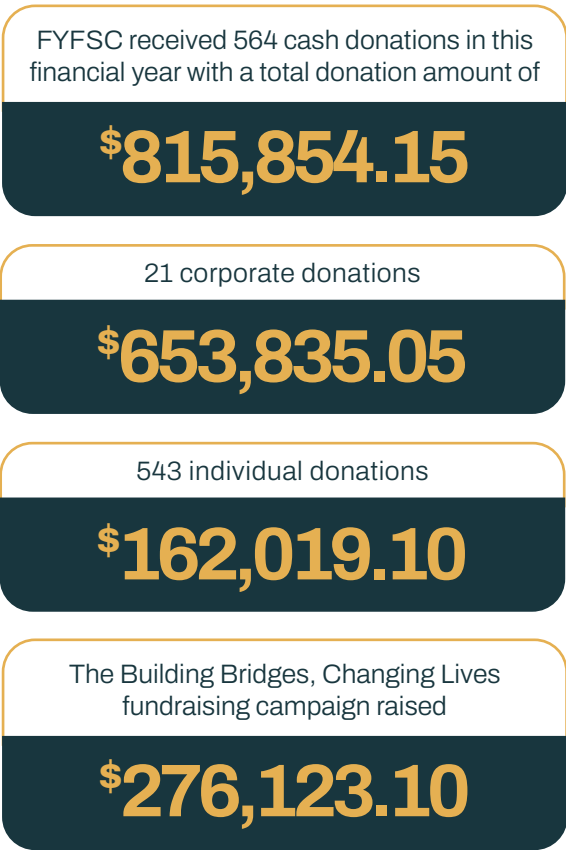


Media Liaison

These platforms have been instrumental towards raising awareness about Fei Yue's programmes and services, allowing us to engage more effectively with the community. We're extremely heartened by the increased support from partners who have joined us in empowering and assisting our service users in their life situations.

Donors & Partners

We extend our heartfelt appreciation to the foundations, organisations and individuals who contributed to our cause during the financial year. We believe that together, with our donors and partners, we can better meet the needs of the less fortunate in the community.



Corporate Donors

- Academy of Human Development Pte Ltd
 - Amazon Singapore
 - Lien Foundation
 - Mlion Corporation Pte Ltd
 - MUIS Zakat
 - New Creation Church
 - ONE (Singapore)
 - Paeonia Foundation Ltd
 - PAP Community Foundation
- Plant2Gift Pte Ltd
 - Primech A & P Pte Ltd
 - Rajah & Tann Singapore LLP
 - RSM Chio Lim LLP
 - Star Ready-Mix Pte Ltd
 - The Community Foundation of Singapore
 - The Rotary Club of Pandan Valley
 - Yew Tee Community Club

Individual Donors

- Amy Choong Mei Fun
 - Andy Chua Shi Jin
 - Ang Chee Wee
 - Ang Jia Wen
 - Ang Jun Xiang
 - Angela Koh Ser Mui
 - Anthony Ng Koon Leng
 - Aw Ke Xin
 - Aw Yee Ling Jillian
 - Bernie Arong
 - Boon Sing
 - Bryan Ong
 - Carrie
 - Chan Sock Yee
 - Chan Wai Fen
 - Cheng Sok Yee
 - Cheng Yoke Ping
 - Cheong Ai Tin Sharon
 - Cheong Pooi Shan
 - Cheong Zhe Yen June
 - Chew Min Sheng
 - Cheyenne Chew Jia En
 - Chia Peck Har Coreen
 - Chin Yau Seng
 - Chin Yeong Ann
 - Chloey Ann Nantachai Kai
 - Chng Kheng Siong
 - Chong Ik Wei
 - Chong Jia Ling Pamela
 - Chong Jia Min Nicole
 - Choo Boon Beng Edmund
- Choo Cheng Yee
 - Chris Chan
 - Christopher Jackson
 - Christopher Kennon Jackson
 - Chua Han Yunn
 - Chua Minqi
 - Chua Phark Wee
 - Chua Sook Ping Christina
 - Collin Ng
 - Elli Wang
 - Evelyn Chin Pei Li
 - Fan Yip Fai
 - Felicia
 - Foo Yen Huey
 - Frankie Chan Kok Liang
 - Fu Chee Tai
 - Fung Kuen Brenda
 - Gan Kian Han Alan
 - Goh Hock Guan
 - Goh Xin Hao
 - Goh Yi Ling
 - Gwee Gek Wah Sherlene
 - Gwee Gwee Choon
 - Han Heng Siew
 - Han Xiu Wen
 - Heng Mok Kwee Derrick
 - Heng Si Rong, Cassie
 - Henry Tano
 - Ho Kok Yuen
 - Ho Shen Yuan
- Ho Song Wei
 - Hong Na
 - Jasmine Goh Hock Khiaw
 - Jia Wen
 - Junie Teo
 - Kee Choon Yen
 - Kim
 - Koh Chee Wee Ernest
 - Koh Hui Ting Trina
 - Koh Kok Ong
 - Koh Ming Sue
 - Lai Fong
 - Lau Gee Mei Teresa
 - Lau Qian Yu
 - Lau Sie Jing
 - Lau Sie Yer
 - Lay Hoon
 - Lee Jun Quan
 - Lee Pei Chien
 - Lee Siu Li
 - Lee Yunn Peong
 - Leng Chin Fai
 - Leong Quee Ching Karen
 - Lew Bae Cheang
 - Liang Chen Seng
 - Liew Kien Peng
 - Lim Ai Khuan
 - Lim Cheau Fang
 - Lim Chee Hong
 - Lim Chin Guan
 - Lim Huey Yuee

- Lim Jin Sheng
- Lim Kai Wen
- Lim Kang Wei
- Lim Kim Fook
- Lim Poh Chin
- Lim Teck Chai, Danny
- Lim Weineng
- Lim Xuan Jie
- Ling Koon Hwai
- Loh Ka Leong
- Loke Jye Jiun
- Loo Siew Chin
- Low Chun Meng
- Lu Ai Ing
- Mk
- Mok Chee Keong
- Mok Kwong Wai
- Muhsin Ithnain
- Nai Mui Ling Sharon
- Natrapabumrungji
- Neo Hean Yeow, Louis
- Neo Lee Inn
- Ng Ek Chuan
- Ng Heng Siong
- Ng Kok Hwang
- Ng Shi Mei Krist
- Ng Wil Lie
- Ng Yin Nee
- Norman Chan Keng Chye
- Oh Ren Min
- Ong Chew Peng
- Ong Hui Xin Eunice
- Ong Li Peng Shannon
- Ong Lih Yenn
- Ong Zong Yi Bryan
- Ong Zong Yi, Bryan
- Pang Mung Ching
- Peh Ying Xuan
- Pepsi Zewet
- Phipps Sarah Candid
- Phoon Kwong Yun Ian
- Poh Ju Peng
- Pooishan
- Regina Lim Sin Chiat
- Sai Aung Kyaw Lin
- Samuel Lee Wei Liang
- Sandra
- See Yong Pey
- Sellote Dolores Resurreccion
- Seow Jun Han Kenneth
- Seow Soo Keng Eugene
- Shannon Ong Li Peng
- Sheila Chew
- Shu
- Shum Sze Yeung
- Sin Wee Leng
- Soo Fen Joanne Christabelle
- Sumedha Lim Kian Tat
- Sun Chang
- Sung Li Ying
- Tam Mee Ling
- Tan Boon Kian
- Tan Chan Tong
- Tan Gee Wai
- Tan Heng Hau
- Tan Hong Xun
- Tan Hui Shen
- Tan Jian Hao Bryan
- Tan Kien Kia
- Tan Kuan Teck Austin
- Tan Meng Liang
- Tan Poh Hoon
- Tan Wai Leng
- Tan Wei Lun
- Tan Wei Quan
- Tan Yuh Huann
- Tang Hay Ming
- Tang Ka Him
- Tang Lee Woon
- Tang Soo Yee, Ellis
- Tay Lu Yee
- Tay Soon Lee, Andy
- Tay Wei Wah
- Tay Yan Ting
- Teo Boon Tiah (Zhang Wending)
- Teo Huat Noy
- Teo Kai Ju
- Teoh Wei Keat Jeffrey
- Ting Chung
- Toh Boon Shing
- Tok Sock Ling
- Victoria Chong En Kai
- Vimala Devi Athmalingam
- Wafi Afandi
- Wang Cheng Ding
- Wei Zhuang John
- Wjng
- Wong Kai Shi
- Xu Kailing Calyn
- Xu Wenya
- Yan Jingrong
- Yeo Chee Keong
- Yeo Seng Teck
- Yeo Siew Huay
- Yeoh En Lai
- Yip Jia Chang
- Yong
- Yong Wei Lin
- Zi Yu Selene

In-Kind Donations

Every year, donors contribute non-cash items such as food, clothes, toys, books, electronics, home appliances, and household products. These donations, which are either brand-new or gently used, are given to our clients who need them but cannot afford them.

We are grateful for the generosity of our donors who actively support our clients.

Amgen

Milk and diapers donation to Fei Yue



Go Pizza

Fresh Pizza sent to 11 Fei Yue AACs

Grace At Work & Edmund Tie

Donation of children's bicycles to EIPIC (Jurong East)



German European School Singapore (GESS)

Christmas "Giving Tree" donation of school necessities to CPSC children

Corporate Social Responsibility (CSR) Activities

We have collaborated with various organisations on CSR activities like food distribution, house cleaning, outings, and festive celebrations for our service users.

These partnerships create an ecosystem of support, amplifying our impact on the communities we serve.

Wesmech Engineering Pte Ltd

Food ration and daily necessities distribution to Fei Yue AAC (Bukit Batok, Brickland and Teck Whye).



The Tanglin Club

Food ration and daily necessities distribution to Fei Yue AAC (Brickland)

Conrad Centennial Singapore

House cleaning for rental blocks



CapitaLand

Outing with seniors to IMM



SGX Cares Bull Charge

Brushstrokes of Technology (AI Art) with seniors



DocuSign

Mid-Autumn Festival party for seniors from Fei Yue AAC (Senja and Hougang)



Allianz Global Investors
Singapore Limited,
Allianz Global Corporate
& Specialty SE,
Singapore Branch and
Allianz SE Reinsurance

Year-end celebration with
EIPIIC (Jurong East)



Rajah & Tann Foundation

Chinese New Year
celebration with Fei Yue
AAC (Fajar)



VISA

Chinese New Year carnival
with Fei Yue AAC (Senja)

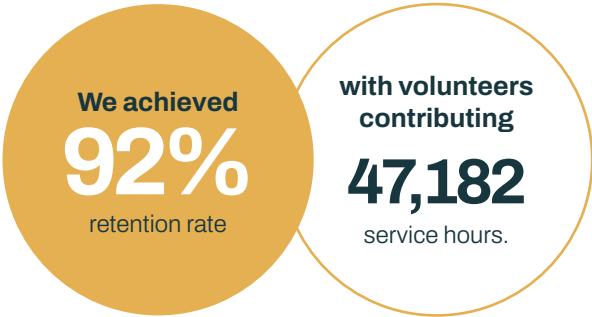
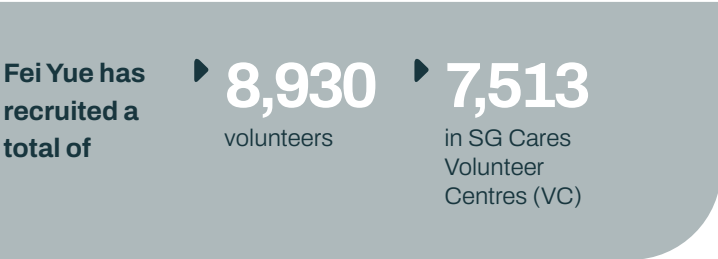


Abbott

Centre activities and
befriending with Fei Yue AAC
(Sunshine Court)



Volunteer Management & Development



The specific recruitment numbers are;

SG Cares VC @Bukit Batok	SG Cares VC @Bukit Panjang
2,685	658
volunteers	volunteers
SG Cares VC @Chua Chu Kang	SG Cares VC @Hougang
1,917	2,253
volunteers	volunteers

The SG Cares VCs @ Bukit Batok, Bukit Panjang, Chua Chu Kang, and Hougang have been key partners for schools, co-curating and shifting Values-in-Action (VIA) opportunities within the community. These partnerships have created a platform for sustained relationships and support for partners on the ground, including school carnivals for beneficiaries, regular cooking classes with seniors, and the development of skill-based volunteers and volunteer leaders. These partnerships with schools include Millennia Institute, Hougang Secondary School, ITE College West, and Jurong Pioneer Junior College.

Highlights

- Fei Yue Community Services was appointed as the operator of the SG Cares VC @ Bukit Panjang in 2023 and is recognised as the largest operator of the Volunteer Centres in Singapore, managing four centres in total.
- SG Cares VCs @ Bukit Batok, Chua Chu Kang, and Hougang collaborated with the National Day Parade (NDP) executive committee and former President Halimah Yacob to launch the nationwide volunteering campaign, Give As One SG.
- The SG Cares VCs were awarded the Collaborative Connection Award 2024 by St Luke's ElderCare and SG Cares VC @ Hougang was awarded Community Partner of the Year 2023 by Metropolitan YMCA.

The Year Ahead

Improvements

To improve our existing programmes, we are implementing several new initiatives focused on digital transformation. Following a recent Organisation Health review, we aim to enhance our digital engagement with beneficiaries and stakeholders by revamping our corporate website to provide a better user experience (UX) and user interface (UI). Starting with Search Engine Optimisation, we aim to increase Fei Yue's presence digitally on search engines to make it easier for members of the public to contact and locate us.

We are committed to upgrading our service delivery by integrating feedback from the Organisation Health review. This includes adopting advanced digital tools and methodologies to streamline our communication and partnership processes, thereby, increasing our overall efficiency and effectiveness.

New integrated service hub at Chinatown Point

We are pleased to announce plans to open a new centre at Chinatown Point, an integrated service hub supported by the National Council of Social Service and in collaboration with our partners Montfort Care and Yong-En Care Centre. Strategically located within a shopping mall in the heart of Chinatown, the facility will expand our visibility and enable us to serve seniors and caregivers right in the heart of Singapore. This new facility will be a cornerstone in a collaborative effort between the agencies, with a common belief to serve and provide comprehensive support to those in need and will be opened to the public in September 2024.

Donors/Partnerships Plans

The plan ahead is to engage our donors and partners further by deepening relationships with them. We aim to transform recurring donors into funders for more meaningful and sustainable giving, tapping into our Regional Partnerships platform to train staff, now termed "Partnership In-Charges (ICs)", in these techniques. Our goal is to cultivate an individual donor to support each area of interest or service gap within Fei Yue and secure a new corporate funder for each programme. Additionally, we will explore enhancing the Volunteer Management System (VDMS) to include modules such as birthday messages and tiered donation badges to further engage with our donors.

Fundraising Plans

In the next year, we will increase staff engagement in our fundraisers, encouraging them to share these events within their networks and involve them in various campaign activities, such as creating social media content and pitching to partners. We will leverage donor networks to increase contributions and will require each department to present needs proposals during assessments. To support these efforts, we will create a fundraising campaign slide deck for staff to share with corporate partners and easy-to-share digital collateral for dissemination. Additionally, we will create and distribute a needs proposals template one month before the needs assessment meeting to provide ample time for the departments to assess their current stage before tabling their needs.

Disclosure Report

Fei Yue Family Service Centre (FYFSC) was registered under the Registrar of Society on 16 July 1994 and was registered as a charity under the Charities Act on 4 November 1995. The agency has been accorded IPC (Institution of a Public Character) status and is a full member of the National Council of Social Service.

Charity Status

IPC Registration No.	: 000276
Charity Registration No.	: 01030
ROS Registration No.	: 174/1993WEL
UEN	: S94SS0031G
Registered Address	: Blk 185 Bukit Batok West Ave 6 #01-187 Singapore 650185
Governing Instrument	: Constitution
Banker	: OCBC, Standard Chartered, UOB
Auditor	: RSM SG Assurance LLP

Board of Management

The key role that the Board of Management plays is to provide strategic direction and oversight of FYFSC's programmes and objectives and to steer the charity towards fulfilling its mission and vision through good governance. The Board of Management also forms sub-committees with specific functions to assist in the discharge of its duties. No board members held staff positions or were paid remuneration for their board services in the financial year.

We are maintaining board members who have served for more than ten consecutive years to ensure the board's stability and minimise possible disruption to the operation. Their role is crucial in guiding the new members and helping them adapt to our organisational culture. The areas of their expertise are salient in our current board composition.

The Nomination Committee was formed in February 2023 to lead succession planning. The committee reviews the current structure, size, and composition of the Board of Management, identifying potential board members and nominating them to serve on relevant sub-committees or the main board. The committee also conducts evaluations to review the board's effectiveness, suggests appropriate actions to address shortcomings, and recommends suitable training programmes to equip existing and new board members.

Details of board members including their meeting attendance are as follows:

Centre Activities for Seniors

No.	Name	Current Board Appointment	Past Board Appointment	Occupation	Board Meeting Attendance
1	Dr Thang Leng Leng	President 6 Sep 2022	President since 1997	- Associate Professor of NUS - President of Council of Singapore Gerontological Society - Treasurer of Population Association Singapore - Vice chair of Presbyterian community services - Board member of URA	4/5
2	Mrs Seah Kheng Yeow	Vice President 6 Sep 2022	Vice President since 28 Mar 2008	- Freelance Consultant, Master Practice Leader - Held leadership positions in Fei Yue Family Service Centre & PAVE - More than 25 years of experience in providing counselling services and clinical supervision	2/5
3	Mr Yek Nai Hui Roger	Treasurer 6 Sep 2022	- Secretary, 29 Sept 20 - Treasurer, 21 Aug 2018	- Director of Lawrence Chua & Partnership - Extensive experience in Criminal Litigation and specialises in Civil Litigation - Director of Pacific Sun Holdings Pte Ltd - Director of Sinmill Singapore Pte Ltd	3/5
4	Mr Lee See Kwang	Secretary 6 Sep 2022	Treasurer, 29 Sept 20	- Executive Director, Mr Eyewear - Actively involved in providing community eye care services, such as providing free eye tests and spectacles for underprivileged families	4/5
5	Mr John Ang	Committee Member 6 Sep 2022	Committee Member since 1997	- Former Senior Fellow of NUS - Former President of the International Federation of Social Workers of the Asia Pacific Region - Former Board member of NCSS - Former member of National Library Board - Former member of National Youth Council	5/5
6	Mr Chong Shaw Cheng David	Committee Member 6 Sep 2022	Committee Member since 26 July 2016	- CEO of Eastwin8 Pte Ltd - Held leadership positions over 30 years in medium and large private and publicly listed companies as Chief Executive Director, Director, Financial Controller, Chief Financial Officer, and Chief Operating Officer - Vast experience in international financial management, auditing, business development, internal control and corporate governance	5/5

7	Mr Pan Chuan-Chih George	Committee Member 6 Sep 2022	Committee Member since 24 Aug 2017	- Managing Director of 3GP Solutions Pte Ltd - Held senior positions and directorships in multinational organisations for more than 20 years - Advisory Committee of Keng Ridge Secondary School - Executive Committee of Cairnhill Methodist Church	5/5
8	Mr Lee Chin Seng	Committee Member 6 Sep 2022	Committee Member since 21 Aug 2018	- Board Mentor of Criticaleye, UK - Director of Compass@ Campus Limited - Former Regional VP (People and Organisation) of Royal Canin - Affiliated Faculty of SMU Academy - Accredited Director of Singapore Institute of Directors - More than 30 years of experience in Human Resource Management in Multinational organisations	5/5
9	Mr Tan Hoon Chiang	Committee Member 6 Sep 2022	Committee Member since 21 Aug 2018	- Director of PS 100 Pte Ltd - Former Chief Information Officer of National Institute of Education of NTU - Sound experience in ICT innovation and strategic planning and implementation - Years of experience in ICT System Integration over wide area of Government and private sector - Substantial regional exposure in multiple countries including providing National Consultant in ICT planning for the Kingdom of Bhutan - Former Head and Consultant of Singapore's first Disaster Recovery Centre and centres in other regional areas	5/5
10	Ms Ang Lee Lee	Committee Member 6 Sep 2022	Committee Member since 21 Aug 2018	- Managing Director of ACC-Link Management Consultant PL - Chartered Accountant and Accredited Tax Advisor - More than 28 years of experience in a mix of Entrepreneurship, Business Development, Strategic Alliances, Business Operations, Staff Training & Development, Finance, Taxation and HR functions	2/5
11	Dr Ang Shih Ling	Committee Member 6 Sep 2022	NA	Principal Resident Physician of Tan Tock Seng Hospital	2/5

Sub-Committe Members

HR Committee

No.	Name	Designation	
1	Dr Thang Leng Leng	Chairman	The HR Committee plays a vital role in guiding the human resource development strategy of Fei Yue, ensuring that the organisation possesses the appropriate structure and capabilities to fulfil its mission.
2	Mr John Ang	Member	
3	Ms Lim Lay Muay Lynn	Member	
4	Mr Leng Chin Fai	Member	
5	Mr Pan Chuan-Chih George	Member	
6	Mr Lee Chin Seng	Member	
7	Mr Cheong Jun Ming Mervyn	Member	
8	Mr Arthur Ling Koon Hwai	Member	

Finance Committee

No.	Name	Designation	
1	Mr Yek Nai Hui Roger	Chairman	The Finance Committee's responsibility is to establish and review the accounting and financial policies and guidelines that govern the processing and recording of transactions within the organisation.
2	Mr Lee See Kwang	Member	
3	Mr Leng Chin Fai	Member	
4	Ms Ang Lee Lee	Member	
5	Mr Pan Chuan-Chih George	Member	
6	Mr Ng Beow Hock	Member	
7	Mr Ling Koon Hwai Arthur	Member	
8	Mr Tan Hoon Chiang	Member	
9	Mr Poh Boon Nee Bernie	Member	

Investment Committee

No.	Name	Designation	
1	Ms Lie Chin Chin	Chairman	The primary responsibility of the Investment Committee is to oversee and supervise the investment of the charity's assets, ensuring that they are directed and managed in the best interests of the beneficiaries.
2	Ms Aw Lay Hoon	Member	
3	Mr Chong Shaw Cheng David	Member	
4	Mr Leng Chin Fai	Member	
5	Mr Ling Koon Hwai Arthur	Member	

Programme Committee

No.	Name	Designation	
1	Dr Lee Earn Yung Alexander	Chairman	The Programme Committee holds the responsibility of examining the social service landscape, assessing risks and opportunities. Moreover, the committee evaluates the outcomes of current programmes and supervises the development of new programmes to align them with the organisation’s vision, mission, and objectives.
2	Mr John Ang	Chairman	
3	Dr Thang Leng Leng	Member	
4	Ms Lee Siang Ju	Member	
5	Mr Lee See Kwang	Member	
6	Mr Ling Koon Hwai Arthur	Member	
7	Ms Lin Liping Iris	Member	
8	Mr Poh Boon Nee Bernie	Member	
9	Mrs Seah Kheng Yeow	Member	
10	Dr Lew Yii Jen	Member	
11	Dr Ang Shih Ling	Member	
12	Mr Chan Fook Kay	Member	
13	Mr Leng Chin Fai	Member	
14	Ms Tan Dunlin Joyz	Member	
15	Ms Wong Yingli	Member	

Audit Committee

No.	Name	Designation	
1	Mr Chong Shaw Cheng David	Chairman	The Fundraising Committee supervises the organisation’s overall fundraising requirements and development of strategic plan. Their role includes ensuring the implementation of ethical practices and maximising the cost-effectiveness of fundraising efforts.
2	Mr Cheong Jun Ming Mervyn	Member	
3	Ms Lie Chin Chin	Member	

Nomination Committee

No.	Name	Designation	
1	Mr John Ang	Chairman	The Nomination Committee plays a crucial role in succession planning and ensuring that the Board comprises an appropriate balance of independent members with diverse expertise and connections to effectively fulfil Fei Yue’s objectives.
2	Dr Thang Leng Leng	Member	
3	Mrs Seah Kheng Yeow	Member	
4	Mr Pan Chuan-Chih George	Member	
5	Mr Ling Koon Hwai Arthur	Management Representative	
6	Mr Leng Chin Fai	Management Representative	

Senior Management (SM) Team

No.	Name	Designation	Appointment
1	Mr Ling Koon Hwai Arthur	Chief Executive	1 July 2021 (Appointed as SM on 1 July 2013)
2	Mr Leng Chin Fai	Senior Consultant/Co-Founder	Appointed on 1 July 2003
3	Ms Lim Lay Muay Lynn	Director	Appointed on 1 July 2003
4	Ms Aw Lay Hoon	Deputy Director	Appointed on 1 July 2007
5	Ms Lin Liping Iris	Deputy Director	Appointed on 1 July 2014
6	Ms Tan Dunlin Joyz	Senior Assistant Director	Appointed on 1 July 2018
7	Ms Wong Yingli	Assistant Director	Appointed on 1 July 2021

Disclosure of Affiliation

FYFSC is affiliated with Fei Yue Community Services (FYCS). Both agencies are led by the same Senior Management Team and share certain Management Committee members. The names and positions of the members who also serve on the FYCS Management Committee are listed in this table:

No.	Name	Appointment
1	Dr Thang Leng Leng	Management Committee Member
2	Chong Shaw Cheng David	Management Committee Member
3	Tan Hoon Chiang	Management Committee Member
4	Pan Chuan Chih George	Vice President
5	John Ang	President

Disclosure of Remuneration of Three Highest Paid Staff



The annual remuneration of the three highest-paid staff falls within this range:

Remuneration Band	Number of Staff
Between \$100,000 to \$200,000	1
Between \$200,001 to \$300,000	2

None of the above staff serves on the Board of Management of the agency.

Number of paid staff who are close members of the family of Chief Executive or Board Members:

Remuneration Band	Number of Staff	Name of the Chief Executive or Board member with whom the staff is a close family member
Between \$50,000 to \$150,000	1	Mr David Chong
Between \$150,000 to \$300,000	0	

None of the above staff serves on the Board of Management of the agency.

POLICIES

a. Conflict of Interest

Procurement of contracts for goods and services should be on an arm’s length basis. All Board Members and FYFSC staff are required to comply with FYFSC’s conflict of interest policy. There are documented procedures for Board Members and staff to refer to while declaring actual or potential conflicts of interest on a yearly and need-to basis. Board Members abstain and do not participate in decision-making on matters where they have a conflict of interest.

b. Reserve Policy

Procurement of contracts for goods and services should be on an arm’s length basis. All Board Members and FYFSC staff are required to comply with FYFSC’s conflict of interest policy. There are documented procedures for Board Members and staff to refer to while declaring actual or potential conflicts of interest on a yearly and need-to basis. Board Members abstain and do not participate in decision-making on matters where they have a conflict of interest.

c. Whistle-Blowing Policy

FYFSC is committed to a high standard of compliance with statutory and audit requirements, along with financial and internal controls. In line with this commitment, FYCS’s Whistle Blowing policy aims to promote responsible and safe whistle-blowing by its employees without fear of adverse consequences such as discrimination, retaliation or harassment.

Governance evaluation checklist for the financial year ended 31 March 2024

Fei Yue Family Service Centre complies with the Charity Code of Governance under the advanced tier.

No.	Code guideline	Code ID	Response
BOARD GOVERNANCE			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff appointments?		No
2	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the charity’s finances) can only serve a maximum of four consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
3	All governing board members must submit themselves for re-nomination and re-appointment at least once every three years.	1.1.8	Complied
4	The Board conducts a self-evaluation to assess its performance and effectiveness once during its term or every three years, whichever is shorter.	1.1.12	
	Is there any governing board member who has served for more than ten consecutive years?		Yes
5	In its annual report, the Charity discloses the reasons for retaining the governing board member who has served for more than ten consecutive years.	1.1.13	Complied
6	There are documented terms of reference for the Board and each committee.	1.2.1	Complied
CONFLICT OF INTEREST			
7	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
8	Governing board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied

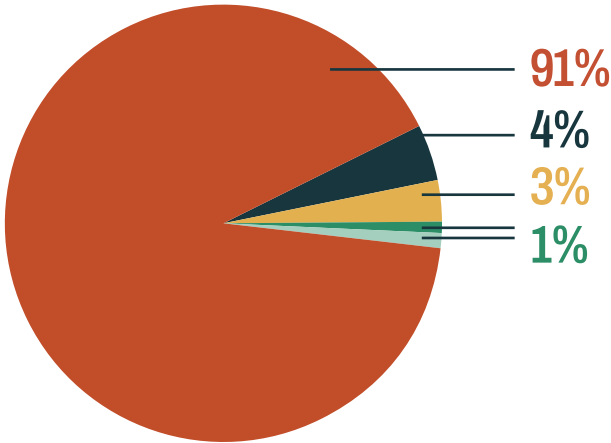
STRATEGIC PLANNING			
9	The Board periodically reviews and approves the strategic plan for the charity to ensure that its activities are aligned with the objectives.	3.2.2	Complied
10	There is a documented plan to develop the capacity and capability of the charity and the Board monitors its progress.	3.2.4	Complied
HUMAN RESOURCE AND VOLUNTEER* MANAGEMENT			
11	The Board approves documented human resource policies for staff.	5.1	Complied
12	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) and is approved by the Board.	5.3	Complied
13	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity?		Yes
14	There are volunteer management policies in place for volunteers.	5.7	Complied
HUMAN RESOURCE AND VOLUNTEER* MANAGEMENT			
15	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
16	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
17	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are conducted regularly.	6.1.3	Complied
18	The Board ensures a process is followed to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
19	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes
20	The charity has a documented investment policy approved by the Board.	6.4.3	Complied

FUNDRAISING PRACTICES			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes
21	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year?		Yes
22	All donations in kind received are properly recorded and accounted for by the charity.	6.1.4	Complied
DISCLOSURE AND TRANSPARENCY			
23	The charity discloses in its annual report — (a) the number of Board meetings in the financial year, and (b) the attendance of every governing board member at those meetings.	8.2	Complied
	Are governing board members remunerated for their services to the Board?		No
	Does the charity employ paid staff?		Yes
24	No staff is involved in setting their own remuneration.	2.2	Complied
25	The charity discloses in its annual report — (a) the total annual remuneration for each of its three highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the three highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each, annually in remuneration.	8.4	Complied
26	The charity discloses the number of paid staff who satisfy all of the following criteria: (a) the staff is a close member of the family* belonging to the Executive Head* or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family* belonging to the Executive Head* or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
27	The charity has a documented communication policy on the information released about the charity and its activities across all media platforms.	9.2	Complied

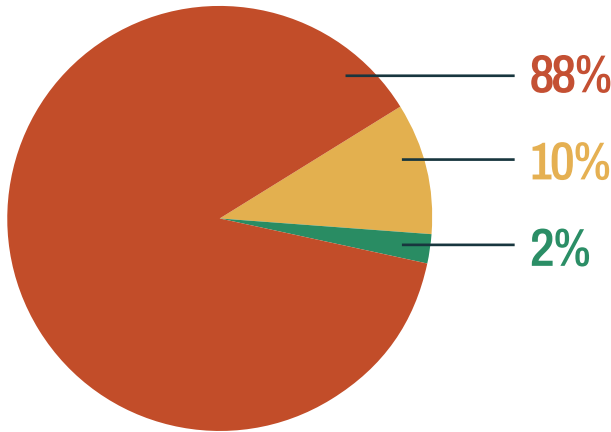
Summary of Financial Performance

Income & Expenditure

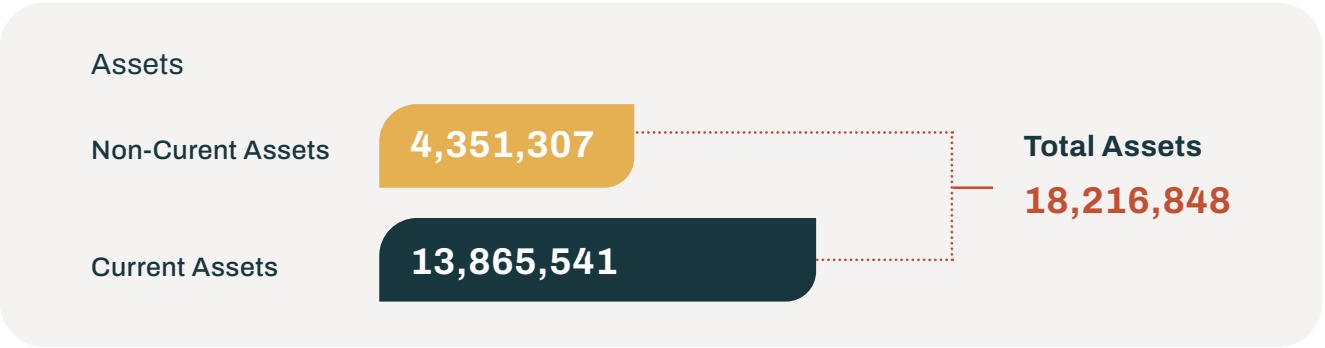
Total Income (S\$)	Per FS
Funding from Government	19,286,052
Other Income	760,962
Other Grants	704,998
Programme Income	267,633
Donations	221,353
	21,240,998



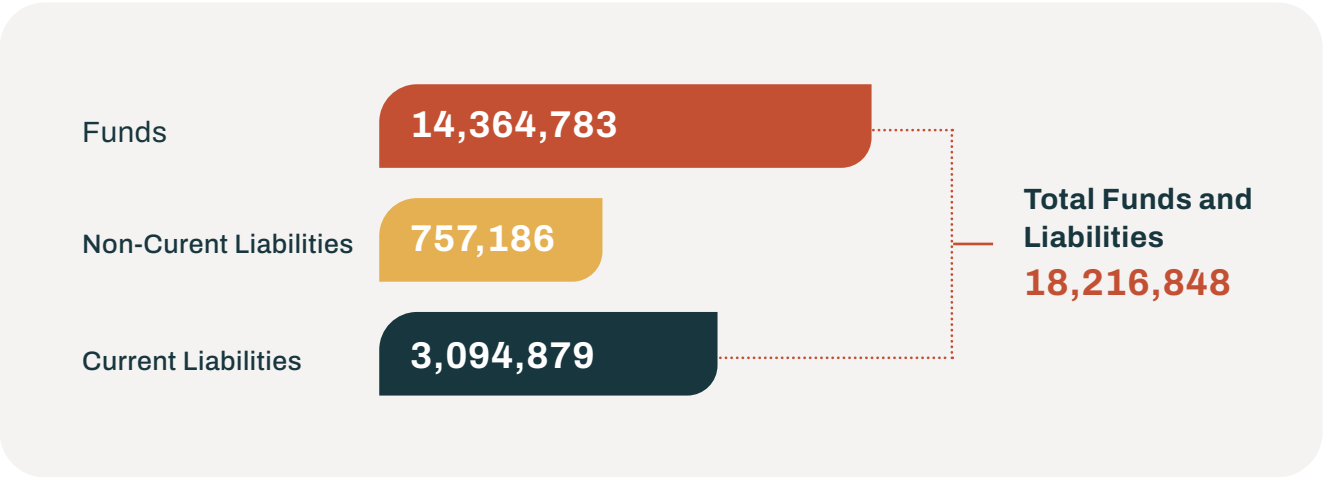
Total Expenditure (S\$)	Per FS
Manpower Related Expenditure	20,240,492
Other Operating Expenditure	2,271,534
Depreciation	487,282
	22,999,308



Balance Sheet



Funds and Liabilities



List of Centres

North	West		Central
Family Service Centre (Champions Way) Blk 569B Champions Way #01-380 Singapore 732569 Tel: 6690 1000	Fei Yue Family Service Centre (Bukit Batok@185) Blk 185 Bukit Batok West Ave 6 #01-187 Singapore 650185 Tel: 6569 0381	Fei Yue Active Ageing Centre (Bukit Batok@210A) Blk 210A Bukit Batok Street 21 #01-294 Singapore 651210 Tel: 6563 3662	Fei Yue Active Ageing Centre (Holland Close) Blk 1 Holland Close #02-115 Singapore 271001 Tel: 6774 4044
	Fei Yue Family Service Centre (Bukit Batok@450B) Blk 450B Bukit Batok West Avenue 6 #01-611 Singapore 652450 Tel: 6569 0381	HEART@Fei Yue (Chua Chu Kang) Blk 422 Choa Chu Kang Ave 4 #01-232 - 234 Singapore 680422 Tel: 6513 8719	Fei Yue Active Ageing Centre (Commonwealth) Blk 107 Commonwealth Crescent #01-230 Singapore 140107 Tel: 6471 2022
	Fei Yue Family Service Centre (Choa Chu Kang) Blk 280 Choa Chu Kang Ave 3 #01-360, #01-362 Singapore 680280 Tel: 6762 5215 / 6771 9520		HEART@Fei Yue / Child Protection Specialist Centre 20 Lengkok Bahru Playground Block #03-02 Enabling Village Singapore 159053 Tel: 6819 9170
	Fei Yue Family Service Centre (Yew Tee) Blk 604 Choa Chu Kang St 62 #01-53 Singapore 680604 Tel: 6416 2162		
	Fei Yue Family Service Centre (Taman Jurong) 301A Corporation Drive Singapore 619773 Tel: 6267 2900		Fei Yue Family Service Centre (Apex @ Henderson) 201 Henderson Road, #06-27/28, Apex @ Henderson Singapore 159545 Tel: 6460 0888
	Fei Yue Active Ageing Centre (Bukit Batok@183) Blk 183 Bukit Batok West Ave 8 #01-101 Singapore 650183 Tel: 6561 4404		