

Rooted in Our Community

Fei Yue Community Services
Annual Report 2024/2025



About us

Fei Yue Community Services (FYCS) was established in 1996.

Together with like-minded pioneers and colleagues, we have overcome many challenges over the years, grown as an organisation and are well-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.

With a staff strength of 581, we are proud to have served close to 50,000 clients and have impacted their lives for the better across the 29 centres we operate 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.



Mission

To Effect Life
Transformation

Vision

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

Values

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



President's Message

As I take time to pause and reflect on the past year with Fei Yue, I am grateful to be reminded of why we do what we do. By serving and staying rooted in the community, we have witnessed not only the challenges people face but also their resilience, strength, and remarkable capacity for growth. It is often in the everyday moments—quiet conversations, shared struggles, and small breakthroughs—that we discover the true impact of our work and the enduring purpose behind it.

At Fei Yue, we remain committed to journeying alongside individuals and families through every stage of life. From empowering youth and supporting vulnerable families to promoting mental well-being and enabling seniors to age with dignity, our work continues to evolve to meet the diverse and changing needs of those we serve. Every initiative, whether longstanding or newly introduced, is guided by our belief in the strength of relationships and the power of early, holistic intervention.

A special highlight of the year was our Givers' Appreciation Lunch, themed "Ripples of Hope," which reminded us that every act of giving, no matter how small, creates waves that reach far beyond what we can see. This theme speaks to the heart of Fei Yue's mission to effect life transformation and build a resilient community through countless unseen yet powerful acts of kindness, generosity, and service.

To our staff and volunteers, thank you for being the heartbeat of Fei Yue. Your dedication, warmth, and commitment make our work possible. Whether on the

front line or behind the scene, you have shown what it means to serve with compassion and excellence. Your selfless contributions are the living roots that keep our mission steady and help it grow.

To our partners, donors, and beneficiaries, we are deeply thankful for your trust and collaboration. Our partners and donors empower us to dream bigger and reach further, while our beneficiaries continually inspire us with their resilience and courage. Thank you for allowing us to walk alongside you. Together, we are building a community where everyone can find support, hope, and dignity.

Looking ahead, we know the journey will continue to evolve. As society changes, so will the challenges and opportunities before us. Yet we stand confident, rooted in strong values and strengthened by the unwavering support of this remarkable community. In the years to come, Fei Yue will continue to deepen its roots and broaden its reach, embracing innovation, cultivating meaningful partnerships, and nurturing lives with hope and purpose.

At Fei Yue, we remain committed to journeying alongside individuals and families through every stage of life.

Dr Thang Leng Leng
President
Fei Yue Community Services



Chief Executive's Message

As I reflect on the past year, my heart is filled with deep thankfulness for all that we have experienced and achieved together. It has been a year marked by quiet perseverance and meaningful breakthroughs—each made possible by the trust of those we serve and the steadfast dedication of those who serve alongside us. We are privileged to journey with individuals and families through some of their most vulnerable moments, and to witness their resilience, healing, and growth. Every life touched stand as a powerful reminder of why we do what we do.

At the heart of our work lies people and their stories. Behind every statistic is a narrative of courage, hope, and transformation. We were honoured to journey with 3,408 children in our Early Intervention Programme for Infants and Children (EIPIC), supporting families through critical years of development. Each small step forward taken by a child is a testament to what is possible when care is timely and holistic.

Our youth services engaged 1,095 young people, providing mentorship, guidance, and safe spaces where they could be heard, encouraged, and equipped for the future. In a world that grows ever more complex, we remain committed to nurturing resilience, purpose, and a strong sense of identity among our youth.

This year, we also supported over 4,000 couples, families, and individuals through 85 diverse programmes. From parenting support and counselling to financial empowerment and crisis intervention, our family services continue to meet real needs, walking with people through both challenging and joyful seasons.

Together, we can keep making a difference—one person, one family, one community at a time.

Among our seniors, we were heartened to see over 12,000 individuals connected across our 15 Active Ageing Centres. Through programmes that foster social engagement, wellness, and caregiver support, we stand by our commitment to help seniors age with dignity, meaning, and joy.

None of these milestones would be possible without the collective strength of our dedicated staff and volunteers, the trust of our beneficiaries, and the unwavering support of our board, partners, funders and donors. Your belief in our mission and your generous contributions—whether through time, resources, or encouragement—fuel our work and ensure its lasting impact.

As we look ahead, we remain firmly anchored in our mission: to transform lives through the care of each individual we encounter. We will continue to innovate, collaborate, and grow, guided by our shared vision of building a more resilient and compassionate society. Together, we can keep making a difference—one person, one family, one community at a time.

Mr Arthur Ling
Chief Executive
Fei Yue Family Service Centre
Fei Yue Community Services



The Year in Review

01 Children and Youth



FEI YUE EARLY INTERVENTION PROGRAMME FOR INFANTS AND CHILDREN (EIPIC)



With a total of four centres in Jurong East (EIPIC JE), Wellington Circle (EIPIC WLC), Upper Thomson (EIPIC UT) and in Bukit Batok (EIPIC BB), the Fei Yue EIPIC division served

3,408

children

in the financial year.

YOUTH DEPARTMENT

Youth GO!



Youth GO! contributed to more than

1,100

monthly outreach hours

and engaged youths in more than 300 interest based activities. They have a total of 10,256 youth engagement contacts.

Youth Development Programme (YDP)



YDP conducted the Animal Care Programme, Youth Baking Programme, Digital Media Programme, HOOKED!, Fishing Programme, and Hidden Youth Outreach Services for

955

youths.

eC2.sg



Crest Youth, a programme under eC2.sg, facilitated over

19

support group sessions

to equip youths with emotional regulation skills. The team have also organised over 40 engaging activities for 400 youths.

The ReConnect programme, a new online youth counselling service, saw over 200 youths seeking support and supported close to 50 youths.

Integrated Service Provider (ISP)



ISP assisted a total of

140

at-risk youths

and was also reappointed as an ISP agency for the next two years, with an expanded mandate to serve youths aged 18 to 21.

02 Individuals & Families



COMMUNITY MENTAL HEALTH DEPARTMENT (CMH)

Fei Yue Community Intervention Team (COMIT)



COMIT provides person-centred, community-based mental health support by conducting workshops, group sessions, and outreach to

1,036
beneficiaries
in the last year.

Fei Yue Community Resource, Engagement and Support Team (CREST)



CREST helped at-risk individuals with early signs of mental health issues and supported individuals and caregivers, reaching out to

29,200
individuals
and handling 2,450 cases.

RESTORATIVE CARE DEPARTMENT (RCD)

Home Team Community Assistance and Referral Scheme (HT CARES)



HT CARES helped

536
beneficiaries

across three centres, helping offenders and families with timely support to reduce re-offending.

Family Resource Centre (FRC)



FRC supported

892
inmates

and families with practical assistance during incarceration and aftercare, in close partnership with Singapore Prison Services (SPS).

Case Management Services (CMS)



CMS supported

956
beneficiaries

under a renewed five-year contract awarded by SPS, providing aftercare case management for offenders and their families.

The Year in Review



STRENGTHENING FAMILIES DIVISION (SFD)

Family Central



A total of

85

Family Life Education programmes were conducted, benefitting 3,064 clients. We also reached 130 couples through the Marriage Preparation Programmes.

Marriage Support



More than

700

couples, families and individuals were supported in programmes like Early Marriage Support and Transnational Marriage Support.

Families for Life @ Community (FFLC)



FFLC reached over

2,622

participants

through 77 parenting and marriage programmes.

KidSTART



645

children

were supported in their home environments by providing holistic family support.

Divorce Support



The Family Counselling arm saw

506

cases,

supporting and helping families alleviate conflicts.

03

Seniors



ELDERCARE SERVICES DIVISION (ESD)

Cloud 9



Cloud 9 Community Palliative Care supports seniors with serious illnesses through counselling, activities, and community-based care at Fei Yue Active Ageing Centre @ Buangkok Green. Our counselling sessions, talks and activities have benefitted more than

410
seniors.

Community Case Management Service (CCMS)



CCMS assisted

266
vulnerable seniors and their caregivers in coping with a range of health and social care needs.

Advanced Care Planning (ACP)



ACP helped

1,077
individuals

make informed choices about their end-of-life stage, ensuring their values and wishes are respected even if they can't speak for themselves.

Healthcare Support



Other than supporting seniors in the Buangkok and Choa Chu Kang regions, a new Caregiver Empowerment Programme (CEP) was launched and commenced services at JIAYOU @ Chinatown Point in September 2024, benefitting a total of

634
seniors.

Elder Education (EE) and Intergenerational Learning Programme (ILP)



The Inclusive Silver College (ISC), launched on 24 August 2024, is Singapore's first lifelong learning programme tailored for seniors with disabilities, empowering them to live more independent, healthy, and fulfilling lives while easing caregiver stress. Together with our current programmes, a total of

10,568
seniors

have benefitted from the activities offered.

Fei Yue Active Ageing Centres (AACs)



With two more centres added this year, more than

12,000
seniors

have benefitted across our 15 AACs islandwide.

The Year in Review

04 Social Entrepreneurship



Academy of Human Development (AHD)



AHD focused on upskilling the social service sector through overseas partnerships, volunteer training, and meaningful learning opportunities, benefitting a total of

2,040
students.

Allied Health Services (AHS)



AHS provided Speech Therapy, Occupational Therapy, Educational Therapy, and Psychological services for **1,359 clients** with neurodevelopmental disorders such as Autism, Attention-deficit/hyperactivity disorder (ADHD), learning disabilities, and intellectual disabilities.

05 Corporate Services

Human Resource



As of 31 March 2025, Fei Yue Community Services (FYCS) had **581** staff. Their well-being is supported through initiatives like Family Meetings, the annual Staff Retreat, and division-led bonding activities.

Communication & Partnerships



Media Exposure

FYCS boosted their media presence with **69 print/online articles**, **34 broadcast segments**, and strong follower growth on Facebook, Instagram, and LinkedIn.

Donors and Partners

FYCS received donations totaling nearly **\$1.95 million**, with corporate partners giving \$1.74 million and individuals \$201,554. The fundraisers, Shining Brighter Everyday and Connecting To Thrive, raised \$273,077 and \$250,000 respectively.

Volunteer Management and Development

Fei Yue recruited **10,758 volunteers**, with 9,590 onboarded through the SG Cares Volunteer Centres programme. Volunteer retention rate was 92%, with 77,987.91 volunteer hours contributed.

01 Children and Youth



Children and Youth

Fei Yue Early Intervention Programme for Infants & Children (EIPIC)

The Early Intervention Programme for Infants and Children (EIPIC) supports children up to 6 years old with diagnosed or suspected developmental needs, including autism, global developmental delays, speech and language delays, and multiple disabilities.

EIPIC provides a natural, inclusive, and safe learning environment where each child follows an Individualised Education Plan (IEP) with developmentally appropriate goals. The programme focuses on three key areas: fostering positive social-emotional relationships, acquiring and using knowledge, and developing appropriate behaviours to meet needs.

Fei Yue Community Services operates four EIPIC centres at Jurong East (JE), Wellington Circle (WLC), Upper Thomson (UT), and Bukit Batok (BB). Our trans-disciplinary team includes Early Intervention Teachers, Social Workers, Occupational Therapists, Speech Therapists, Physiotherapists, Psychologists, and Administrative Staff.

DS-Plus Programme

The Developmental Support-Plus (DS-Plus) Programme, part of EIPIC, supports children aged two to six who need lower levels of Early Intervention (EI) while attending preschool. It offers two to four hours of weekly support within the preschool setting. Entry is based on assessments aligned with ECDA's Early Intervention Benchmarking Framework.

In 2024, ECDA placed an increased emphasis on centres achieving utilisation targets, with each centre expected to meet a consistent monthly caseload. We enhanced manpower through flexible schemes inviting experienced EI teachers and redeploying supervisory staff, enabling each centre to onboard a full-time DS-Plus worker. Cross-centre support addressed uneven caseloads, reflecting strong teamwork. These efforts led to the four centres exceeding a 135% utilisation rate, up from 87% in 2023, and 45 active cases, compared to 26 the previous year. Challenges include increased competition from new EIPIC centres and government policies favouring anchor preschools, complicating child transfers. To remain competitive, Fei Yue aims to strengthen service quality and reputation through parent satisfaction and positive word-of-mouth, praying for continued provision of skilled DS-Plus professionals to support their growing EI team.



Milestones

1. EIPIC Family Carnival 2024: Celebrating Inclusion, Creativity, and Ocean Wonders

On 29 June 2024, EIPIC JE and EIPIC BB, in partnership with Rajah & Tann, held a vibrant carnival at Yuhua Community Club. Graced by the Minister for Sustainability and the Environment, Ms Grace Fu, the event welcomed 600 guests—children, families, staff, and volunteers—to celebrate inclusivity and raise awareness of diverse developmental needs. The carnival featured sensory-friendly game booths, a calming ball pit, and a cheerful dolphin-themed bouncy castle.

Its highlight was an ocean-themed art booth and light-up ceremony led by Minister Fu, with a backdrop created by EIPIC children and teachers, featuring a submarine and diver, symbolising the adult role in guiding and inspiring children through their learning journey. The main hall also showcased an eco-themed art gallery titled *Ocean Wonders*.

Guests enjoyed finger foods like tutu kueh, popcorn, and nuggets. With the support of 70 staff and 60 Rajah & Tann volunteers, the event created a joyful, inclusive space for families and celebrated every child's unique potential through creative expression, shared experiences, and community support.



A child playing with duck fishing at one of the carnival booths



Our beneficiaries appreciating the art work done by the students together with our Guest-of-Honour, Minister Grace Fu



Children playing in the ball pit at the carnival

Children and Youth



To commence the start of the carnival, our Guest-of-Honour Minister Grace Fu, (4th from the left), along with representatives from Fei Yue and Rajah & Tann jointly activated the switches to light up the submarine. The submarine was co-created by the students at Fei Yue EIPIC JE together with their teachers using recycled materials.

2. ECDA Award- Celebrating Excellence in Early Intervention

We are proud to celebrate a key milestone for EIPIC BB. Dinah Abigail Chua, a dedicated teacher, received the Promising Early Intervention Professional Award 2024 from ECDA, presented by the Minister for Social and Family Development, Mr Masagos Zulkifli, and ECDA's Chief Executive Mr Tan Chee Wee.



Dinah Abigail Chua receiving the award from Minister Masagos Zulkifli, and ECDA's CEO, Mr Tan Chee Wee.



Dinah Abigail Chua, Early Intervention Teacher, Fei Yue EIPIC.

3. Collaboration between Fei Yue EIPIC WLC and Innova Primary School

EIPIC WLC and Innova Primary School embarked on a collaboration of events to provide opportunities for the primary school students to foster meaningful interactions with our EIPIC students.

a) EIPIC Presentation at Innova Primary School (16 May 2024)

Ahead of the Sports Carnival, the EIPIC team visited Innova Primary School on 16 May 2024 to raise awareness about special needs and promote neurodiversity. The interactive session prepared students for the event and encouraged empathy, understanding, and ideas for engaging with EIPIC children.

b) Sports Carnival (21 May 2024)

Fei Yue EIPIC WLC, EIPIC UT, and Innova Primary School held their first joint Sports Carnival that helped foster social skills, teamwork, and confidence through fun sports activities, promoting inclusion and meaningful interaction between EIPIC and Innova students.

c) EIPIC WLC Year-End Celebration (18 November 2024)

Fei Yue EIPIC WLC held its Year-End Concert and Graduation Ceremony on 18 November 2024, themed "Travel Around the World." A highlight was the collaboration with Innova Primary School, where students co-created performances and set designs with EIPIC children, promoting inclusion, confidence, and teamwork. We're grateful for partners Mercuria whos sponsored the event and provided thoughtful gifts, while HP Singapore (Pte) Ltd contributed framed graduation and class photos. The celebration was a joyful and meaningful experience for all children, families, and staff involved.



Performances by the students at EIPIC Wellington Circle



A student at EIPIC WLC receiving his graduation certificate from Ms Joanna Toh, Senior Lead Early Intervention Teacher.

Children and Youth

Jing En's story

Volunteering at EIPIC has been a healing and eye-opening experience. I learned to appreciate and support children with Autism, correcting my earlier misconceptions. Assisting in diverse classes taught me valuable skills, while the welcoming staff created a warm, nurturing environment. I'm grateful to be part of such a caring community.

Treymane's story (teacher at EIPIC WLC)

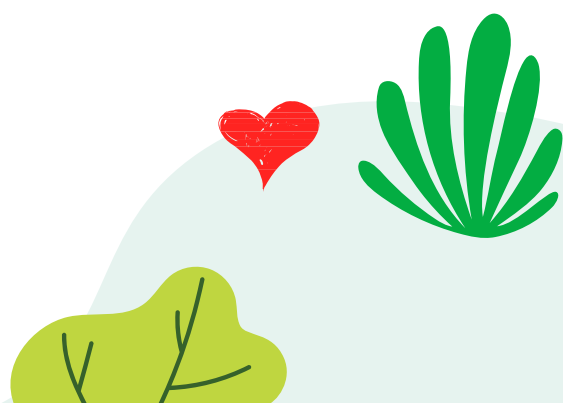
After graduating in 2021, I joined Fei Yue as an early intervention teacher, unsure of my path. My first interaction with a child with special needs opened my eyes to the simple joys that brighten their day—a game, a hug, or a snack. This experience inspired me to support children and bring smiles to their faces. Over time, I've developed resources, worked closely with families, and tailored interventions to each child's needs. I was honoured to be part of a pilot programme enhancing our gym curriculum and was also nominated for the 2025 ECDA Awards and selected for ECDA's "Shape Your Tomorrow" campaign. These opportunities remind me that every small step can create a lasting impact.

4. Joint events with Yuhua Youth Network

On 4 May and 21 June 2024, children from EIPIC JE took part in two meaningful activities made possible by the support of Yuhua Youth Network. The first was a fun baking class at Yuhua CC's kitchen, where the children enjoyed learning new skills under the guidance of instructor Regina. The second was a joyful outing to Yooland (Westgate), where they played in a safe and inclusive environment. Special thanks to Ms. Jenny from Yooland for sponsoring toy-filled goodie bags and offering special rates for our students. We are thankful to all teachers and volunteers for their care and commitment.



Highlights from the Cookie Baking Workshop



Children and Youth

5. Outings for EIPIC UT and EIPIC WLC students

Mercuria Asia Resources Pte Ltd generously sponsored outings for students from EIPIC UT and EIPIC WLC, providing enriching experiences for children and their families. On 1 June, 110 EIPIC UT students and parents enjoyed an exclusive day at Kiztopia, engaging in safe, interactive play.

EIPIC WLC held two outings: on 1 June, children visited SuperPark Singapore for energetic activities, and on 22 June, they explored Kiztopia @ Marina Square, including sensory play and obstacle courses. Mercuria volunteers supported the children throughout. These events promoted sensory play, social interaction, and family bonding outside the classroom. We are deeply grateful to Mercuria for their ongoing commitment to empowering children with special needs and supporting their families.



Looking Ahead

Clinical Transformation Project (CTP)

In 2024, CTP progressed by completing a Family-Centred Practice (FCP) literature review and survey, and preliminary Functional Age Estimation (FAE) study findings. The first FCP awareness training was conducted, and FAE tiers were established. In 2025, CTP aims to strengthen FCP using the Rush and Shelden coaching model in training and collaborate with Allied Health Professionals to redesign the FAE curriculum with a tiered support approach.

Purposeful Play Programme

From 23 August to 20 September 2025, EIPIC JE, in collaboration with Family for Life Community, will run the Purposeful Play programme. Developed by MSF and the Parenting Research Centre Australia, it helps parents of children aged zero to six, especially those with special needs, support development through play and daily activities.

Mindcare Pilot

EIPIC UT is piloting a mental health support program with the Allied Health Services team to identify parents facing mental health challenges. The pilot will gather data on caregiver needs to design future support programmes aimed at improving caregivers' well-being.

EIPIC Digitalisation

The EIPIC division is developing an integrated digital platform to improve workflow efficiency, data management, and communication. This platform will centralise administrative and service processes and offer secure communication between staff and families, enhancing service quality and operational excellence.

Impact Stories

Child A at EIPIC BB

Child A enrolled in EIPIC BB in 2023 at age four with Autism Spectrum Disorder, initially non-verbal and struggling with social interactions and writing. Teachers used a communication board, multisensory pre-writing activities, and a reward system to support him. Over time, he progressed to speaking in short phrases, writing his name, sharing toys, and confidently joining group activities. His journey highlights the effectiveness of early intervention in developing communication, social, and academic skills.

Child K at EIPIC JE

Child K joined EIPIC JE in 2022 at age four with Autism Spectrum Disorder and struggling with emotional dysregulation, especially during transitions. She often cried, screamed, or showed unsafe behaviours during routines like toileting or departure. With consistent support from her teachers, visual schedules, and family collaboration, K improved her emotional regulation and independence. Now, she engages in routines, manages belongings, interacts socially, and handles transitions calmly—highlighting her growth through compassion and perseverance.

Child N at EIPIC UT

Born prematurely at 25 weeks and diagnosed with Cerebral Palsy, N joined EIPIC UT in March 2024. Initially crawling and using a Kaye Walker, she gradually gained confidence to walk independently. By July, she could walk 10 metres without support and moved to a parent-unaccompanied program. In February 2025, N transitioned to Quad sticks, mastering balance and coordination. Today, she confidently walks longer distances, growing stronger and more independent every day.

Child F at EIPIC WLC

When F joined EIPIC in 2022, he was non-verbal with daily meltdowns and self-injury, overwhelming his single mother. Over two years, the team introduced Picture Exchange Communication System (PECS), sensory supports, and structured routines to meet his needs. Now, F communicates with gestures, PECS, and some words. His challenging behaviours have reduced, enabling longer play and focus. This progress has eased his mother's stress and improved family life, highlighting the impact of early intervention.

Children and Youth

Youth Services

Youth Outreach Conference

The Youth Department, in collaboration with the Youth Work Association (Singapore), co-organised the inaugural 3-day International Youth Outreach Conference (YOC) in Singapore from 25 to 27 September 2024 at the NUS Shaw Foundation Alumni House. Graced by Guest-of-Honour Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development, the conference focused on NEETs (youths Not in Employment, Education, or Training), whose proportion rose from 3.7% to 4.1% between 2013 and 2023—highlighting the challenges they face, such as social exclusion, low income, and a lack of essential skills.

The YOC convened international speakers, practitioners, educators, and policymakers from Hong Kong, the United States, Canada, and Singapore to share best practices in supporting NEET youths. Around 300 attendees participated, and the event was covered by seven media outlets, helping raise awareness of the growing Hidden Youth trend.

Following the conference, a 3-day Post-Conference Youth Agency Visit was organised for overseas delegates to learn about Singapore's youth support initiatives. The team also conducted two advocacy training sessions to equip school and community practitioners, and delivered ten parenting talks to help caregivers better understand and support NEET youths.



SPS Eric Chua together with the YOC's invited speakers and staff of Fei Yue

eC2.sg

ec2.sg is a digital platform that promotes youth mental and social wellbeing. It aims to Empower youths to build resilience, Connect with themselves and others, and have the Courage to seek help and engage with the community. It offers two main programmes: Crest Youth Fei Yue @ Tampines and ReConnect.

Crest Youth Fei Yue @ Tampines is a community mental health programme for youths aged 12 to 25. It supports early identification of mental health concerns and equips youths with emotional regulation skills. In FY2024, the programme supported over 400 youths and their parents. The team facilitated 19 support group sessions and organised over 40 activities, such as punch needle, bouldering, and tie-dye, to promote self-care and community bonding.

To meet growing needs, the ReConnect Programme was launched in FY2024. This online counselling service supports youths aged 12 to 25 facing challenges in relationships or self-identity. Over 200 youths sought support, with close to 50 receiving sustained counselling.



Crest Punch Needle workshop.

K's story

K, a 25-year-old university student, joined the ReConnect Programme in June 2024. She had a history of anxiety, shaped by limited family support and a past relationship that was emotionally abusive. These experiences left her with low self-esteem and strong emotional dependence on her boyfriend. When he suddenly broke up with her—possibly due to infidelity—K was overwhelmed with guilt and fear, prompting her to seek counselling.

During her 12-week journey, K initially struggled with anxiety, self-doubt, and uncertainty about whether to hold onto the relationship. She feared losing control during difficult conversations and lacked confidence in expressing her feelings. Over time, she learned self-compassion, built inner strength, and found comfort in her friendships. She became better at managing emotions and calmly setting boundaries with her ex with adequate support.

By November 2024, K reported stronger self-awareness, confidence, and emotional resilience. She developed healthier coping strategies and felt empowered to face the future with optimism. Her case was successfully closed, marking a meaningful step in her personal growth and healing.

Youth GO! @ Fei Yue

Launched in May 2012, Youth GO! @ Fei Yue was adapted from Hong Kong's street outreach model to suit the local context. The programme supports youths in staying engaged with school or work, remaining crime-free, and building resilience and problem-solving skills. Our social and youth workers frequently conduct street outreaches to connect with youths at known hotspots.

In FY2024, the team clocked over 1,000 outreach hours every month and partnered with stakeholders to run more than 300 interest-based activities, including animal care, fishing, baking, digital media, youth-senior bonding, sports, and music. These activities help build rapport, identify at-risk behaviours, and enable timely intervention through casework support.



Youth GO! Street Engagement



Youth GO! Baking Activity

Children and Youth

Youth Development Programme

2024 marked significant progress in deepening the impact and expanding the reach of our initiatives. Our core programmes include Animal Care, Baking, HOOKED! Fishing Programme, Digital Media, the Void Deck Project, and the Happy Family Programme. Additionally, we curated a talk titled *Alone vs. Lonely*, aimed at helping parents support their adolescents through life transitions and build healthy relationships. The team also organized two workshops for community partners, including student welfare officers, counsellors, and social workers, to raise awareness and equip them to effectively engage with detached youths.



Alone Vs Lonely Talk

Animal Care

HIGHLIGHTS



Held **44** animal-care sessions with various small animals and horses (Apr 2024–Mar 2025), excluding the Zoo Career Workshop.



Partnered with **The Caffeine Experience** and joined Mandai's Rainforest Wild Asia opening with Youth and AAC beneficiaries.



Youth Angel **shared her story and sold personalised animal-themed items** at YOC, FYCS Family Meeting, and across three offices.



Youths were featured in media interviews with The Straits Times and Shin Min Daily News on the animal-care programmes.

'Animals don't judge you': Caring for animals draws reclusive youth out of their homes



The Straits Times article featuring Angel Huang, a youth part of Fei Yue's Animal-Care Programme.

Youth A's story

For three years, A was socially withdrawn, isolating herself in her room with minimal contact with her family. Diagnosed with Obsessive Compulsive Disorder with Anxiety, she is considered a hidden youth. In early 2025, she began taking steps to re-engage with the world.

With a strong interest in animals, A bravely joined the Fei Yue Animal-Care Programme. Over seven socio-emotional sessions, she made remarkable progress—from speaking only to her worker and hiding behind a mask, to interacting with peers and staff, sharing her thoughts, and expressing emotions more freely.

Encouraged by her growth, she registered for the Zoo Career Workshop Programme. She has since volunteered and confidently spoken in front of crowds at the Zoo. A continues to make great strides in reconnecting with others and rebuilding her confidence in social settings

Baking

HIGHLIGHTS



Held **59 baking sessions** (Apr 2024–Mar 2025) with Recruit, Knead, and Alumni, in collaboration with partners like The Robertson House, Kopi Pals, and internal teams. Alumni joined bake sales and YOC 2024.



Youth REKA alumni baked **300 Nutella door gifts** and served beverages at YOC 2024, engaging with international and local delegates.



Expanded vocational exposure through partnerships with hotels, home bakers, cafes, and bakeries. Alumni also led bakes for seniors and mentored younger peers.

Youth C's story

C joined the Baking and Animal-Care Programmes under Youth REKA after dropping out of secondary school in June 2022 due to poor attendance and severe social anxiety. Initially quiet and uncomfortable in crowds, she found comfort in the Animal-Care Programme, which boosted her confidence. She later joined the Baking Programme and became an alumni member, improving her communication, making friends, and traveling independently.

In 2024, C enrolled in a private N-Level course through Project Starfish, completed her exams, and began a three-month internship with BakenJoy. Her strong work ethic earned her a full-time job offer. Her caregiver reported significant growth in her independence, communication, and confidence, expressing pride in her transformation.

Digital Media

Youth J's story

Before joining the Digital Media Programme, J had dropped out of school due to family and mental health challenges. While in the Animal Care Programme, he noticed a staff member taking photos, which sparked his interest in photography. This marked the beginning of his journey into digital media.

In 2024, he joined the Digital Media Programme, participating in Snapped! (Photography) and Say Real! (Podcast). J learned theories and techniques, and developed his own podcast, sharing his experience with alternative education alongside a fellow youth.

The programme helped J discover his passion and direction. Motivated, he pursued his O-levels, worked part-time as a photographer at Universal Studios Singapore to gain experience, and eventually secured admission to LASALLE College of the Arts.

The team is proud to celebrate J's journey—from overcoming personal struggles to pursuing his creative ambitions with purpose and resilience.

Children and Youth

HOOKED Fishing Programme

HIGHLIGHTS



Nine youths gained hands-on experience in freshwater fishing and marine conservation through a workshop led by a Marine Steward instructor.



HOOKED! graduates conducted fishing activities for 80 seniors from Loving Heart, Sunshine Court AAC, and Buangkok Green AAC. These events highlighted youth leadership, mentoring, and strengthened intergenerational ties through shared outdoor experiences.



HOOKED! graduates and their families went on a 3-day, 2-night offshore fishing trip in the South China Sea, deepening family bonds and shared learning on sustainable fishing practices.



HOOKED! was invited by Conservation International to speak on youth pathways to conservation. It was featured on Channel 8's Morning Express in February 2025, spotlighting fishing as a platform for youth development, environmental stewardship, and intergenerational impact.

Happy Family Programme

HIGHLIGHTS



In 2024, the Happy Family Programme supported **22 families** to strengthen their relationships, enhance financial literacy, and build resilience through tailored sessions and activities. Beyond working with individual families, the team further expanded its reach by bringing the programme's benefits to two other lower-resourced communities.

Youth R's story

For R's family of six, quality time was a luxury. With limited finances and ongoing savings for their BTO flat, outings were rare and non-essential. The Happy Family Programme (HFP) offered a much-needed chance to bond and learn financial literacy together.

Through HFP, they explored each other's love languages, deepening emotional connections and improving how they expressed care. A highlight was Art Jamming — an activity they would not have otherwise tried. To their surprise, one child displayed artistic talent, while the younger siblings enjoyed the activity and the shared meal afterward. The children called it a "dream come true."

Reflecting on the experience, R shared, "It (HFP) helped me teach and remind my children to appreciate the blessings of others."

Thanks to HFP, the family not only strengthened their relationships but also created meaningful memories that will continue to guide their journey as a family.

Void Deck Programme

HIGHLIGHTS



In 2024, the team partnered with volunteers from **Mawer Investment Singapore, Singapore Exchange, Bank of East Asia**, and students from **Anglo-Chinese Junior College, National University of Singapore, and Nanyang Technological University** to engage children in meaningful activities that promoted character building, confidence, competence, and connection. The children also participated in at least three “Bless My Neighbour” projects, fostering a strong spirit of neighbourliness within the community.

Fei Yue’s staff observation

Children in our community showed inspiring enthusiasm to give back. When asked how they could serve their neighbours, they quickly offered creative ideas. This year, their energy came to life through three “Bless My Neighbour” projects. They collected extra food rations, teamed up with volunteers, and distributed the items door-to-door. They even baked sweet treats to share with neighbours.

Through these efforts, the children gained confidence and engaged in warm conversations, especially with elderly residents, helping to foster a more connected Limbang. Parents also led by example. Mdm Lisa, mother of the “HaHaHaHa sisters”—Hanifah, Hafinah, Hafiqah, and Hanirah—placed a rack of rations outside her home for neighbours in need.

Together, children and parents built a stronger spirit of generosity and community, showing that small acts of kindness can create lasting connections and brighten the lives of those around them.

Integrated Service Provider (ISP)

FYCS has served as an ISP since April 2018, offering MSF-funded programmes for at-risk youths and young offenders in Bukit Batok, Choa Chu Kang, and Bukit Panjang. In FY24/25, the team assisted 140 clients.

Following MSF’s review of the social services landscape, the Enhanced Step-Up Programme — which targeted students struggling with school absenteeism — would sunset by September 2025. In response, our team prioritised a smooth transition of care for affected clients and partners. Staff actively facilitated continuity of care by transitioning clients to other existing programmes within the Youth Department and bridging agencies to relevant sister divisions.

FYCS has been reappointed as an ISP agency for the next two years, with an expanded mandate to serve youths aged 18 to 21.

In 2025, government statistics revealed that sexual offending had risen to become one of the top three crimes committed by young offenders. With our staff trained in working with youth sexual offenders, we have also identified a service gap for youths exhibiting inappropriate sexual behaviours prior to offending. Looking ahead, we are committed to leveraging our expertise, collaborating with partners, and developing services to address this unmet need. Our active participation in the Youth Sexual Offending Community of Practice (COP) continues to inform our practice and positions us to contribute meaningfully to the development of services for this population.

Children and Youth

Sulaiman's story

Sulaiman, 15, joined FYCS in 2023, struggling with anger management and feeling out of place in school. He often skipped classes and got into trouble. That year, his life changed when his girlfriend became pregnant. Determined to step up as a father, Sulaiman left school and took on part-time work to support his growing family.

Despite facing limited job opportunities due to his age, Sulaiman stayed committed to providing for his child. With guidance from his caseworker, he learned healthier ways to manage his emotions and navigate the challenges of young fatherhood.

Through ongoing support, Sulaiman found a new purpose: to break the cycle of poverty and build a better future. He enrolled in Project Starfish to pursue his N-Level qualifications while balancing work and parenting.

In March 2025, Sulaiman's resilience was highlighted when he was featured in CNA's On The Red Dot, inspiring many across Singapore. Today, he remains driven by hope, love for his family, and a strong desire to create lasting change.



Sulaiman's feature on CNA's On The Red Dot

Hidden Youth Outreach Services (HYOS)

The Hidden Youth Outreach Services (HYOS) provides outreach, casework, and counselling to youths aged 12-25 years old that present with socially withdrawn behaviours. HYOS aims to reintegrate the socially withdrawn youths back to school, employment or vocational training.

Presently, HYOS is supporting 76 youths and their families. Between April 2023 - March 2024, HYOS has seen 6 youths successfully reintegrate back into society. We aim to continually grow and develop as a service by conducting ongoing evaluation and research to be better informed and strengthen our outreach efforts.



Completion of training for Hidden Youth Outreach Services

Parent Support Group

The Parent Support Group (PSG) brought together 13 caregivers of Hidden Youths with the goal of fostering a supportive community where members can both give and receive emotional and practical support. From October 2024 to March 2025, we successfully completed eight sessions.

A resounding theme that emerged across all PSG sessions was the shared sentiment among caregivers, "We are not alone." Recognising the strength of peer support, we introduced initiatives such as a caregiver-led support group, along with opportunities for PSG caregivers to act as peer supporters to others outside the group.

As we continue to explore and develop new initiatives, our team is also investing in research to ensure that we are effectively addressing the needs of the families we serve.

02 Individuals & Couples



Individuals & Couples

Community Mental Health (CMH)

Fei Yue Community Intervention Team (COMIT)

In FY2024, COMIT provided person-centred mental health support to individuals and families with complex challenges. We improved clinical skills, expanded outreach to underserved communities, and strengthened cross-sector partnerships to pilot new initiatives addressing emerging needs.

Looking to FY2025, COMIT aims to refine therapies and reach hidden, vulnerable groups. We will continue collaborating with organisations to promote emotional resilience and enhance mental health outcomes, focusing on compassionate, community-based care tailored to those who need it most.

HIGHLIGHTS

September 2024

Youth Outreach Conference: Meeting the NEETS

COMIT attended the inaugural Youth Outreach Conference 2024 – organised by Fei Yue's Youth Department.

COMIT counsellors gained practical strategies, new knowledge, and creative ideas to enhance service quality and sector growth through keynote talks, panels, masterclasses, and networking sessions.



October 2024

Networking with IMH & ASCAT@NUH

To strengthen collaboration with key stakeholders, COMIT engaged in in-depth discussions with IMH and ASCAT@NUH, focusing on improving care transitions from hospital to community care.



HIGHLIGHTS

November 2024**Mini-Mindset: Engaging the Community, Day out at Gardens By the Bay with Beneficiaries**

COMIT partnered with Starbucks and MINDSET to organise a day out for beneficiaries, featuring a guided Flower Dome tour at Gardens by the Bay, a beverage tasting, and a mindful eating session led by counsellors to promote relaxation and presence.

**December 2024****COMIT Thanksgiving & Self-Care****February 2025****Styling A Safe Space: Mental Health Tools for Hair Stylists**

A COMIT counsellor led a full-day workshop for Hair and Cosmetology Association members, teaching mental health knowledge and practical skills to support distressed customers through mini-lectures and interactive activities.

**March 2025****MetaFIT and EmoWEB GroupWork**

COMIT piloted MetaFIT, a psychoeducational fitness workshop led by a counsellor and certified personal trainer, helping five participants use physical activity for emotional regulation and mental well-being. This reflects COMIT's holistic approach to community mental health.

Another initiative, EmoWeB, supported 25 expatriate spouses in Singapore by building emotional awareness, coping skills, and a safe space to share experiences. It addressed adjustment-related stress and fostered trust in social services among this often underserved group.

Individuals & Couples

Fei Yue Community Resource, Engagement and Support Team (CREST)

The CREST Fei Yue team acts as a first-point community outreach touchpoint for mental health support, focusing on the early identification of at-risk individuals and providing psychosocial interventions to assist those with mental health needs and their caregivers.

CREST	Service areas (according to GRC boundaries)
CREST Fei Yue @ Ang Mo Kio-Hougang, Hougang SMC and Punggol (since 1 Jan 2017) (CREST Fei Yue @ AMK-HG & HG)	Ang Mo Kio-Hougang, Bedok-Reservoir Punggol (Hougang), Hougang
CREST Fei Yue @ Bukit Panjang (since 1 April 2020) (CREST Fei Yue @ BP)	Bukit Panjang, Zhenghua, Cashew
CREST Fei Yue @ Brickland and Choa Chu Kang (since 1 Aug 2017) (CREST Fei Yue @ BLCKK)	Choa Chua Kang, Brickland, Keat Hong, Limbang, Yew Tee
CREST Fei Yue @ Bukit Timah, Clementi & Ulu Pandan (since 1 Feb 2016) (CREST Fei Yue @ BCU)	Bukit Timah, Clementi, Ulu Pandan
CREST Fei Yue @ Serangoon & Paya Lebar (since 1 Mar 2021) (CREST Fei Yue @ SRGN & PL)	Serangoon, Paya Lebar
CREST Fei Yue @ Buona Vista and Queenstown (since 1 Sept 2018) (CREST Fei Yue @ BVQ)	Buona Vista, Queenstown
CREST Post-Diagnostic Support Fei Yue (since 1 May 2021) (CREST PDS Fei Yue)	Regardless of boundary but only receiving referrals from Ng Teng Fong General Hospital
CREST Fei Yue @ Limbang & Yew Tee (since 1 Apr 2022) (CREST Fei Yue @ LBTY)	Limbang, Yew Tee

CREST (Community Resource, Engagement and Support Team) promotes mental health and dementia awareness, early identification of symptoms, and integrated support for individuals and caregivers. It educates the community, provides emotional support, links clients to services, and conducts meaningful engagement activities. CREST also collaborates with healthcare and community partners and champions Dementia Friendly Initiatives (DFIs) to foster an inclusive environment.

To achieve its goals, CREST offers free mental health screenings, home visitations, and service referrals. During visits, staff engage clients and caregivers in cognitive activities and basic therapeutic interventions, offering emotional and social support.

In FY2024, CREST Fei Yue reached over 2,100 clients, underscoring its commitment to accessible, holistic, and community-based mental health and dementia care.

Highlights

Fei Yue CREST (Bukit Panjang)

In partnership with Zhenghua CC's Lean On Me campaign, caregivers came together to share experiences and build community. Fei Yue CREST workers led self-care and small group discussions tailored to various caregiving needs. The event, attended by Minister of Foreign Affairs Mr Vivian Balakrishnan and MPs Mr Liang Eng Hwa and Mr Edward Chia, featured a panel dialogue with AIC and Fei Yue's Community Mental Health Head.



The Fei Yue CREST (Bukit Panjang) team with participants at the Lean On Me workshop

Fei Yue CREST (Bukit Timah-Clementi-Ulu Pandan)

The team partnered with Community Praise Baptist Church's Migrants Ministry and Healthserve, where we shared about mental health to the dormitory leaders. The goal was to increase the mental health literacy of the leaders so as to strengthen peer support within the community. We value this partnership and hope to continue this important but often overlooked work in promoting mental health among migrant workers.



The Fei Yue CREST (Bukit Timah-Clementi-Ulu Pandan) team with the dormitory leaders

Fei Yue CREST (Brickland-Choa Chu Kang)

At SAFRA CCK's Total Defence Day, the Fei Yue CREST (Brickland-Choa Chu Kang) team shared about resilience through an interactive "Resilience Tree" activity where participants shared personal strategies for building resilience. Graced by Guest-of-Honour President Tharman, the event aligned with the Total Defence theme and aimed to engage up to 3,000 residents in community-based mental health awareness.



The Fei Yue CREST (Brickland-Choa Chu Kang) team sharing about building resilience with participants

Individuals & Couples

Highlights

Fei Yue CREST (Limbang-Yew Tee)

The Fei Yue CREST (Limbang-Yew Tee) team conducted a mental health outreach focusing on gratitude, where participants created flower-themed art and shared what they were thankful for. The activity fostered warm conversations, smiles, and a sense of connection—highlighting how expressing gratitude can positively impact emotional well-being within a supportive community setting.



The Fei Yue CREST (Limbang-Yew Tee) team conducting the outreach on gratitude

Fei Yue CREST (Serangoon-Paya Lebar)

In collaboration with SMRT Circle Line and AIC, the Fei Yue CREST (Serangoon-Paya Lebar) team conducted a two-day public outreach at an MRT platform to raise awareness on dementia. Commuters engaged in one-on-one conversations, sharing personal concerns and receiving guidance to support services. The initiative aimed to bring mental health education into public spaces, enabling timely connections to help. MP Mr Seah Kian Peng also graced the event with his presence, where the team shared about CREST's ongoing efforts in supporting community mental health and dementia care.



The Fei Yue CREST (Serangoon-Paya Lebar) team with MP Mr Seah Kian Peng

Fei Yue CREST (Ang Mo Kio-Hougang-Punggol)

In April 2024, the Fei Yue CREST (Ang Mo Kio-Hougang-Punggol) team partnered with Geylang Chinese Methodist Church for a mental health awareness series. Talks were conducted for both senior and adult congregations, equipping participants with practical strategies to manage emotional challenges, foster resilience, and supporting their psychological well-being later in life. This collaboration marked a key step in extending mental health education to diverse community settings and promoting inclusive, age-appropriate conversations.



The Fei Yue CREST (Ang Mo Kio-Hougang-Punggol) team conducting a session to attendees of the mental health awareness series

Highlights

Fei Yue CREST (Buona Vista-Queenstown)

The Fei Yue CREST (Buona Vista-Queenstown) team was invited to be part of the opening ceremony of Happy Village – a new community space in the Mei Ling region to bring the residents of Queenstown together. The team has also been active in raising awareness of Dementia within Queenstown constituency and has contributed in building up a Dementia Friendly Community for its residents.



The Fei Yue CREST (Buona Vista-Queenstown) team with Senior Parliamentary Secretary Mr Eric Chua

Fei Yue CREST (Post Diagnostic Support)

The CREST Fei Yue Post-Diagnostic Support (PDS) team partnered with Dementia & Co. for their Annual Talent Show at Peacehaven Nursing Home, celebrating the talents of persons with dementia and their caregivers through performances like fashion shows and singing. The team also attended the inaugural Dementia Symposium at Tzu Chi Humanistic Youth Centre to gain insights and strengthen community ties.



Danny Loke, Head of the Community Mental Health Department at Fei Yue, sharing as part of a panel at the Dementia Symposium at Tzu Chi Humanistic Youth Centre.



Individuals & Couples

Restorative Care Department (RCD)

The Restorative Care Department (RCD), was started in 2006, with one Family Resource Centre located within Prison Link Centre (Changi) specialising in serving offenders, ex-offenders and their families through a variety of programmes.

Due to the nature of our clientele, we partner closely with the Ministry of Home Affairs, as Singapore Prison Services and Singapore Police Force are our key stakeholders.

Over the last 18 years, we have gained substantial experience working with offenders and their families from different walks of life through the provision of Information and referral (I&R) services, Extended Information and referral (EI&R) services, Case Management Services (CMS), and various types of family-focused and client-centred programmes for offenders and their families.

Upstream Intervention Services

Home Team Community Assistance and Referral Scheme (HT CARES)

Piloted in 2019, in partnership with the Ministry of Social and Family Development (MSF), the Singapore Police Force (SPF) created HT CARES to directly refer offenders needing social support to welfare officers within the Police Division. This early intervention programme aims to reduce recidivism by preventing crime upstream.

From April 2024 to March 2025, HT CARES had served 536 beneficiaries, across three different centres, Woodlands, Bedok and Cantonment Police HQ. HT CARES continues to play a pivotal role in shortening the runway to provide social intervention to offenders, as well as next-of-kins; with an aim to reduce re-offending rate amongst offenders.

Mr Tan's Story

Mr Tan, a 75-year-old retiree, was referred to HT CARES after a shoplifting incident that revealed deeper emotional struggles rooted in a difficult childhood. Initially hesitant, he gradually opened up during our sessions, sharing about his upbringing in an orphanage, the bullying he faced, and how these early experiences shaped his self-worth.

Although he had led a stable adult life—married, employed, and financially prudent—he continued to carry emotional wounds that affected his coping. During our check-ins, Mr Tan often said he felt heard and respected. He appreciated the CARES Officer's warm, empathetic approach, which helped build trust and encouraged openness.

Over time, Mr Tan became more receptive to support. Recently, he texted to share that he had visited a nearby Active Ageing Centre and signed up for activities to stay engaged and connected. He thanked the CARES Officer for the recommendation, saying it gave him something to look forward to.

Family Resource Centre (FRC)

The FRC team works closely with Singapore Prison Services (SPS) to provide support to inmates and their families. Between April 2024 and March 2025, we served approximately 892 beneficiaries by providing assistance to inmates and their families requiring support at any point during incarceration (e.g., in areas of financial hardship or managing family-related issues). Additionally, interim assistance was provided through aftercare support for inmates transitioning back to the community without family support.

Case Management Services (CMS)

Case Management Services, initiated by SPS, offers client-centered aftercare support for offenders or Persons with Incarceration Experience (PIEs) who are released directly from prison, placed in a Community-Based Programme (CBP), or under Direct Release. Between April 2024 and March 2025, the team supported a total of 956 beneficiaries, comprising PIEs as well as their family members and pro-social peers.

Highlights

We maintain strong networks with key healthcare institutions such as Changi General Hospital, National University Hospital, Eastern Health Alliance, IMH, and Tan Tock Seng Hospital's Communicable Disease Centre. In addition, we work closely with our agency's specialised centres—including the COMMunity Intervention Team (COMIT) for mental health, Senior Group Home, Family Service Centres (FSCs), Heart @ Fei Yue (Child Protection Specialist Centre), and Family Central—to ensure coordinated, comprehensive care and support for our clients.

In September 2024, we were honoured to have Ms Janet Liam, representing RCD, and our co-partner Ms Cheng Wen Shan from Safe Place, invited to present on Project Baby at the International Corrections & Prisons Association (ICPA) Annual Conference.



The RCD team at Yellow Ribbon Run 2024



Ms Janet Liam (left) and Ms Cheng Wen Shan presenting on Project Baby at the International Corrections & Prisons Association (ICPA) Annual Conference



Life Community Services visiting the RCD team

Individuals & Couples

Highlights

In March 2025, as part of the Criminal Justice Social Work Chapter, Ms Er Mei Yi represented Fei Yue RCD in a professional sharing session, where she highlighted the team's work in the criminal justice and rehabilitation sector.



Ms Er Mei Yi sharing about Project Restart



The RCD team at the International Corrections & Prisons Association (ICPA) Annual Conference



Ms Er Mei Yi at RCD's booth with partners from the Criminal Justice Social Work Chapter

Strengthening Families Division (SFD)

Family Central

In FY23/24, the Central Functions Department continued to support SFD in outreach, research, practice innovations, and capability building. Through the Family Central brand, the department promoted preventive and developmental programmes—from marriage preparation to parenting workshops and family counselling—while equipping individuals, couples, and families with practical knowledge and skills.

Talks And Seminars

A total of 85 Family Life Education (FLE) workshops were conducted, reaching 3,064 participants from schools, corporates, and the community, with a 90% satisfaction rating. In partnership with Families for Life, 14 wellness programmes engaged over 360 participants, achieving 100% satisfaction.



Families participating in the Bake and Bond workshop in celebration of Mid-Autumn Festival



Strategies for Family Bonding workshop at JTC led by Michael Chua



Families spending quality time at Bird Paradise

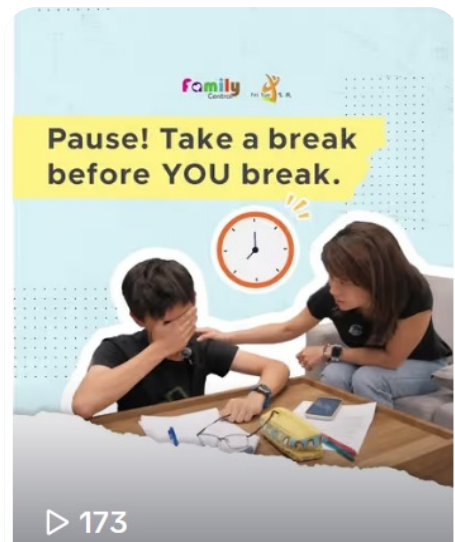
Individuals & Couples

Marriage Preparation Courses

7 runs of the Prevention & Relationship Education Programme (PREP) benefitted 45 couples, while 15 runs of the Tailored Marriage Preparation Programme (TMPP) supported 15 couples through customised sessions. Participants reported improved communication, stronger conflict resolution skills, and deeper relational understanding.

Digital Outreach

Family Central sustained strong digital engagement, with Facebook reaching 74,644 accounts monthly (3,868 followers) and Instagram reaching 26,134 (3,265 followers). A media campaign in partnership with the United Nations Convention on the Rights of the Child (UNCRC) raised awareness on hidden youth and child protection issues, reaching over 229,977 accounts. The Family Thrive newsletter engaged 12,697 subscribers, while TikTok and Telegram continued expanding their reach. The team also brought family life education into public spaces through events like the National Family Festival, grassroots celebrations, and media interviews.



Parenting Series on TikTok

Adoption Services

In adoption services, the department marked a milestone with the implementation of the Adoption of Children Act (ACA 2022). 523 individuals attended mandatory briefings, 57 Adoption Suitability Assessments were issued, and 2 children were matched with adoptive families. The assessor team grew to 10 members to manage the increasing caseload. Post-adoption support included two gatherings and community engagement through arts-based activities.



Our dedicated team of Adoption Assessors

Families for Life @ Community (FFLC)

FFLC continues to foster a supportive, family-friendly ecosystem through evidence-based parenting and marriage programmes in Choa Chu Kang, Bukit Batok, and Bukit Panjang. In FY2024, FFLC served over 2,622 participants and conducted 77 programme runs.

Parenting Support

- Family Life Education (FLE): 29 talks and workshops reached 1,265 participants through collaborations with schools.



Transition to Primary 1 FLE talk at Yew Tee Primary School

- Triple P Programmes:
 - Level 2: 15 webinars and seminars with over 800 parents.
 - Level 3: One-to-one coaching for 115 parents.
 - Level 4: Intensive groupwork for 37 parents.
 - Grandparenting sessions were also held in partnership with Keat Hong AAC.



Triple P L2 seminar at My First Skool (Segar)



Triple P Grandparenting at Keat Hong Community Club

- Signpost for Better Behaviour: 4 runs supported 30 parents of children with special needs.
- Purposeful Play: 16 runs in 5 preschools supported 256 parents and children, with support from Gardens by the Bay and the National Library Board.



Purposeful Play at Nurture Stars CCK SAFRA



Purposeful Play at Sparkletots (Teck Whye)

Individuals & Couples

Marriage Programmes

- ePREP: 116 newlywed and soon-to-wed couples completed this preparatory course.
- Prepare/Enrich: 109 married couples enhanced communication and conflict resolution through groupwork sessions offered in collaboration with community and religious partners.



Prepare/Enrich at Go! Care (Choa Chu Kang)



Marriage Mentors Community of Practice Session

Asian Family Summit 2024 (Hong Kong)

Our Head of Department, Ms Poh Ee-Lyn, presented the Marriage Mentoring initiative at the Asian Family Summit 2024 in Hong Kong. The summit provided valuable opportunities to network with regional professionals and explore innovative practices for building nurturing ecosystems that support families.

Community Outreach

Fei Yue was invited to participate in various community events, including National Day celebrations at Bukit Batok and Yew Tee, and festive events at West Terra and Limbang. These platforms allowed us to engage with residents interested in our parenting and marriage programmes. We are grateful for the positive feedback received from grassroots and school partners, affirming the relevance and impact of our services.



Couple activity at Prepare/Enrich groupwork (Bukit Batok)

Community Initiatives

- Parent Support Groups: Parents met bi-monthly to strengthen parenting skills and build peer support networks.
- Marriage Mentoring: 28 couples benefited from mentoring by trained volunteer couples, with reported increases in marital satisfaction and continued engagement beyond the formal sessions.

Ms Koh's comments

Fei Yue is very efficient, resourceful in conducting programmes... great to work with.

– Jonica Koh,
RN Committee, West Terra

Ms Phay's comments

Fei Yue has a wide range of services to meet our parents' needs.

– Teacher Ms Phay,
Zhenghua Secondary School

Volunteer Recruitment And Management

We continued to recruit and onboard dedicated volunteers to support our programmes. Volunteers like Ruiping found their sessions meaningful and rewarding, especially in engaging with children and families. Their contributions remain an integral part of our outreach efforts.

KidSTART

In FY2024, Fei Yue's KidSTART team continued to champion early childhood development by empowering parents and caregivers of children aged 0–6 from low-income families. As of April 2025, our service area expanded to include Jurong East, Clementi, and Queenstown, alongside existing regions in Bukit Batok, Choa Chu Kang, and Bukit Panjang.

Transition to New Service Model

From April 2024, the team fully transitioned to the Home Visitation Programme, offering personalised, evidence-based interventions to promote parent-child engagement and child development. Our team of 18 trained KidSTART Practitioners (KSPs) supported 645 children, including infants, through home visits and collaboration with healthcare and social service partners.



A home visit session with a parent and child

Community Engagement

KidSTART actively participated in community events like Power Up Playtime and What's for Lunch, fostering parent-child bonding through play, storytelling, and nutrition-focused activities.



KidSTART PowerUP Playtime event set up



KidSTART colleagues at the PowerUp Playtime event

ComLink+ Integration

From July 2024, the team contributed to the national scale-up of ComLink+ by working closely with Family Coaches and FSC caseworkers, conducting joint home visits to enhance coordinated support for families.

Community Programmes & Partnerships

Preschool Outreach Programme

In January 2025, Fei Yue was awarded implementation of the Preschool Outreach Programme in expanded regions across Singapore, facilitating preschool enrolment to support school readiness and social mobility.

Individuals & Couples

ECXe! Programme

Partnering with Curious Thoughts Giving, the ECXe! phonics programme helped 40 children aged 4–6 improve English literacy through engaging parent-accompanied and child-focused sessions. Celebratory milestones boosted children's confidence and encouraged parental involvement.



Children learning and practising during phonics class

Music & Enrichment Workshops

In May 2024, children explored music through EtonHouse Community Fund's workshop series, learning singing, ukulele, and drumming in a fun, hands-on setting.



Children learning singing and rhythm at the ECF Music workshop

Family Bonding Events

- Retreat with Hope Family Camp in November 2024 offered 9 families a 2D1N bonding experience at Kampung Siglap, with 100% reporting stronger family connections.



Mid-term celebrations to encourage both parents and children



Retreat with Hope Family Camp @ Kampung Siglap



Families bonding through games



Family bonding through a baking activity

- Funtastic Family Carnival in March 2025, in partnership with Fiserv, brought joy to 131 beneficiaries through games, crafts, and food, supported by 60 dedicated volunteers.



Children playing carnival games



Representatives from Fiserv and Fei Yue's management

Marriage Support

Strengthening Families Programme @ Family Service Centre (FAM@FSC)

Fei Yue's FAM@FSC continued to serve families in Bukit Batok, Bukit Panjang and Choa Chu Kang as one of 10 agencies appointed by the Ministry of Social and Family Development. Through a spectrum of services in marriage and divorce support, we remained committed to strengthening family relationships, building resilience, and supporting individuals through life transitions.

Marriage Support

Our marriage support initiatives reached a total of 503 couples, including 44 young couples through the Early Marriage Support programme and 453 transnational couples via Marriage Preparation and Support programmes. These workshops focused on strengthening relational foundations, addressing practical challenges, and supporting child outcomes.

Key Highlights

FAM Fiesta – Celebrating 10 Years of Transnational Family Work

Fei Yue marked a decade of supporting transnational families with a vibrant celebration attended by 177 clients. The event included client performances, story sharing, games, and booths, honouring the journeys of couples who have grown stronger together.



Foreign spouses, staff and volunteers who put up a skit in celebration of 10 years of transnational family work

Individuals & Couples

Key Highlights

Christmas Fiesta

Held in collaboration with Keat Hong Community Club, this festive event brought joy and bonding to 80 clients, with activities like cup decorating and ornament making that created lasting memories.



Children dressed as Christmas trees at the "Build your own Christmas tree" competition

Fashion Fiesta – Celebrating Women's Day

In a spirited Women's Day celebration, 70 clients enjoyed activities including flower arrangement and catwalk styling sessions, aimed at boosting confidence and celebrating womanhood.



Participants striking a pose and cheering, "Everybody is beautiful!"

Social Activities for Couples and Families

A total of 13 social activities such as bonding outings and cultural events saw 327 participants from 120 families engage in quality time together, deepening connections within and across families.

Language Sessions for Foreign Spouses

To help foreign spouses better integrate into Singaporean society and family life, 36 language sessions were conducted, benefitting 86 participants.

Buddy Programme

Six transnational couples were paired for mutual support, forming meaningful friendships and learning from one another's experiences.

Volunteer Training and Appreciation

41 volunteers were trained through orientations and workshops, and their contributions were recognised throughout the year for their integral role in supporting families.



Our volunteer interpreters and Marriage Coach, Evelyn Chye.

Divorce Support

In the area of divorce support, our focus remained on helping families and children navigate the emotional and practical challenges of divorce. A total of 498 clients completed the Mandatory Co-Parenting Programme, while 74 parents attended Parenting PACT workshops to better understand and support their children post-divorce.

Children-in-Between (CIB)

This evidence-based programme supported 15 parents and 17 children in developing communication and emotional regulation skills during family transition.

Children of Divorce Intervention Programme (CODIP)

CODIP catered to younger children, helping 2 children make sense of their experiences through structured group sessions.

Transcending Divorce Support Group

Four cycles of this group programme provided a safe space for 31 participants to process grief, rebuild confidence, and connect with others facing similar situations.

Family Counselling

A total of 506 cases were supported through casework and counselling, addressing family conflict, marital struggles, parenting concerns, and discernment issues. Many clients expressed feeling more supported and empowered to take positive steps forward.

Online Counselling (Family Assist Platform)

Our online counselling services reached 245 clients, providing discreet and accessible support via live chat, audio calls, and emails—meeting people where they are in their journey.



03 Seniors



Care @ Community

Community Case Management Service (CCMS)

About CCMS

CCMS is a community-based service developed by the Ministry of Health (MOH) and funded by the Agency for Integrated Care (AIC). It helps vulnerable seniors and their caregivers who face difficulties in managing multiple health and social care needs. By combining community-based aged and social care services, this initiative enables seniors to remain in their communities for an extended period, giving them the option to age in place. The objective of CCMS is to hinder or postpone the need for institutionalisation among seniors who have complex care needs.

Mdm S' story

When the Senior Group Home programme at Fei Yue came to a close in December 2024, Mdm S, one of its long-time residents, was faced with a difficult and uncertain transition. The place she had called home—where she had built a routine, friendships, and a sense of security—was no longer going to be there.

Understandably, she was filled with worry. She feared losing the familiar community she had grown to rely on, and was anxious about the possibility of being paired with a new flatmate, recalling past experiences that left her feeling unsettled and unheard.

Throughout this period of uncertainty, her case manager journeyed closely with her—offering emotional support, counselling, and unwavering encouragement. Together, they worked with the Housing & Development Board (HDB), and with heartfelt advocacy and the backing of her doctor's letter, Mdm S' quiet hope became a reality: she was granted a HDB rental flat in the very same location, and best of all, she would be allowed to live alone.

Today, Mdm S continues to thrive in her own space, surrounded by the familiarity of her community. She occasionally visits Fei Yue Active Ageing Centre (Teck Whye), staying connected and engaged, all while enjoying the dignity and independence of a life she can call her own.



Mdm S and her case workers

Seniors

Cloud 9

Cloud 9 Community Palliative Care aims to help seniors who are diagnosed with a serious or life-limiting illness. The programme aims to help these seniors navigate complex decisions and receive community support. Therapeutic activities, group outings and counselling are conducted at Fei Yue Active Ageing Centre (Buangkok Green).

Highlights

As part of our ongoing efforts to support holistic end-of-life care, Cloud 9 organised a meaningful visit for seniors and clients to HCA Oasis Day Care. The visit aimed to provide psychoeducation and introduce participants to hospice day care services in a warm and engaging way. By showcasing the vibrant and therapeutic environment, we helped dispel common misconceptions and demonstrated that such spaces can be both lively and supportive for palliative patients.

In addition, Cloud 9 hosted informative talks in collaboration with the National Environment Agency's After-Death Facilities and Services (NEA ADFS), where clients learned about various burial options and how to plan for their afterlife preferences. These sessions also encouraged open conversations with loved ones about end-of-life wishes, fostering greater awareness and preparedness within the community.



Senior engaging in a hands-on gardening activity at HCA Oasis



Seniors playing Rummy-O at HCA Oasis



Seniors attending the NEA ADFS's talk

Advanced Care Planning (ACP)

ACP is a proactive and thoughtful process that empowers individuals to reflect on their values, beliefs, and care preferences, and to make informed decisions about their future health and personal care. This becomes especially important in situations of serious illness or medical uncertainty, ensuring that their wishes are respected even when they are unable to express them.

Through guided conversations, individuals are encouraged to identify what matters most to them and how these priorities influence their healthcare choices. A key component of ACP is the appointment of a trusted spokesperson who can speak on their behalf if they lose decision-making capacity, ensuring their voice continues to be heard.

Highlights

In a significant step towards community engagement, the ACP team published an article in Prime magazine this year, reaching a wider audience and raising public awareness about the importance of having early conversations about future healthcare preferences. This mainstream outreach supports our ongoing mission to normalise discussions on end-of-life care and encourage individuals to take active steps in planning ahead.

By fostering these conversations, the ACP team plays a vital role in promoting autonomy, dignity, and clarity for individuals and their loved ones across all stages of life.

Boey's story

All 7 of us are appreciative of your valuable service rendered to us to complete our ACP procedures. It is as though we have settled on an outstanding task that we wanted to do but somehow didn't do because of procrastination on our part. Thank you very much for your service!

Healthcare Support Department

Home Care

Fei Yue's Home Care services support clients in ageing well within their communities by addressing essential medical and health care needs. By delivering person-centred care at home, the service helps reduce unnecessary hospital admissions and delays the need for institutionalisation, enabling clients to maintain their independence and dignity for as long as possible.

Beneficiaries Served in FY24/25

Fei Yue Home Care	Home Medical	Home Nursing	Home Personal Care	Home Therapy
Home Care @ Buangkok	48	87	107	109
Home Care @ Choa Chu Kang	12	22	58	NA



A Home Care client engaging in handicraft as part of the Home Personal Care service's mind-stimulating exercises

Seniors

Mr Lee's story

At 75, Mr Lee was living in isolation, struggling with severe eczema that left him too embarrassed to leave home. His condition worsened in his poorly ventilated flat, and aside from occasional help from neighbours, he had no access to food or care. When referred to Fei Yue Home Care, Senior Healthcare Assistant Roi Tawng found him frail and reluctant to accept help, even refusing personal hygiene services. Undeterred, Roi patiently built trust, offering consistent support with compassion and dignity.

With time, Mr Lee began accepting assistance, including showering, nail trimming, and rehabilitative exercises to improve mobility. Roi also taught him how to use his phone, helping him reconnect with friends and his son. These small steps empowered him to regain confidence and independence—he now ventures out for church and meals, no longer isolated or overwhelmed by his condition.



Ms Roi Tawng, Senior Healthcare Assistant, Fei Yue Community Services.

Caregiver Empowerment Programme (CEP)

With the closure of the Caregiver Support and Respite Programme in March 2024, Fei Yue launched the Caregiver Empowerment Programme at JiaYou @ Chinatown Point in September 2024. JiaYou is a collaboration led by the National Council of Social Service, together with Montfort Care, Fei Yue Community Services, and Yong-en Care Centre, aimed at supporting seniors and caregivers.

Fei Yue provides caregiver support groups, workshops, a Caregivers Café for rest and connection, and short courses for those aged 50 and above. The programme helps caregivers reduce stress and build resilience through expert talks, one-to-one counselling, training sessions, and resource guidance, while also raising awareness in partnership with the wider community.

Beneficiaries Served in FY24/25

	Interest Group (Terrarium workshop, painting, craft)	Support Group	Training	Counselling
Caregiver Empowerment Programme	124	74	18	25



Representatives from Fei Yue, Montfort Care, and Yong-en Care Centre with Ms Josephine Teo, Minister for Communications and Information, at the JiaYou opening event.



Minister for Communications and Information, Ms Josephine Teo, visiting a terrarium-making workshop for caregivers at the JiaYou Centre.

Elder Education (EE) and Intergenerational Learning Programme (ILP)

The EE Department promotes active ageing through a range of programmes focused on lifelong learning, healthy living, and social connection.

Inclusive Silver College (ISC)

In August 2024, Fei Yue launched Singapore's first Inclusive Silver College, supported by Ngee Ann Kongsi, to provide tailored courses for seniors aged 50 and above with non-permanent or permanent disabilities. This initiative empowers differently abled seniors to live more independently and meaningfully, while also easing caregiver stress by supporting their loved ones' growth and engagement.



Seniors with disabilities attending the "Art of Healing: Nagomi Pastel" workshop at JiaYou centre

LY's story

LY, a senior living with depression and undergoing treatment, was unable to attend the first session of the "Art of Healing" workshop due to a sleepless night. But she gathered her strength and joined the second session, "Kintsugi," which turned out to be a deeply meaningful experience.

During the workshop, participants were guided to break ceramics—a symbolic act of confronting brokenness. When LY saw her pottery shatter into many pieces, she felt a wave of panic and self-doubt. Would she be able to piece it back together? But with gentle encouragement from the trainer and facilitator, she pressed on. Bit by bit, she began mending the fragments, eventually restoring her pottery into something even more beautiful than before.

Reflecting on the process, LY shared that the experience mirrored her own journey. Life, like art, often breaks us in unexpected ways. But with patience, support, and resilience, healing is possible. Through this simple yet powerful act of mending, she rediscovered hope, strength, and the quiet beauty of starting anew.



A bowl repaired with Kintsugi, the Japanese art of mending broken pottery with gold—symbolising healing, resilience, and finding beauty in imperfection

Seniors

Feeling Nostalgic!

Feeling Nostalgic! is a three-part event series designed to spark joyful memories and meaningful conversations among seniors. Supported by Ngee Ann Kongsi, the first event, Childhood Games & Old School Snacks, was held at Gardens by the Bay and Fei Yue Active Ageing Centre (Buangkok Green).

Seniors enjoyed adapted childhood games and familiar treats, promoting social connection, cognitive engagement, and physical activity. Many expressed feeling youthful and happy, with strong interest in more events like this in future.

The initiative not only lifted spirits but also encouraged family involvement and community bonding, showing lasting impact and potential for continued engagement.



Adaptive marble (Goli) game held at a void deck



A senior on wheelchair playing Five Stones with the help of team members



Joyful seniors receiving their prizes after completing 4 stations of adaptive childhood games

Fei Yue Active Ageing Centres (FYAACs)

Fei Yue currently operates 15 AACs which offer a comprehensive suite of services known as A.B.C. — Active Ageing Programme, Befriending & Buddying, and Case Referral Service. Designed for Singaporean and Permanent Resident seniors, these AACs provide opportunities for mental, social, and physical engagement, as well as support in cluster activities, befriending, information and referrals, home visits, and managing the Alert Alarm System for designated blocks. Additionally, Fei Yue offers National Silver Academy (NSA) courses to engage seniors and actively encourage their participation in volunteering activities, promoting active ageing within the community.

Fei Yue Active Ageing Centre (FYAAC) (Teck Whye)

About the Centre

The Active Ageing Centre is part of Age Well SG, a national initiative led by the Ministry of Health to help seniors age actively, stay socially connected, and receive care within their communities. The Fei Yue Active Ageing Centre (FYAAC) (Teck Whye) serves as a community hub where seniors can participate in recreational activities, build relationships, and access health and social services.

Key Challenges

Connecting with seniors within the AAC's service boundaries posed challenges, especially when residents were hesitant to open their doors or were not home during visits. To address this, the team collaborated with grassroots organisations to hold more community events and festive celebrations (e.g. Chinese New Year, Hari Raya), which introduced FYAAC's services to more seniors. To better engage male seniors—who were less likely to join centre-based programmes—targeted outdoor activities like hiking groups and community gardening were introduced to help them bond and participate more comfortably.

Significant Milestones

In October 2024, the AAC organised its first walkathon and carnival, Stride with Pride, Celebrate Life, which drew nearly 150 participants, 60 volunteers, and 8 partner agencies. The event featured booths from organisations such as National University Health System (NUHS), St Luke Day Care Centre, and the Singapore Police Force. Building on this success, the AAC will align 2025 events with international themes, including a Family Bonding Workshop in May, Celebration of Seniors in October, and inclusive activities for Seniors with Disabilities in December. July 2025 will also mark the AAC's 15th anniversary, to be celebrated with a series of events honouring its community, partners, and volunteers.

Summary of numbers for FYAAC (TW) at a glance for FY24/25

Rental block seniors	Purchased block seniors	Total number of Active Aging program sessions
280	1,109	1,315

Seniors

Hamisah's story

When Hamisah first joined FYAAC (Teck Whye) in 2018, she lived just above our centre in a rental block—but felt worlds away. Initially, she only came by to collect food rations and remained distant, often hostile towards staff. It seemed unlikely she would ever want to engage beyond necessity.

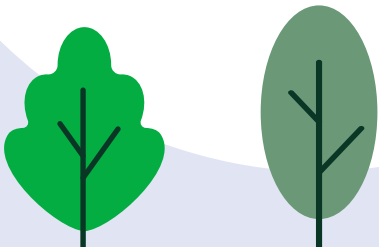
That changed one day last year when Hamisah needed our help getting to the hospital. Our team stepped in, and it was there that she got to know our centre manager, Kris, on a deeper level. This encounter marked the beginning of a slow but steady transformation.

Gradually, Hamisah began participating in our activities. Most recently, she joined us for a Hari Raya meal, smiling and laughing alongside other seniors. Now, she drops by daily to monitor her blood pressure and stays to help staff with small tasks. She attends weekly exercise sessions and even assisted in decorating the centre for our Hari Raya celebration.

She also encourages other Malay seniors to join the AAC as members.



Hamisah and her friends from FYAAC (Teck Whye) going for an outing together



Fei Yue Active Ageing Centre (FYAAC) (Buangkok Green)

About the Centre

Fei Yue Active Ageing Centre (FYAAC) (Buangkok Green) is committed to building a vibrant and supportive community for seniors. By promoting active ageing, social inclusion, and mental well-being through meaningful programmes, we empower seniors to live active, healthy, and independent lives. As of now, we've reached 1,290 seniors across 54 HDB blocks and one condominium, with an average daily attendance of 84.

Key Challenges

One major challenge was low engagement among male seniors, who were less inclined to participate in mixed-gender or structured activities, increasing their risk of isolation.

To address this, we adopted a Design Thinking framework to better understand and meet the needs of male seniors. This led to the Foodie Express Initiative, which encouraged inactive men to join morning walks followed by hawker centre visits — blending exercise, social interaction, and nostalgia.

Significant Milestones

- Foodie Express successfully improved mental and physical health, and sparked lasting friendships. Participants began initiating their own social gatherings, including a Chinese New Year lunch outing. Inspired by this success, other male-centric programmes like fishing and table tennis have also gained traction.
- Nordic Walking, engaging up to 90% of the body's muscles, has drawn an average of 60 seniors per session. This full-body workout promotes fitness, posture, cardiovascular health, and connection to nature.

Community Partnerships

We've collaborated with healthcare providers, schools, local businesses, and government agencies for a variety of enriching programmes, from health talks and exercise classes to cultural outings and creative workshops.

Highlights:

- BRIGHT Project with Sengkang General Hospital: Achieved 85% satisfaction with significant improvements in mood and health confidence.
- The National Innovation Challenge (NIC) Cognitive Training with Tan Tock Seng Hospital: Launching in May 2025, this programme aims to boost seniors' cognitive health through structured mental exercises.

Top Activities by Participation

Activity	Total Participation	Sessions Held	Avg Participation/Session
Bingo	3,123	86	36
Chair Zumba	1,729	35	49
Zumba Gold	1,761	46	38
Board Games	1,661	123	14
Line Dance	1,490	48	31
Reading Club	927	209	4
Communal Meal	894	50	18
Birthday Celebration	733	179	4
Chair Zumba (HPB)	670	19	35

Seniors

Fei Yue Active Ageing Centre (FYAAC) (Brickland)

About the Centre

Fei Yue Active Ageing Centre (FYAAC) (Brickland) transitioned to the enhanced Eldercare model, AAC 2.0 on 1 April 2023, significantly expanding its service boundary. As of 31 March 2025, the centre serves 1 rental block, 17 HDB blocks, 2 private condominiums, and 15 landed properties—catering to an allocated population of 1,316 seniors. Membership has grown steadily, with 736 registered within-boundary members and 40 outbound members.

Key Challenges

- **Manpower Constraints:**
The growing senior population outpaced staffing capacity. The centre responded by hiring a part-time outreach staff, collaborating with external service partners, and training senior volunteers to help with daily operations.
- **Space Limitations:**
Physical space at the centre was insufficient for larger events. To overcome this, the AAC partnered with Residents' Network Arcade 251 to utilise their venue for large-scale programmes.

Significant Milestones

- Strengthened outreach efforts through collaborations with the Silver Generation Office (SGO), Brickland Constituency Office, and other community stakeholders.
- Provided seniors with platforms to perform and participate in events like the Healthier SG Launch and festive celebrations.
- Achieved all targets for FY24/25:



488

seniors engaged through Active Ageing Programmes.



112

GUI sessions conducted, reaching 359 unique seniors.



70%

of **Buddying Programme** seniors actively attending centre activities.



Reached over

700

seniors through outreach.

Community Partnerships

The centre worked with over 20 community and healthcare partners to deliver a range of programmes and services.

Highlights include:

- Digital literacy support by Infocomm Media Development Authority (IMDA)
- Functional screenings and health talks by The National University Health System (NUHS) and Health Promotion Board (HPB)
- Intergenerational bonding activities with Sparkletots and Republic Polytechnic
- Exercise and wellness programmes led by Grace Assembly, Trinity Choa Chu Kang Church, and Golden Life Foundation

Volunteer-Led Initiatives

Volunteers played a pivotal role in sustaining meaningful programmes:

- Music Interest Group: Weekly sessions with performance opportunities
- Joy Dance: Senior-led exercises at void decks
- Art & Flower Crafting: Peer-to-peer creative workshops
- Haircut Services: Bi-monthly volunteer-led grooming sessions

As of 31 March 2025	
Registered Members (Rental)	144 seniors
Registered Members (Purchased)	592 seniors
Total Number of Members	736 seniors

Programmes / Activities Lead by Vounteers / Seniors

Activity	Description	Average pax per session
Music Interest Group	Weekly Thursday afternoon with Volunteers coaching Seniors to play musical instrument like Ukulele, Cajon & Shakers for performing opportunities at various events	25
Hair Cut	Bi-monthly Wednesday morning volunteers do hair cut for Seniors	20
Art Flower	Senior volunteering to teach skill of making stocking flowers to other Seniors	15
Joy Dance	Weekly Monday morning, Seniors volunteering to lead Seniors dance exercise at Void Deck	30
Japanese Flower Arrangement	Volunteer taught the skill of Ikebana flower arrangement to seniors for 2 sessions	30
Information & Referral	Reading Letters & Messages, Referral when necessary	4
Singing Club	Weekly Thursday afternoon Singing Session	20
Massage Services	Bi-Weekly Thursday & Friday Massaging Equipment to Serve Seniors	12
Leisure Entertainment	Daily Newspapers Reading & Watching TV Programmes	15

Seniors

Fei Yue Active Ageing Centre (FYAAC) (Hougang Dewcourt)

About the Centre

Fei Yue Active Ageing Centre (FYAAC) (Hougang Dewcourt) began operations on 2 October 2017 and is open to all Singaporeans and Permanent Residents aged 60 and above. The centre provides a welcoming environment for seniors to build community, engage in meaningful activities, and support one another through ageing. Its programmes are structured around three pillars: Age Well, Stay Well, and Get Well—encouraging social connection, mental wellness, and preventive care to delay frailty.

As of 2025, FYAAC (Hougang Dewcourt) has reached out to nearly 1,100 seniors out of its assigned population of 2,000.

Key Challenges

In response to MOH's directive for AACs to engage at least 50% of their assigned senior population by 2025, the centre faced the challenge of reaching approximately 1,000 seniors. With limited staffing and rising demands, the team adopted creative engagement strategies—introducing interest groups, offering NTUC vouchers for sign-ups, and providing referral incentives to current members. Despite these hurdles, the team succeeded in surpassing the outreach target through strong collaboration and effective use of individual staff strengths.

Significant Milestones

- Successfully engaged close to 1,100 seniors, surpassing the 50% outreach target.
- Piloted the Neighbourhood Ambassadors project in collaboration with the AAC Special Projects team. Volunteers were trained to assist in outreach and needs assessments, extending the centre's reach within the community.
- Scheduled implementation of Gym Tonic, a strength-training programme to be launched by September 2025.
- Introduction of the HAPPY Programme, aimed at supporting frail seniors, to be rolled out from July to October 2025.

Community Partnerships

FYAAC (Hougang Dewcourt) relies heavily on both individual and corporate volunteers to run its wide range of programmes. In FY2024–2025, 62 individual volunteers contributed a total of 3,162 hours. Volunteer-led initiatives include walking and cycling groups (e.g., Mari Mari Jalan Jalan, Silver Riders), Tai Chi classes, bingo sessions, and movie outings.

In addition, the centre collaborates with government and educational organisations such as IMDA (Digital Fest) and Anderson Serangoon Junior College (Chinese New Year celebrations) to enrich seniors' lives through digital literacy, cultural celebrations, and intergenerational activities.



"Mari Mari Jalan Jalan" – Walking interest group led by volunteers



Silver Riders – Cycling interest group led by volunteers



Tai Chi – Interest group led by volunteers



Movie Outing – Organised and accompanied by volunteers



Digital Fest by IMDA



Chinese New Year celebration by Anderson Serangoon Junior College

Seniors

Fei Yue Active Ageing Centre (FYAAC) (Hougang)

About the Centre

Fei Yue Active Ageing Centre (FYAAC) (Hougang) expanded in May 2021 to become an AAC, covering Lorong Ah Soo and Hougang Avenue 1. In April 2024, its service boundary widened to include surrounding private estates and new Build-To-Order (BTO) flats, raising its assigned population to 3,560.

Key Challenges

- **Space Constraints:** With an expanded population, existing facilities could not meet growing demand. FYAAC (Hougang) addressed this by partnering with external venues like Woodleigh Neighbourhood Police Centre and Paya Lebar Wellness Centre, and conducting activities at void decks and pavilions for greater accessibility.
- **Manpower Limitations:** Limited staffing posed challenges in serving a large senior base. The team responded by building a strong volunteer base—now comprising 78 dedicated individuals, including nine senior volunteers—and conducting quarterly engagement sessions to align on goals and gather feedback.

Significant Milestones

- **Media Highlights:** FYAAC (Hougang)'s seniors participated in Lien Foundation's Seniors Go! iYoyo project, earning the Greatest Performance Award. The centre was also featured in Lianhe Zaobao and The Straits Times, showcasing the impact of hobbies in healthy aging.
- **Inter-Agency Collaborations:** In collaboration with SG Cares, North East Community Development Council (NECDC), Gardens by the Bay, and Orchard Road Business Association, FYAAC (Hougang) co-organised a Christmas Carnival for 200 seniors with FYAAC (Hougang Dewcourt).
- **Faith-Based Partnership:** With Paya Lebar Chinese Methodist Church (PLCMC), the centre provided monthly outings, "Happy Wednesday" sessions, and free haircuts for isolated seniors.

Community Partnerships



Volunteer meet-up session on 4 September 2024



Group photo of volunteers after a Block Party on 31 August 2024



PLCMC Volunteers accompany seniors on an outing to Sentosa

FYAAC (Hougang) strengthened community ties through collaborations with external partners and volunteers. Engagements like the Christmas Carnival and joint programmes with Hougang Community Centre reflect its commitment to holistic support for seniors. Activities were also co-led by volunteers, extending the centre's reach and deepening social involvement.

Looking Ahead

As FYAAC (Hougang) transitions into AAC 2.0, the focus will shift towards supporting frail seniors. Upcoming initiatives include:

- Therapeutic Horticulture with NParks for seniors with higher frailty levels.
- Watercolour Art under the Silver Inclusive College to promote cognitive engagement.
- Pickleball and Drone Soccer, funded by the Fun Fund Grant, to boost male senior participation in recreation.

Summary of Programmes and Beneficiaries

As of 31 March 2025	
Registered Members (Rental)	142 seniors
Registered Members (Purchased)	1,162 seniors
Total Number of Members	1,304 seniors

Activities and Programmes

Programmes / Services	Type of Activities / Programmes	No. of Clients
Service Boundary	HDB Rental Blocks (2 Blocks)	142
	HDB Studio Apartment (2 Blocks)	134
	HDB Purchased Flats (33 Blocks)	984
	Landed Houses	44
Alert Alarm System	No. of emergency AAS Calls	0
	No. of non-emergency AAS Calls	640
	No. of households monitored via AAS	122
Information & Referral	Information & Referral	1,153
Centre Activities	Cognitive	77
	Learning	263
	Physical Health	359
	Social	1,106
	Volunteerism	42
Activities in partnership with external organisation / volunteers		672
Other Activities	Food Ration / Distribution	656

Seniors

Mdm Wong's story

As a retiree, Mdm Wong found herself with the time and desire to give back to the community in a meaningful way. Volunteering, especially with fellow seniors, has become one of the most fulfilling experiences of her life. Being a senior herself, she deeply understands the emotional challenges that come with ageing. Through her volunteer work, she has been able to uplift and encourage others, reminding them they are not alone.

The journey hasn't always been smooth—differences in mindset and attitudes have at times made it difficult to connect. But Mdm Wong believes that patience, courage, and open communication can overcome such barriers. One of her most memorable moments was seeing a senior with dementia, who had been hesitant to join in, smile with joy during a community event.

Volunteering has enriched Mdm Wong's life in countless ways, teaching her about compassion, resilience, and the importance of human connection.



Mdm Wong (standing) teaching seniors how to play Rummy-O

Fei Yue Active Ageing Centre (FYAAC) (Senja)

About the Centre

Established in April 2017, Fei Yue Active Ageing Centre (FYAAC) (Senja) is nestled in Bukit Panjang and serves as a vibrant hub for over 1,300 senior members committed to enriching the lives of older adults through meaningful engagement, learning, and social connection.

Key Challenges

FYAAC (Senja)'s growing membership and expanding initiatives highlight the increasing demand for consistent, innovative, and scalable programmes that address the evolving health and wellness needs of seniors.

Significant Milestones

In FY24/25, FYAAC (Senja) introduced several impactful initiatives:

- **CALM Programme (Combat Age-related Loss of Muscle):**
In collaboration with Sport Singapore, this 8-week programme equipped 26 robust seniors with practical skills in exercise, nutrition, and sleep to combat sarcopenia. It was followed by a 12-week maintenance programme focused on mobility, fall prevention, and cognitive stimulation. The initiative received highly positive feedback and strong participation.



Seniors performing resistance band exercises



Seniors at Sport SG Active Health Lab awaiting their first assessment



Seniors performing weight-lifting exercises using dumbbells



Seniors celebrating their milestone achievement after completing the CALM programme

- Walkathon @ Bedok Reservoir:
In partnership with Sunnystep Singapore, FYAAC (Senja) organised a 5km walkathon in November 2024 with 85 participating seniors. The event promoted outdoor activity, endurance, and enjoyment, reinforcing the centre's philosophy of active and purposeful ageing.



Group photo of seniors at Bedok Reservoir during the Walkathon in November 2024

Seniors

Community Partnerships

Strong partnerships with organisations such as Sport Singapore and Sunnystep Singapore enabled the centre to deliver high-quality health and wellness programmes. These collaborations played a critical role in expanding the centre's reach and deepening its impact.

Summary of Programmes and Beneficiaries

As of 31 March 2025	
Registered Members (Rental)	201 seniors
Registered Members (Purchased)	1,099 seniors
Total Number of Members	1,300 seniors

Activities and Programmes

Programmes / Services	Type of Activities / Programmes	No. of Clients
Service Boundary	HDB Rental Blocks (3 Blocks)	201
	HDB Studio Apartment (2 Blocks)	270
	HDB Purchased Flats (38 Blocks)	829
Alert Alarm System	No. of emergency AAS Calls	2
	No. of non-emergency AAS Calls	89
	No. of households monitored via AAS	232
Information & Referral	Information & Referral	399
Centre Activities	Cognitive	405
	Learning	314
	Physical Health	316
	Social	650
	Volunteerism	77
Activities in partnership with external organisation / volunteers		666
Other Activities	Food Ration / Distribution	399

Fei Yue Active Ageing Centre (FYAAC) (Limbang)

About the Centre

Fei Yue Active Ageing Centre (FYAAC) (Limbang) transitioned to the Active Ageing Centre (EC) model on 2 May 2021, expanding its service boundary to include seniors from nearby purchased flats and landed properties. Today, FYAAC (Limbang) serves a diverse group of seniors with varying needs.

Key Challenges

The Centre addresses the social isolation and vulnerabilities of low-income seniors within the community. Engaging male seniors who prefer smaller, gender-specific social groups was also a challenge initially.

Significant Milestones

- Launch of the Gentlemen's Club in September 2024, a male-only group created based on seniors' feedback to encourage participation through preferred activities such as walking and dining.
- Recruitment drive in February 2025 to build a team of senior male volunteers to support centre operations and outreach.
- Recognition with the Partners-in-Education Award in 2024 from Kranji Primary School for fostering meaningful intergenerational collaborations.
- FYAAC (Limbang) has 26 volunteers aged 25–81 supporting activities, home visits, and errands. They find fulfillment and build strong bonds with seniors and each other. The centre aims to grow this committed volunteer team.

Community Partnerships

FYAAC (Limbang) partners with Kranji Primary School to promote intergenerational bonding. Students regularly visit the centre to conduct activities and have invited socially isolated seniors to events like the Chinese New Year reunion lunch. The school also organises fundraising and mini-carnivals, enriching seniors' lives and providing students with opportunities to engage with the elderly community.



Members of the Gentlemen's Club having a meal together



Kranji Primary School students and seniors from FYAAC (Limbang)

Seniors

Fei Yue Active Ageing Centre (FYAAC) (Limbang Green)

About the Centre

Fei Yue Active Ageing Centre (FYAAC) (Limbang Green) transitioned to an Active Ageing Centre under the AIC Eldercare Model on 3 May 2021, expanding services to include Befriending and Buddying for seniors aged 60 and above within the studio apartments and surrounding HDB purchase flats.

Key Challenges

With the shift in service model, the centre now serves a broader group of seniors with more complex and varied needs. This includes reaching out to socially isolated individuals, adapting programmes to engage a wider age range, and ensuring sufficient support for frail and homebound elderly.

Significant Milestones

- “Meals with Love” was launched in 2023 in collaboration with Residents’ Network and Senior Citizens’ Executive Committee (SCEC) volunteers. Home-style meals are prepared every Friday, accompanied by games and activities. This initiative rotates participants weekly to promote bonding across all blocks, showcasing strong grassroots and volunteer partnerships.
- The centre runs weekly outings, communal meals, and interest group activities to foster social interaction and a sense of belonging.



A volunteer cooking a home-style meal for seniors



Seniors enjoying the meal

Community Partnerships

The "Meals with Love" initiative reflects the deep collaboration between the centre, volunteers, grassroots, and external partners. Volunteers from SCEC plan and cook nutritious meals, while the centre organises social activities.

External organisations such as IMDA and healthcare partners support the centre with workshops, health talks, and recreational events.

Summary of Programmes and Beneficiaries

Registered Members

Location	Current As of 31 March 2025	Terminated / Withdrawn
Blk 570 – Blk 574 & AIC boundary blocks	1114 Total Active 1051 Inbound Active 63 Outbound Active	101

*Registered members are seniors who are 60 years old and above, residing in Blk 570 to Blk 574 and AIC designated boundary blocks (HDB purchase flat) based on Elder Care Model.

Summary of Beneficiaries

Programmes / Services	Workshops / Activities	No. of Clients
Alert Alarm System (276 households)	No. of emergency AAS calls - 0 No. of non-emergency AAS calls -	587
Information & Referral	Information - 26 Referral - 0	26
Centre Activities	Karaoke Birthday Parties Baking Class Ukelele Rummy-O Bingo	5,941
Activities organised by External Organisation	IMDA workshops Health talks Outings Carnivals Communal Meals Exercise Photography Class	5,915
	Total:	12,469

Fei Yue Active Ageing Centre (FYAAC) (Sunshine Court)

About the Centre

Fei Yue Active Ageing Centre (FYAAC) (Sunshine Court) started operations on 2 January 2019. It serves seniors aged 60 and above residing in Blocks 401 to 475 and Studio Apartment Blocks 476A to 476D in Choa Chu Kang. The centre engages seniors regardless of housing type, providing holistic support through active outreach and inclusive programmes.

Key Challenges

The centre supports a diverse group of seniors, including those who are isolated, emotionally vulnerable, or physically frail. Sustaining meaningful engagement across this wide spectrum requires personalised care, creative programming, and strong partnerships.

Seniors

Significant Milestones

- Organised regular centre-based activities such as Chair Zumba, Sunshine Café, reading club, and weekly communal meals to promote active ageing and social connection.
- Established strong ties with external partners to host large-scale events, workshops, and intergenerational bonding activities.



FYAAC (Sunshine Court) members and staff at Gardens By The Bay



Christmas Carnival in collaboration with The Flying Dutchman

Community Partnerships

The centre has collaborated with organisations such as DBS Bank, National University of Singapore (NUS), MediaCorp, Greenridge Secondary, and more to bring enrichment programmes, carnivals, health posts, and volunteer-driven engagement to seniors.



Greenridge Secondary School students and seniors from FYAAC (Sunshine Court)



A DBS volunteer assisting a senior with purchasing essentials

Summary of Programmes and Beneficiaries

Registered Members

Location	As of 31 March 2025
Blk 476A, B, C, D (Studio Apartment) & Blk 401 – Blk 475 (AIC boundary blocks)	Total : 1,381 Within Boundary: 1,266 Out of Boundary: 115

Programmes / Services	Type of Activities / Programmes	No. of Clients
Alert Alarm System	No. of households monitored via AAS - 120	134
Centre Activities	Low Impact Aerobics HPB Chair Zumba Chair Workout Line Dance Bingo Sunshine Café Rummy O Reading Club (Reading newspaper & Colouring) Music Connection Birthday Party Communal Meals every week	5,234
Activities organised by External Organisation	Fun Session with various of external parties: (GBB, DBS, NUS, ITE, SUSS, Singapore Poly, Republic Polytechnic, Greenridge Secondary School, Zheng Hua Primary School, CapitaLand, CPF, TFD Collective, MediaCorp. Community Health Post Art & Craft Session Outing	3,788
Other Activities	Food Ration / Carepack Distribution-	1,500
	Total	10,522



Seniors

Mr Yew's story

Mr Yew was a businessman in Batam for over 40 years, so focused on work that he became distant from his family. After political changes in 1998 led to his business collapse, he returned to Singapore, only to find himself alone. Though he continued to revisit Batam to revive his business, COVID-19 left him grounded and isolated. A flyer brought him to FYAAC (Sunshine Court), but he left thinking it wasn't for him.

In early 2024, a mild stroke and worsening vision left him truly vulnerable. That was when the centre stepped in—staff checked in on him regularly and referred him to a social worker who arranged daily meals and support. The team continued to reach out and gently encouraged him to take part in centre activities.

Gradually, Mr Yew opened up and began building friendships with other seniors. Today, he visits the centre almost daily, is visibly happier, and even welcomes new members. What once felt unfamiliar has become his second home.



Mr Yew



Mr Yew (bottom left) with his newfound friends

Fei Yue Active Ageing Centre (FYAAC) (Serangoon)

About the Centre

Fei Yue Active Ageing Centre (FYAAC) (Serangoon) was officially onboarded to AAC 2.0 on 1 April 2024, enhancing its ability to reach and support seniors in a more targeted and holistic manner. The centre serves a total senior population of 1,871, with 811 actively engaged in the Active Ageing Programme (AAP).

Key Challenges

The growing scale of the AAP led to space constraints at the centre, making it difficult to accommodate all sessions. To address this, the centre collaborated with external partners such as the Residents' Network (RN) and conducted offsite activities at Serangoon Park, ensuring continued accessibility and outreach to more seniors.

Significant Milestones

- **HAPPY Programme by Health Promotion Board (HPB):**
24 frail seniors completed the full 12-session programme with 100% attendance and assessments. Despite space limitations, the programme was successfully delivered in compliance with HPB's standards.



Seniors at the HAPPY programme

- **Community Events:**
 - Racial Harmony & Community Resilience Day: 182 seniors participated in games and performances organised in collaboration with PA.
 - National Day Dinner: Celebrated with Guest of Honour, Mr Ong Ye Kung, Minister for Health.



Seniors posing for a photo with Mr Ong Ye Kung, Minister for Health, at the National Day dinner



Seniors at the Serangoon National Day Dinner in collaboration with PA

- **PA Community Spirit Award 2024:**
The centre was recognised for its community outreach and engagement. The award was received by Fei Yue's representatives at Orchard Hotel on 18 July 2024, officiated by Mr Edwin Tong, Minister for Culture, Community & Youth, and Second Minister for Law.



Fei Yue's representatives: Ms Aw Lay Hoon, Director of Care @ Community (right) and Ms Daphne Chong, Assistant Director of Active Ageing Centre (left) receiving the PA Community Spirit Award.

Seniors

● Collaborations with RN



An RN volunteer teaching seniors the art of Paper Quilling



An RN volunteer teaching seniors how to create bears using beads



Seniors with their beaded creations

Number of Elderly Served

As at 31 Mar 2025	
Registered Members (Rental)	111
Registered Members (Purchased)	700
Total Number of Members	811

Programmes & services

Participation Summary (FY24-25)

Programmes Type	Type of Activities / Programmes	Clients' Participation Rate
Information & Referral	Information & Referral	557
Centre Activities / AAP	Social Recreational & Public Education *Bingo, Exercise, Rummy-O, Blood Pressure, Sports/ Board Games, Newspaper, Parties, Outings	12,110
Activities organised by External Organisation	Social Recreational & Public Education	1,438
Average Daily Attendance	52 Members	

04 Social Entrepreneurship

Academy of Human Development (AHD)

The AHD team has continually strengthened its role as a leading training provider by expanding its range of programmes to build the capabilities of individuals and organisations. Over the past year, we focused on skills development within the social service sector, established partnerships with overseas institutions, and delivered targeted training for volunteers.

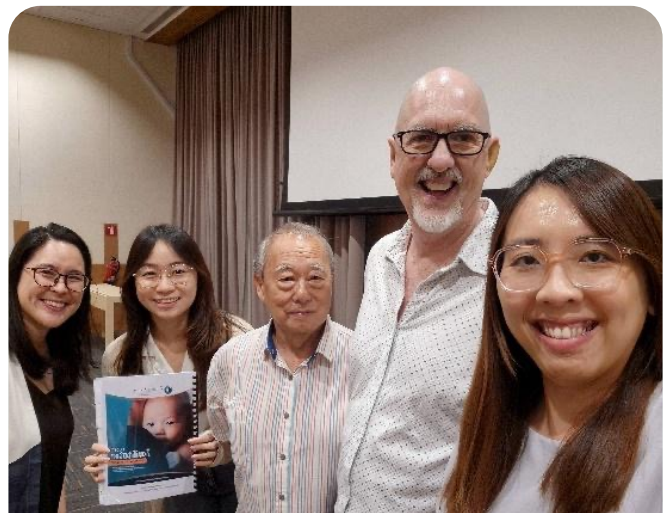
Over the past year, AHD conducted 110 trainings and reached 2,040 individuals. Committed to upskilling the sector, we aim to expand our training initiatives, scale impactful programmes, and build strategic partnerships to address emerging needs and support sector development.

Highlights

1. Strategic Overseas Partnerships – Upskilling the Sector

AHD established two key partnerships to strengthen sector capabilities. In collaboration with Circle of Security International (COSI), we hosted the Circle of Security Parenting™ (COSP) facilitator training in Singapore. This attachment-based programme equipped over 70 practitioners to better support the emotional needs of children and caregivers.

We also partnered with Triple P International to expand training in positive parenting strategies and managing challenging behaviours. Through both initiatives, over 41 practitioners reported improved consultation skills, self-efficacy, and confidence in delivering behavioural family interventions.



AHD team with Neil Boris – Trainer for COSP Facilitator Training

Social Entrepreneurship

2. Strengthening Capabilities – WSQ Course Offerings

From 2023 to 2024, AHD strengthened its role as a Centre of Excellence through the TNM 2.0 partnership with the Social Service Institute. Our professionals earned the Advanced Certificate in Learning and Performance and Diploma in Design and Development of Learning Programmes, enhancing our ability to develop courseware independently.

After TNM 2.0, AHD became a registered training provider with SkillsFuture Singapore, meeting rigorous quality standards.

We currently offer WSQ courses including Practical Counselling, Para-Counselling, Solution-Focused Brief Therapy, Satir Model, and Managing Challenging Behaviours of Seniors. More courses are in development to provide accessible, subsidised training that supports community resilience and capacity building.

3. Empowering Volunteers – Trainings for SGCares Volunteers

We support SGCares Volunteer Centres by providing public and customised training to enhance volunteer skills in befriending seniors, disability inclusion, and leading projects—empowering volunteers to better serve beneficiaries and strengthen community impact.

Participant's Comments

The volunteers' workshop provided a brief but insightful introduction to the importance of volunteering. It also clearly outlined what is expected from us as volunteers. Additionally, the trainers demonstrated their expertise in their respective fields and provided valuable guidance on how and when to effectively engage with clients.

The trainer was warm, patient and approachable to all participants when difficult questions were asked and appropriately responded based on her varied experience in the field of senior needs. Special case studies were also generously shared to assist in deeper understanding of seniors and to impart effective skillsets and mindsets in our future encounters with seniors.



Participants from the Volunteers' Workshop

Allied Health Services (AHS)

The AHS Department provides Speech Therapy, Occupational Therapy, Educational Therapy, and Psychological services for clients with neurodevelopmental disorders such as Autism, Attention-deficit/ hyperactivity disorder (ADHD), learning disabilities, and intellectual disabilities.

They work closely with Fei Yue's Early Intervention Programme for Infants and Children (EIPIC) to assess needs and develop tailored intervention goals and educational plans.

Partnerships and Growth

In 2024, we deepened partnerships that promote emotional well-being in children. Through ongoing collaboration with the Health Promotion Board, we conducted workshops for parents and educators on stress management, resilience, and social-emotional development. Our partnership with the Singapore Institute of Technology also provided Speech and Occupational Therapy students with clinical experience, while enriching our team's expertise through supervision and shared learning.

Internal Collaborations

Collaboration remains central to our success. Our partnership with the EIPIC division enables joint assessment and individualized therapy plans for children with developmental needs. Interprofessional units—comprising Speech Therapists, Occupational Therapists, and Associate Psychologists—deliver coordinated, holistic care. Together with KidSTART and support from the LYT/NSB Charity Trust, we've provided crucial therapy for at-risk children, supporting those on waitlists and supplementing existing interventions to enhance developmental outcomes and participation in daily life.

Empowering Parents and Families

Last year, the department ran three parenting programmes—"It Takes Two to Talk," "More Than Words," and "Circle of Security – Parenting." These empowered caregivers with practical strategies to better engage and support their children. Parents reported increased confidence and a deeper understanding of their child's needs, helping them navigate challenges more effectively at home.

Strategic Alignment

In 2024, we launched interdisciplinary workgroups to unite professionals across disciplines in purposeful collaboration. These workgroups drive innovation, enhance service delivery, and strengthen team cohesion. They also support staff development and retention by fostering a culture of shared learning and mutual respect. Moving forward, these groups will continue to shape responsive, impactful services that meet our community's evolving needs.

Ark Allied Health & Counselling Services

The Ark Allied Health & Counselling Services clinic has also played a crucial role in expanding access to therapy. Located at the Singapore Shopping Centre, the clinic has served a diverse range of individuals—providing Speech Therapy, Occupational Therapy, Psychological, Counselling, and Art Therapy. It is especially a resource for adolescents and adults seeking support from a Clinical Psychologist, offering services that address a variety of mental health and developmental concerns.

05 Corporate Services

Human Resource



FYCS staff strength
as at 31 Mar 2025:

581 staff

Corporate Events

Fei Yue's quarterly townhall meetings or "Family Meetings" are a cherished tradition that bring staff together to celebrate milestones and strengthen bonds. This year's gatherings were especially meaningful, marked by several heartfelt moments.

A key highlight was the stepping down of Mr John Ang as Board President of FYCS after 24 years of service. A tribute video featuring staff from across Fei Yue honoured his impactful leadership. He was succeeded by Dr Thang Leng Leng at FYCS, while Ms Seah Kheng Yeow took on the role at FYFSC.



July 2024 Family Meeting



The Senior Management team presenting a portrait to Mr John Ang (centre) in appreciation of his service as Board President of Fei Yue Community Services

The meeting also featured the annual Staff Awards Ceremony, recognising outstanding performance and long service milestones from 5 to 25 years.

Special moments included birthday celebrations for Chief Executive Mr Arthur Ling and Co-Founder Mr Leng Chin Fai, and a heartfelt sharing by a youth client, Ms Angel, who spoke about how the Animal Care Programme boosted her confidence.

Fei Yue's 33rd anniversary Staff Retreat took place from 5 to 6 September 2024 in Johor Bahru. The retreat featured team-building at Thistle Hotel, a celebratory banquet at Pekin Restaurant, and vibrant inter-division games.



Snapshots from 2024 Staff Awards Ceremony, featuring Long Service Award recipients, including Ms Lynn Lim (bottom right), who received the 25-Year Long Service Award.



Snapshots from Staff Retreat 2024 - Day activities



Snapshots from 2024 Staff Retreat 2024 - Evening dinner

Corporate Services

Employee Health & Wellness

Fei Yue values its staff and invests in their well-being through events like Family Meetings and the annual Staff Retreat. Divisions also hold their own activities to build team spirit and connection.

One example is the Corporate Services Division Retreat on 15 November 2024, which featured sharing sessions, bonding games, and a heritage walk through Joo Chiat with Bingo challenges.



Corporate Services Division Retreat

Milestones

After earning the Great Place to Work® certification for 2023–2024, Fei Yue reinforced its commitment to staff wellness by introducing Intellect, a digital mental health platform offering free counselling and in-app tools for self-care and stress management.

Staff development also remains a priority. In May 2024, Fei Yue presented its competency-based learning journey at the SUSS-Allkin SWAP Symposium, showcasing efforts to build a future-ready workforce through structured learning and leadership development.

Communications and Partnerships Department (C&P)

To close the financial year on a high note, the C&P department hosted the Ripples of Hope Givers' Appreciation Lunch in March 2025, honouring the unwavering commitment of our volunteers, partners, and benefactors. The event was graced by Deputy Prime Minister and Minister for Trade and Industry, Mr Gan Kim Yong, who praised the collective impact of our community's generosity.

Themed "Ripples of Hope", the event celebrated how every act of kindness creates waves that strengthen and uplift our community. Guests enjoyed an uplifting afternoon filled with heartfelt sharing, interactive games, and inspiring performances.

A touching highlight was Mr Chew Boon Yan, an 89-year-old member of Fei Yue Active Ageing Centre (Limban), who taught himself to paint via YouTube and presented his impressive artwork as a heartfelt gift to the Guest of Honour.

This gathering marked another meaningful chapter in our journey of gratitude, reminding us that together, our collective efforts create far-reaching positive ripples.



Mr Arthur Ling, Chief Executive of Fei Yue Community Services (far left); Mr Gan Kim Yong, Deputy Prime Minister and Minister for Trade and Industry (left); Mr Chew Boon Yan, member of Fei Yue Active Ageing Centre (Limban) (right); and Mrs Seah-lim Kheng Yeow, President of Fei Yue Family Service Centre (far right), on stage as Mr Chew presents his painting to Mr Gan.



Laughs and smiles from guests at the Givers' Appreciation Lunch



Guests enjoying table games

Corporate Services

Media Liaison

Over the past financial year, FYCS has significantly amplified our presence across media and social platforms.



69

print and online articles—more than double last year's 40



34

broadcast media segments, surpassing last year's 35



5,405

Facebook followers grew from 5,027



3,129

Instagram followers grew from 2,613



3,551

LinkedIn followers grew from 2,445

These expanding channels have been powerful tools in spreading awareness of our programmes and deepening engagement with the community. We are energised by the growing support from partners and the public, who continue to join us in empowering those we serve.

Donors and Partners

FYCS received a total of 780 cash donations, amounting to \$1,944,852.62.

Of these, 58 donations were made by corporate partners, contributing a total of \$1,743,298.30. Individual donors accounted for 722 donations, with a combined total of \$201,554.32.



FYCS received a total of 780 donations amounting to

\$1,944,432.62



58 corporate donations

\$1,743,298.30



722 individual donations

\$201,134.32

FYCS also held two fundraising campaigns during the year:



Shining Brighter Everyday, which raised
\$273,077.32

Connecting To Thrive, which raised
\$250,000.00

We are grateful for the continued generosity of our donors and supporters, whose contributions enable us to serve our communities more effectively.

Corporate Donors

- Adventure 21
- Allianz Global Corporate & Specialty SE Singapore Branch
- Allianz Global Investors Singapore Limited
- Allianz Investment Management Singapore Pte Ltd
- Allianz SE
- Allied World Assurance Company Ltd
- Busways Pte Ltd
- CapitaLand Hope Foundation
- Conservation International Singapore
- Curamed Medical (Hougang) Pte Ltd
- Euler Hermes Singapore Services Pte Ltd
- Every Nation Church (Singapore)
- Fitch Group
- Geylang Chinese Methodist Church
- Goodway Agencies (Shipping) Pte Ltd
- LYT/NSB Limited
- Mawer Investment Management Singapore Pte. Ltd.
- Maybank Singapore Limited
- Mercuria Asia Resources Pte Ltd
- My Chirocare Pte Ltd
- National Council of Social Service
- National Council of Social Service (ComChest)
- Orchard Road Business Association
- Paeonia Foundation Ltd.
- PAP Community Foundation
- Parkway Hospitals Singapore Pte Ltd
- RSM SG Assurance LLP
- Schawk Asia Pacific Pte Ltd
- Singapore Pools (Private) Limited
- The Community Foundation of Singapore
- The Ngee Ann Kongsi
- The Traveller DMC Pte. Ltd.
- Trillion Group Holdings Pte Ltd
- Y3 Construction Pte Ltd

Individual Donors

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- Alice Phua
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- Gan Boon Sing
- Gan Teck Li
- Goh Aik Hon
- Goh Hun Heng Derrick
- Goh Jun Yi
- Goh Mok Lai
- Goh Siew Kuan
- Guan Xiaojing
- Ham Kok Kit

Corporate Services

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- Han Juat Boey
- Hang Aik Keow
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- Ho Yi
- Hong Na
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- Huang Miaw Yi
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- Khoo Shu Hui
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- Koh Kok Ong
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- Koh Ming Sue
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- Kong Teck Seng
- Lam Sze Ching
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- Liew Kien Peng
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- Lim Bee Yian
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- Lim Kim
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- Ling Koon Hwai
- Ling Su Yee
- Liow Ee Jun
- Lok Yin Yin
- Loke Jye Jiun
- Loke Peck Jiun
- Louise
- Low Hui Min
- Low Lee Sia
- Low Yat Lang
- Lucas Wang
- Lun Jinglan
- Mah Fong Meng
- Mandy Wu
- Marcus
- Megan Lee Yu En
- Mei Kuen How
- Michelle Lee Si Min
- Milly Phaik Kim
- Ming Key
- Mohana Rani D/O Suppiah
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- Neo Khoon Sheng
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- Ng Heng Siong
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- Ng Lay Yong
- Ng Ling Yen
- Ng Shao Shen
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- Ngiam Mee Mei
- Niji Chen Yan'an
- Norlela Binte Sulaiman
- Nur Aisyah Binte Mazlan
- Ong Boon Cheng
- Ong Geok Ling
- Ong Hwee Teng
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- Or Hiap Kiong
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- Palaniyappan Saravanapandian
- Phoon Kwong Yun Ian
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- Poh Wei Li
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- Poon Kai Ying
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- Roopali Somwanshi
- Samson Chong
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- Sangtam Tiakumzuk
- Sarah Ng Leng Lee
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- See Irene
- See Yi Ling Irene
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- Sheau Huey
- Shee Gim Leng
- Shermaine Ang Cheng Ning
- Shi Shi Chua
- Shih Woon
- Si Hui
- Sia Shu Ping Fanny
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- Sim Shimin, Diana
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- Sin Wee Leng
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- Soon Hoe
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- Tan Wai Leng
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- Tan Yan Han
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- Tang Soo Yee, Ellis
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- Tay Chui Guek
- Tay Soon Lee, Andy
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- Teo Eng Hui
- Teo Shih Woon
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- Tinamany D/O A Raman
- Tio Mei Lian
- Tjong Lie Tjoe
- Toh Wei Hong
- Tong How Dar
- Trevor Ryan Rayos Tugade
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- Vaishnavi
- Vennesa
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- Wei Zhuang John
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- Yew Kian Bernard Tay
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- Yong Wei Lin
- Yong Yoke Chan
- Yumika
- Yun Jie
- Yvonne Poh Siew Lee
- Yx
- Zijian Zhou
- Zuo Yu

Corporate Services

Corporate Social Responsibility (CSR) Activities

In the past year, Fei Yue has partnered with various corporations, educational institutions, and community groups to organise meaningful CSR initiatives across our service touchpoints. These collaborations enabled volunteers to engage with our service users through thoughtfully planned activities that nurtured connection, learning, and joy.

HIGHLIGHTS



CapitaLand Hope Foundation

Co-hosted the #LoveSeniors Carnival at Kallang Wave Mall with Fei Yue AACs, providing entertainment and care for seniors.

CapitaLand Retail Management

Brought 80 children and 36 caregivers for a movie outing (Inside Out 2), fostering family bonding and volunteer engagement.



Infineum

Organised station games, dance workouts, and birthday celebrations for seniors at FYAAC (Senja), promoting health and joy.

HIGHLIGHTS

Nu Skin Singapore

Partnered with Threads of Courage for a CSR event, highlighting support for vulnerable individuals through meaningful engagement.

**Paeonia Foundation**

Held a festive Mid-Autumn Carnival for 150–200 seniors, bringing joy and community spirit.

Rajah & Tann Foundation

Hosted Ocean Wonders Carnival at Yuhua CC, celebrating family and creativity as part of the National Family Festival.

**SGX Group**

Engaged children and families from low-income groups with Monopoly to teach financial literacy in a fun, interactive way.

Corporate Services

HIGHLIGHTS

Singapore Aerospace Manufacturing

Collaborated with Senja AAC to distribute Chinese New Year goodies to 396 seniors from two rental blocks.



Singapore University of Social Sciences (SUSS)

Conducted a grocery distribution drive benefiting 600 rental units, addressing food insecurity at scale.

Trillion Financial Planners

Distributed goodie bags and shared meaningful conversations with seniors at Brickland AAC, supporting both material and emotional well-being.



Volunteer Management and Development

Fei Yue has successfully recruited a total of 10,758 volunteers, with 9,590 onboarded through the SG Cares Volunteer Centres (VC) programme. The breakdown by centre includes 2,311 volunteers at Bukit Batok, 1,205 at Bukit Panjang, 2,100 at Chua Chu Kang, and 3,974 at Hougang. We are proud to maintain a strong volunteer retention rate of 92%, with a cumulative 77,987.91 volunteer hours contributed over the year.

The SG Cares VCs have been instrumental in building meaningful partnerships with corporate organisations to enhance Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) efforts. These collaborations have enabled us to bridge resource gaps, sustain long-term engagement, and co-create innovative solutions to meet evolving community needs.

Among these initiatives, a standout collaboration was with Paradox Singapore, which responded to the aspirations of youth by starting a baking programme. Youth participants learned hands-on techniques from hotel pastry chefs, gaining skills to boost their employability. Another key effort was a Community Pop-up Market co-organised with DBS Foundation across our four VC regions, benefiting over 5,000 households by enabling them to select up to \$100 worth of daily essentials, thereby enhancing dignity and choice in community support.

Highlights



A senior volunteer from Fei Yue collaborated with CapitaLand Hope Foundation to co-create and provide insights for the CHF #LoveOurSeniors carnival in October 2024. This initiative aimed to promote social inclusion, encourage interaction among seniors, and address issues of social isolation and loneliness.



The SG Cares VCs was awarded the Collaborative Connection Award 2025 by St Luke's ElderCare and SG Cares VC @ Chua Chu Kang was awarded Friends of SASCO 2024 by SASCO Senior Citizens' Home.

The Year Ahead

Expanding Community Outreach

Building on the momentum from our extensive CSR collaborations and increased donations, we plan to deepen our engagement with vulnerable groups through new programmes and partnerships. Special focus will be given to enhancing support for seniors and families in rental housing, with targeted outreach events and resource distribution drives.

Enhancing Digital Engagement

We will leverage our growing social media platforms on Facebook, Instagram, and LinkedIn to boost community awareness and participation. Upcoming campaigns will include a series that highlight beneficiary journeys and volunteer experiences, fostering greater connection and transparency.

Innovating Programmes and Services

Our Early Intervention Programme and Active Ageing Centres will roll out enhanced activity curriculums, incorporating new creative and therapeutic elements informed by beneficiary feedback. We aim to offer more inclusive, accessible, and empowering experiences tailored to evolving community needs.

Sustaining Financial Growth and Fundraising

We will continue to diversify fundraising efforts, building on six fundraising campaigns a year to attract broader corporate and individual support, ensuring sustainable funding for critical services.

Together, these plans embody Fei Yue's commitment to nurturing hope, resilience, and dignity in every life we touch, as we move confidently into the next chapter of service and impact.



Disclosure Report

Fei Yue Community Services (FYCS) was registered under the Registrar of Society on 17 June 1996 and has been registered as a charity under the Charities Act since 3 September 1999. The agency has been accorded IPC (Institution of a Public Character) status and is a full member of National Council of Social Service.

IPC Registration No.	: 000200
Charity Registration No.	: 01364
ROS Registration No.	: 148/1996WEL
UEN	: S96SS0134G
Registered Address	: Blk 185 Bukit Batok West Ave 6 #01-187 Singapore 650185
Governing Instrument	: Constitution (The Constitution of the charity has been amended with approval from COC and ROS in January 2025)
Banker	: OCBC, Standard Chartered, UOB
Auditor	: RSM SG Assurance LLP

Board of Management

The key role of the Board of Management is to provide strategic direction and oversight of FYCS'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 hold the staff position and are remunerated for their Board services in the financial year.

We are maintaining Board members who have served for more than 10 consecutive years to ensure the board's stability and minimise possible disruption to the operation. They play an important role in guiding the new members and helping them adapt to our organizational culture. The areas of their expertise are needed in our current board composition.

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

Disclosure Report

Details of the Board members including their meeting attendance are as follows:

	Name	Current Board Appointment	Past Board Appointment	Occupation & past experience with charities / corporate	Board Meeting Attendance
1	Mr John Ang	President 6 Sep 2022 Stepped down on 27 Aug 2024	President 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	3/3
2	Mr Pan Chuan-Chih George	Vice President 27 Aug 2024	- Vice President, since 25 Aug 2021 - Treasurer, 21 Aug 2018 - Secretary, 29 Sep 2020 - Committee Member since 26 Jul 2016	- Managing Director of 3GP Solutions Pte Ltd - Independent Director for listed company 2016 to 2020 - Held senior positions and directorships in multinational organisations for more than 20 years	3/5
3	Mr Cheong Jun Ming Mervyn	Secretary 27 Aug 2024	- Secretary, since 25 Aug 2021 - Committee Member since 21 Aug 2018	- Consultant of Advocatus Law LLP - Associate Professor (Practice) of NUS Law - Board member of the Wrestling Federation of Singapore	1/5
4	Mr Poh Boon Nee Bernie	Treasurer 27 Aug 2024	- Treasurer, 6 Sep 2022 - Committee Member since 24 Aug 2017	- CEO of Allium Healthcare Holdings Pte Ltd - Former Chief Executive Officer of Mount Elizabeth Hospital, Singapore - Held leadership position in the healthcare sector for more than 20 years - Management Committee Member of Catholic High School	3/5
5	Mr Ng Beow Hock	Committee Member 27 Aug 2024	- Committee Member, 6 Sep 2022 - Treasurer, 29 Sep 2020 - Secretary, 21 Aug 2018	Held directorships in many companies for more than 20 years	0/5

	Name	Current Board Appointment	Past Board Appointment	Occupation & past experience with charities / corporate	Board Meeting Attendance
6	Mr Tan Hoon Chiang	Committee Member 27 Aug 2024	- Committee Member since 29 Sep 2020 - Vice President, 21 Aug 2018 - Committee member since 29 Apr 2008	- 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 Center and centers in other regional area	2/5
7	Dr Thang Leng Leng	President 27 Aug 2024	Committee Member 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
8	Mr Chong Shaw Cheng David	Committee Member 27 Aug 2024	Committee Member since 21 Aug 2018	- 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	4/5

Disclosure Report

	Name	Current Board Appointment	Past Board Appointment	Occupation & past experience with charities / corporate	Board Meeting Attendance
9	Ms Lie Chin Chin	Committee Member 27 Aug 2024	Committee Member since 21 Aug 2018	· Managing Director of Characterist LLC · More than 24 years of experience as a practising lawyer · Published a book "Instant Legal Protection for your Family" helping families to protect themselves legally and excel in their circumstances	0/5
10	Dr Lee Earn Yung Alexander	Committee Member 27 Aug 2024	Committee Member since 29 Sep 2020	· Senior Lecturer of NUS · Director of NUHS Fund · Former Director of Prison Fellowship Singapore Limited · Active with social practice research	5/5
11	Rev Tan Yan Ming	Committee Member 27 Aug 2024	Newly elected on 27 Aug 2024	· Senior Pastor, God's Kingdom Bread Of Life Church · Speaker and mentor for couples in Marriage Preparation and Enrichment programmes at Fei Yue, with many years of dedicated service	2/2

Sub-Committee Members

HR Committee			The HR Committee is responsible to guide the human resource development strategy to ensure the organisation has the right structure and capabilities to fulfill the Mission of Fei Yue.
1	Dr Thang Leng Leng	Chairman	
2	Mrs Seah Kheng Yeow	Member	
3	Mr Pan Chuan-Chih George	Member	
4	Mr Lee Chin Seng	Member	
5	Mr Chong Shaw Cheng David	Member	
6	Ms Dorothy Yiu	Member	
7	Mr Arthur Ling Koon Hwai	Member	
8	Mr Leng Chin Fai	Member	
9	Ms Lim Lay Muay Lynn	Member	

Finance Committee

1	Mr Yek Nai Hui Roger	Chairman	The Finance Committee is responsible to set out and review the accounting and financial policies and guidelines to be applied in the processing and recording of transactions for the organisation.
2	Mr Lee See Kwang	Member	
3	Ms Ang Lee Lee	Member	
4	Mr Ng Beow Hock	Member	
5	Mr Poh Boon Nee Bernie	Member	
6	Mr Ling Koon Hwai Arthur	Member	
7	Mr Leng Chin Fai	Member	

Investment Committee

1	Ms Lie Chin Chin	Chairman	The Investment Committee is responsible to direct and monitor the investment of the assets of the charity for the sole interest of the beneficiaries.
2	Mr Chong Shaw Cheng David	Member	
3	Mr Anthony Tse	Member	
4	Mr Ling Koon Hwai Arthur	Member	
5	Mr Leng Chin Fai	Member	
6	Ms Aw Lay Hoon	Member	

Programme Committee

1	Dr Lee Earn Yung Alexander	Chairman	The Programme Committee is responsible to review the social service landscape and evaluate risks and opportunities. The committee assessed the outcomes of existing programmes and oversee the development of the new programmes to ensure that they are in line with the vision, mission and objectives of the organisation.
2	Dr Thang Leng Leng	Member	
3	Mr Lee See Kwang	Member	
4	Mr Poh Boon Nee Bernie	Member	
5	Mrs Seah Kheng Yeow	Member	
6	Dr Ang Shih Ling	Member	
7	Dr Lew Yii Jen	Member	
8	Mr Ling Koon Hwai Arthur	Member	
9	Mr Leng Chin Fai	Member	
10	Ms Tan Dunlin Joyz	Member	
11	Ms Lin Liping Iris	Member	
12	Ms Wong Yingli	Member	
13	Ms Lee Siang Ju	Member	

Audit Committee

1	Mr Cheong Jun Ming Mervyn	Chairman	The Audit Committee is responsible to facilitate the external and internal audit of the organisation for the Board to obtain independent information about the organisation's activities.
2	Ms Lie Chin Chin	Member	
3	Mr Pan Chuan-Chih George	Member	
4	Mr Lee Chin Seng	Member	
5	Mr Anthony Tse	Member	

Disclosure Report

Fundraising Committee			
1	Mr Poh Boon Nee Bernie	Chairman	The Fund-raising Committee is responsible to oversee the organisation's overall fund-raising needs and plan, ensuring ethical practices are in place, donors are acknowledged appropriately, and fund-raising efforts are cost-effective.
2	Mr Pan Chuan-Chih George	Member	
3	Ms Lie Chin Chin	Member	
4	Mr Lee See Kwang	Member	
5	Mr Anthony Tse	Member	

Nomination Committee			
1	Mr Chong Shaw Cheng David	Chairman	The Nomination Committee is responsible to take the lead in succession planning and ensuring the Board has an appropriate balance of independent Board members and the needed diversity, expertise and connections to 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	Ex Officio	
6	Mr Leng Chin Fai	Ex Officio	

Senior Management Team

	Name	Appointment	Appointment
1	Mr Ling Koon Hwai Arthur	Chief Executive	1 Jul 2021 Appointed as SM on 1 Jul 2013
2	Mr Leng Chin Fai	Senior Consultant / Co-Founder	Appointed on 1 Jul 2003
3	Ms Lim Lay Muay Lynn	Director	Appointed on 1 Jul 2003
4	Ms Aw Lay Hoon	Director	Appointed on 1 Jul 2007
5	Ms Lin Liping Iris	Director	Appointed on 1 Jul 2014
6	Ms Tan Dunlin Joyz	Director	Appointed on 1 Jul 2018
7	Ms Wong Yingli	Senior Deputy Director	Appointed on 1 Jul 2021
8	Ms Yeo Hsuyin Marie	Senior Deputy Director	Appointed on 1 Jul 2024

Disclosure of Affiliation

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

	Name	Appointment At FYFSC
1	Mr Pan Chuan-Chih George	Management Committee Member
2	Mr Chong Shaw Cheng David	Vice President
3	Mr Tan Hoon Chiang	Management Committee Member
4	Rev Tan Yan Ming	Management Committee Member



Staff strength
as at 31 Mar 2025:

581

Disclosure of Remuneration of three highest paid staff

Annual remuneration of three highest paid fall within this range:

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

None of the above staff serve in the Board of Management of the agency.

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

The charity has no paid staff, who are close members of the family of the Chief Executive or Board members, who each receives total remuneration of more than \$50,000 during the year.

Policies

1. Conflict of Interest

Procurement of contracts for goods and services should be on an arm's length basis. All Board Members and FYCS staff are required to comply with FYCS's conflict of interest policy. There are documented procedures for Board Members and staff to declare actual or potential conflicts of interests 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.

2. Reserve Policy

FYCS aims to maintain a reserve level of not more than two (2) years of annual operating expenditure. The primary purpose of the reserve policy is to safeguard the organisation's assets; to effectively and efficiently manage the usage of available resources towards supporting the organisation's principal and related activities, and ensuring long-term financial sustainability. The Management Committee shall review the reserves policy as and when required in consultation with the Finance Committee to ascertain the adequacy of the level of reserves.

3. Whistleblowing Policy

FYCS is committed to a high standard of compliance with statutory and audit requirements, as well as 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.

Disclosure Report

Governance Evaluation Checklist for the Financial Year Ended 31 March 2025

Fei Yue Community Services is in full compliance with the Charity Code of Governance, under the advanced tier.

S/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 finances of the charity) can only serve a maximum of 4 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 3 years.	1.1.8	Complied
4	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years?		Yes
5	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied
6	There are documented terms of reference for the Board and each of its committees.	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 the charity's activities are in line with the charity's objectives.	3.2.2	Complied
10	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	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) which 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
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS			
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 regularly conducted.	6.1.3	Complied
18	The Board ensures that there is a process 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.	7.2.3	Complied

Disclosure Report

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 his own remuneration.	2.2	Complied
25	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 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 3 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 in annual remuneration.	8.4	Complied
26	The charity discloses the number of paid staff who satisfies 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
PUBLIC IMAGE			
27	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

¹ Staff: Paid or unpaid individuals who is involved in the day-to-day operations of the charity, e.g. an Executive Director or Administrative personnel.

² Volunteer: A person who willingly serves the charity without expectation of any remuneration.

³ A close member of the family: A family member belonging to the Executive Head or a governing board member of a charity-

a) Who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

b) Who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

a) the child or spouse of the Executive Head or governing board members;

b) the stepchild of the Executive Head or governing board members;

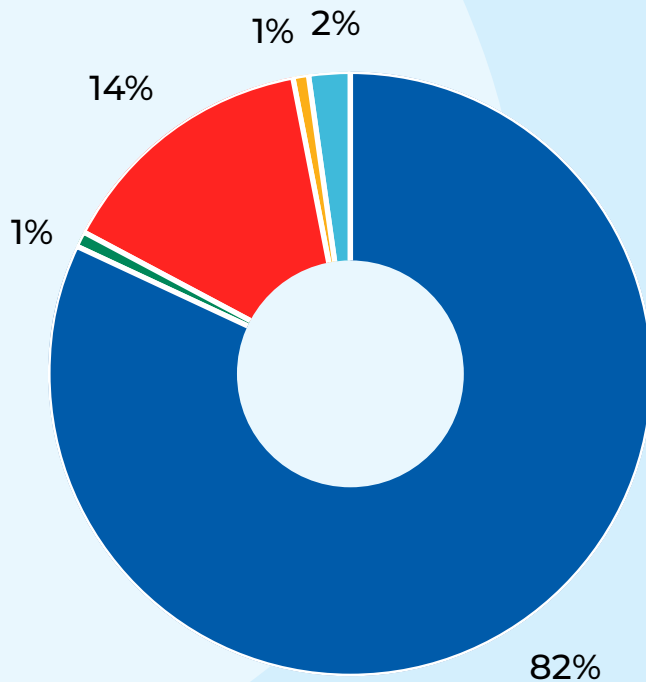
c) the dependant of the Executive Head or governing board members;

d) the dependent of the Executive Head's or governing board member's spouse.

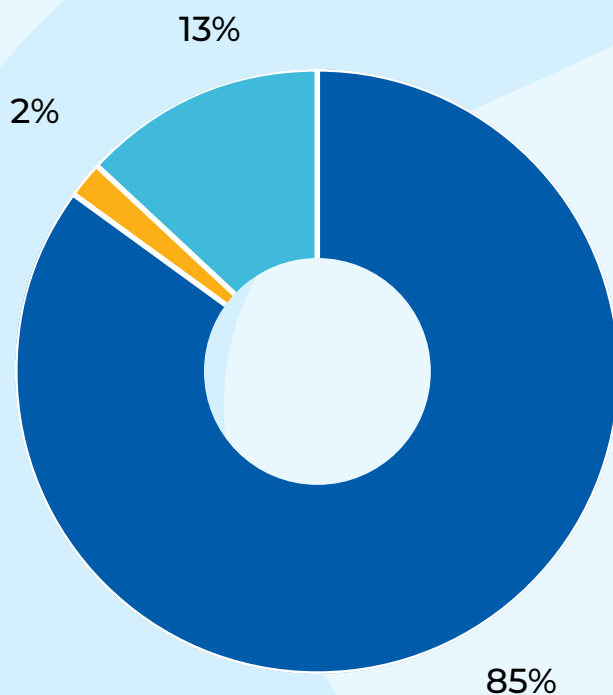
⁴ Executive Head: The most senior staff member in charge of the charity's staff

Summary of Financial Performance

Income & Expenditure



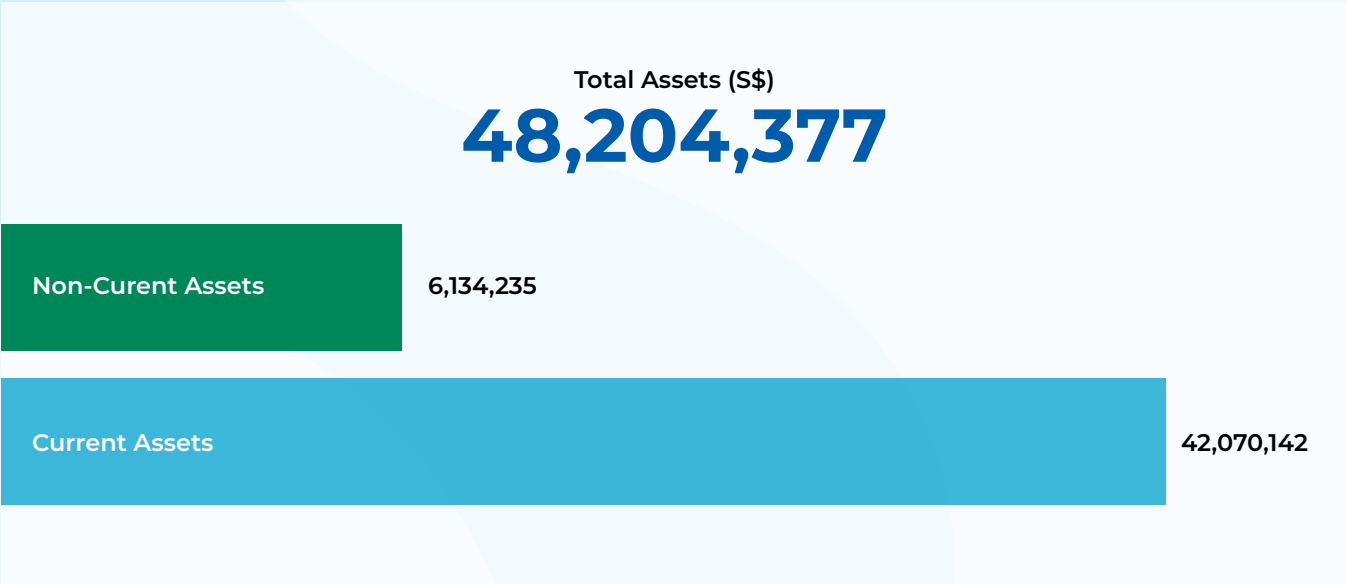
Total Income (S\$)	Per FS
● Funding from Government	44,134,276
● Donations	282,844
● Programme Income	7,403,313
● Other Grants	847,327
● Other Income	915,073
Total	53,582,833



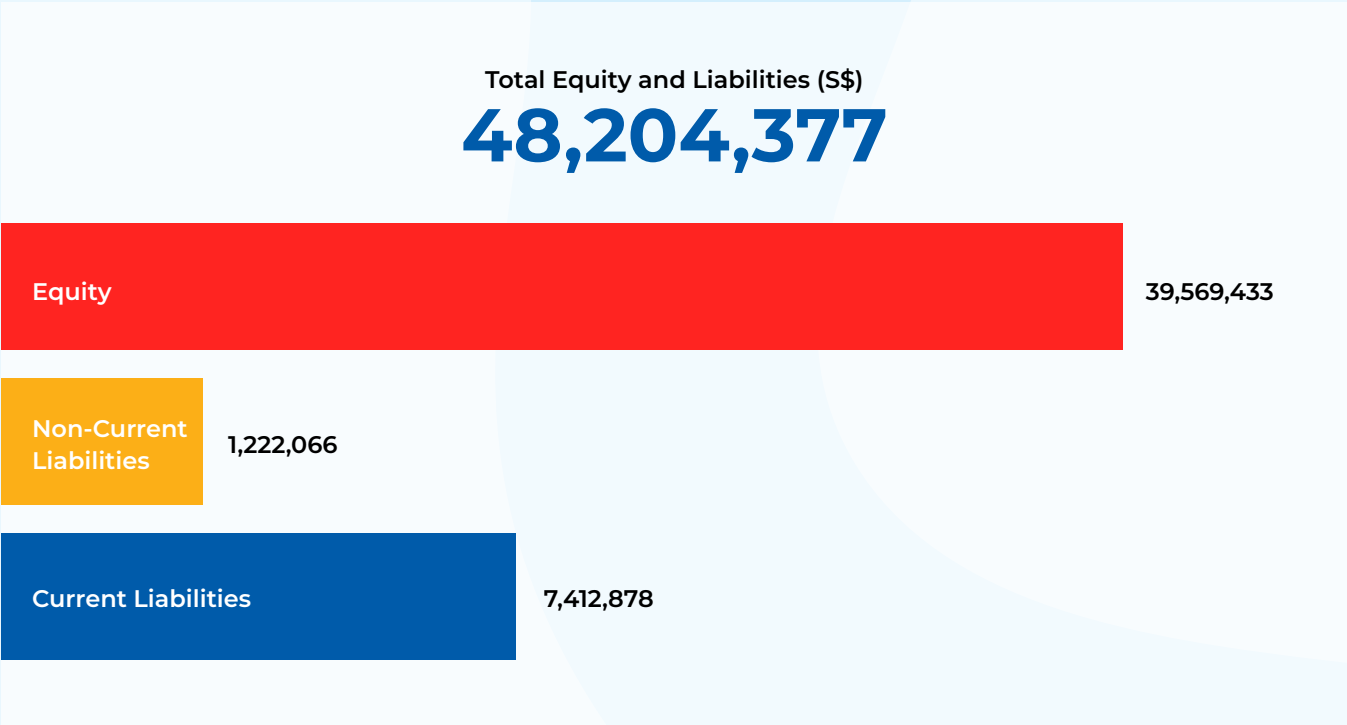
Total Expenditure (S\$)	Per FS
● Manpower Related Expenditure	42,788,669
● Depreciation	1,067,598
● Other Operating Expenditure	6,274,493
Total	50,130,760

Summary of Financial Performance

Balance Sheet



Funds and Liabilities



Locations

North

Fei Yue Active Ageing Centre (Hougang) / Cluster Support

Blk 174A Hougang Avenue 1
#01-1505
Singapore 531174
Tel: 6538 0234

Fei Yue Active Ageing Centre (Serangoon)

Blk 223A Serangoon Ave 4
#01-217
Singapore 551223
Tel: 6345 6567

Fei Yue Active Ageing Centre (Buangkok Green) / Homecare

Blk 582A Buangkok Green
#02-540
Singapore 531582
Tel: 6914 2166

Fei Yue Active Ageing Centre (Hougang Dewcourt) / Cluster Support

Blk 376C Hougang Street 32
#01-32
Singapore 533376
Tel: 6202 4699

Fei Yue EIPIC (Wellington Circle)

Blk 508 (MSCP) Wellington Circle
#01-01
Singapore 750508
Tel: 6431 0400

Fei Yue EIPIC (Upper Thomson)

600 Upper Thomson Road
Block D, #01-31
Singapore 574421
Tel: 6771 9600

East

Project 180 (Youth Services) / Family Resource Centre @Simei

Blk 145 Simei St 2
#01-06
Singapore 520145
Tel: 6422 1599 / 6787 9943

Family Resource Centre @ Changi

Prison Link Centre (Changi)
990 Upper Changi Road North
Level 2
Singapore 506968
Tel: 6546 7460

The Arts Market

Blk 316 Tampines Street 33
#01-186
Singapore 520316
Tel: 6588 7838

West

Fei Yue Community Services (Chua Chu Kang@281)

Blk 281 Choa Chu Kang Ave 3
#01-348 Singapore 680281
Tel: 6235 5229

Fei Yue Community Services (Chua Chu Kang@285)

Blk 285 Choa Chu Kang Ave 3
#01-302 Singapore 680281
Tel: 6769 0430

Fei Yue Active Ageing Centre (Senja)

Blk 634 A&B Senja Road
#02-227
Singapore 672634
Tel: 6351 9555

Fei Yue Active Ageing Centre (Limbang)

Blk 536 Choa Chu Kang Street 51
#01-142
Singapore 680536
Tel: 6659 0616

Fei Yue Active Ageing Centre (Fajar)

Blk 406 Fajar Road
01-295
Singapore 670406
Tel: 6370 4162

Fei Yue Active Ageing Centre (Sunshine Court)

Blk 476C Choa Chu Kang Avenue 5
#01-43
Singapore 683476
Tel: 6334 0180

Fei Yue Active Ageing Centre (Limbang Green - Bay A & B)

Blk 574 Choa Chu Kang Street 52
#01-296
Singapore 680574
Tel: 6661 9499

Fei Yue Active Ageing Centre (Teck Whye@9)

Blk 9 Teck Whye Lane
#01-268
Singapore 680009
Tel: 6893 6606

Fei Yue Active Ageing Centre (Teck Whye@165A) / Cluster Support

Blk 165A Teck Whye Crescent
#01-331
Singapore 681165
Tel: 6380 9155

Locations

Fei Yue EIPIC (Jurong East)

Blk 101 Jurong East St 13
#01-188
Singapore 600101
Tel: 6681 0500

Fei Yue EIPIC (Jurong East)- Extension

Blk 101 Jurong East St 13
#01-170
Singapore 600101
Tel: 6681 0500

Fei Yue EIPIC (Bukit Batok)

Blk 102 Bukit Batok West Ave 6
#01-80
Singapore 650102
Tel: 6250 7104

Fei Yue Community Services (Chua Chu Kang@11)

Blk 11 Teck Whye Lane
#01-222
Singapore 680011
Tel: 6769 6981

Project 180 @ Bukit Batok (Youth Services / Integrated Service Provider)

Blk 186 Bukit Batok West Ave 6
#01-181
Singapore 650186
Tel: 6331 9100

Youth Go! (Fajar)

Blk 403 Fajar Road
#01-239
Singapore 670403
Tel: 6762 2779

Fei Yue Active Ageing Centre (Brickland)

Blk 809A Choa Chu Kang Ave 1
#01-628
Singapore 681809
Tel: 6950 6322

Fei Yue Special Student Care Centre

Blk 453A Bukit Batok West Ave 6
#01-749
Singapore 651453
Tel: 6908 4310

Central

Fei Yue Family Service Centre (Apex @ Henderson)

201 Henderson Road, #06-27/28,
Apex @ Henderson
Singapore 159545
Telephone: 6460 0888

Academy Of Human Development Pte Ltd (AHD)

43 Middle Road, #03-00 Boon Sing
Building
Singapore 188952
Telephone: 6425 2422

Fei Yue Community Services (Tiong Bahru)

298 Tiong Bahru Road
#10-02 Tiong Bahru Central Plaza
Singapore 168730
Tel: 6593 6456

Fei Yue Community Services (River Valley)

491B River Valley Road
#04-04A Valley Point
Singapore 248373
Tel: 6734 1401

Fei Yue Community Services (CARES@Cantonment)

Police Cantonment Complex
391 New Bridge Rd
Singapore 088762
Tel: 6557 5232

Ark Allied Health & Counselling Services

190 Clemenceau Ave, Singapore
Shopping Centre
#05-11/12
Singapore 239924
Tel: 9010 7329



