

FORGING  
**STRENGTH,**  
INSPIRING  
**TENACITY**

FRCS FSC Annual Report FY 2024/2025

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FRCS FSC Annual Report FY 2024/2025 published 25 November 2025

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## FINANCIAL YEAR

Unless otherwise specified, this report on the Foundation of Rotary Clubs Family Service Centre (FRCS FSC) is applicable for the financial year ending 30 June 2025 so as to align with the financial year adopted by Rotary International and the Foundation of Rotary Clubs (Singapore) Ltd.

## DISCLAIMER

The report is accurate at the point of publishing. Should there be further updates to the report thereafter, the revised version can be found online at [www.frcsfsc.sg](http://www.frcsfsc.sg).

# About Us

Established in 1997, Foundation of Rotary Clubs Singapore Family Service Centre (FRCS FSC) is a division of the Foundation of Rotary Clubs (Singapore) Ltd (FRCS) which is part of Rotary International — one of the world's first service organisations. Formerly known as Rotary FSC, our Centre was rebranded as FRCS FSC in January 2020, so that its name is aligned with that of our parent organisation.

From our main office located in Clementi, FRCS FSC has been serving the communities of Clementi and West Coast, as well

as parts of Bukit Timah and Ulu Pandan for over two decades. In February 2020, our services were made more accessible to residents in West Coast with the setting up of an FRCS FSC branch there.

Since April 2021, FRCS has been appointed the operator of the SG Cares Volunteer Centre (VC) @ Clementi. The SG Cares VC is sited within FRCS FSC at our Clementi office.

## OUR MOTTO

Service Above Self

## OUR MISSION AND VISION

Impacting every family and individual in need through our ideal of Service Above Self

## OUR OBJECTIVES

- To strengthen the potential of individuals, families and groups with different concerns
- To provide family-oriented programmes which are responsive to the changing needs of the community
- To collaborate with community organisations to improve social services for persons and their families who are in need

## OUR SHARED BELIEFS

- Teamwork — Supporting one another as a team in achieving our Centre's objectives
- Respect — Upholding the dignity, rights and worth of every individual: our clients, partners and colleagues
- Integrity — Adhering to the Code of Conduct and the highest standards of ethical practice
- Professionalism — Maintaining the highest professional standards and having positive regard for others and self
- Client-centredness — Placing clients' interests as the core and priority in all matters
- Compassion — Understanding and love for self and others

## OUR STRATEGIC DIRECTIONS

The Management Committee and the Staff Team of FRCS FSC are committed to drive towards:

- Our Mission and Objectives and be Recognised as an Integral Social Service Resource in Singapore
- A Strong Family Service Centre in Supporting Individuals and Families who are facing various Challenges
- Meeting Needs of Clients through Evidence-Based Practice and Research and Growth towards Specialisation
- Growing Staff Capability through Training Programmes and Structured Supervision
- Enhancing Collaboration with Key Stakeholders in Supporting the Needs of our Clients

# Chairman's MESSAGE

## Growing More Resilient

*Kintsugi*, translated as “joining with gold”, is the ancient Japanese art of repairing broken pottery with lacquer and gold powder. By highlighting the cracks with gold, the repaired piece becomes more exquisite than before. Beyond its craft, *Kintsugi* has come to symbolise overcoming adversity and finding beauty in the imperfections of life.

In the same way, *Kintsugi* reflects the journeys of our clients and beneficiaries, who find strength even when life feels broken. They grow more resilient, develop self-acceptance, and are motivated to improve their circumstances. Many go on to help others in turn.

In FY2024/2025, 645 clients sought Case Work and Counselling services at FRCS FSC, finding pathways to hope and healing. A further 366 clients were connected to timely and practical assistance through our Information and Referral services.

## Expanding Our Footprint

Building on the success of the Parent-Child Link programme, our Focused Intervention Team (FIT) for Early Childhood and Parenting (ECP) launched Parent-Child Grow (PCG) in September 2024. Designed for families with children aged 0 to 12, PCG draws on the Positive Parenting Programme (Triple P) to strengthen communication between parents and enhance parent-child interaction.

Over the past five years, we have been expanding our capacity by deepening FRCS FSC's expertise across a range of intervention strategies, particularly through our FITs. In addition to FIT for ECP, our FIT for Addictions and Mental Health and FIT for Counselling and Psychotherapy continue to grow in impact and capability.

In April 2025, with support from the Yellow Ribbon Fund, we launched The RainTree Project (RTP). A 12-month reintegration programme for ex-offenders and their families, RTP builds on FRCS FSC's established strengths in addictions work. This initiative marks a significant expansion of our footprint in the addictions field, and strengthens our expertise in supporting reintegration.

## Helping the Vulnerable

On 1 August 2024, our Research and Capability Development (RCD) Staff Working Committee presented on the Homelessness Pilot (HOP) — an FRCS FSC practice research

project — at the Singapore Association of Social Workers' Housing Support Network Joint Solutioning Platform. Through HOP, we partnered Safe Sound Sleeping Places (S3Ps) to provide case work services for homeless persons using the facility as an interim night shelter. Collaborative and outreach-driven, HOP has the potential to inspire similar initiatives across the sector.

In late 2024, *The Straits Times* featured three articles highlighting how an FRCS FSC social worker journeyed with a stateless client to access financial assistance, secure stable employment, and eventually obtain permanent residency (PR) status. These stories underscore the transformative role of social work in advocating for vulnerable communities and creating pathways for stability and dignity.

## Embracing Change

While *Kintsugi* seeks to restore, the fragility of pottery and its repair also remind us of the impermanence of things and that circumstances change over time. In this way, *Kintsugi* serves as a metaphor for embracing change.

With the Ministry of Social and Family Development embarking on a nation-wide review of the family service landscape, we are gearing up for a season of transition at FRCS FSC. In FY2024/2025, the Management Committee (MC) and I focused on how best to build on FRCS FSC's strengths to navigate the consolidation of family services by region.

As the family service ecosystem goes through reorganisation and takes on new form, we remain vigilant yet optimistic. Rather than viewing uncertainties as challenges, we see them as opportunities to reimagine our programmes and strengthen the impact of our work.

## Gaining Momentum

In my first year as Chairman of the MC, I have adopted a hands-on approach to better understand how we can guide the organisation safely through this period of transition. By asking the right questions and staying closely connected to what is happening on the ground, we are better positioned to add value to our clients. With clear, realistic, and measurable goals, we can build the momentum needed to propel FRCS FSC forward.

I am deeply grateful to serve alongside an MC that brings both passion and resilience in steering FRCS FSC in the right direction. Our members come from a wide range of professional backgrounds, and we are committed to tapping

on their expertise to help FRCS FSC establish its niche within the evolving family service landscape. We were pleased to welcome Dr Felix Lim Meng Hoong, a registered psychologist with extensive experience in social services, to the MC in July 2024. We were also heartened to have Mr Li Guang Sheng, a stalwart in community service, rejoin the MC in January 2025 after dedicating time to his Rotary Club commitments.

## Enhancing Career Pathways

The MC and I deeply appreciate our staff for their dedication and commitment. We remain committed to implementing our staff development plan in phases, to strengthen career pathways at FRCS FSC. Initiated by our predecessors, the plan addresses key issues highlighted in an earlier employee survey.

In FY2024/2025, we rolled out the second phase of the plan, which included updating our organisational chart to introduce senior management positions that staff can aspire towards. To ensure consistency of designations across FRCS FSC, the lead social worker was appointed as senior manager of the social service department.

We see the development of staff and organisational change as dynamic. Therefore, the MC and the FSC management team will continue to assess needs and make changes when needed. We believe it is vital to recognise the value of our team members and continuously invest in their growth. By doing so, we not only nurture their potential but also reduce staff attrition and retain the expertise that is essential to our work.

## Acknowledgements

I would like to extend my heartfelt thanks to the MC and the FSC management team for their tireless dedication and for standing by me in our shared endeavour to elevate FRCS FSC to greater heights. We would also like to express our gratitude to Immediate Past Chairman, Mr Khushroo Dastur, and his committee for their steadfast service. With steady and assured leadership, they paved the way for us to advance with innovative tools and strategies — blazing the trail forward. These acknowledgements would not be complete if I did not thank the FSC staff for their hard work and commitment. The work they do day in and day out is demanding, and can be emotionally challenging.

On behalf of FRCS FSC, we sincerely appreciate the support of the Ministry of Social and Family Development, National Council of Social Service, Community Chest, SG Cares Office of the Ministry of Culture, Community and Youth, National Addictions Management Service, Yellow Ribbon Singapore, community and grassroots organisations, Foundation of Rotary Clubs (Singapore) Ltd, Rotary Clubs, and our volunteers. Your invaluable contributions enable us to remain committed to our mission, and inspire resilience and tenacity in the lives of those we serve.

“*Kintsugi*, translated as ‘joining with gold’, is the ancient Japanese art of repairing broken pottery with lacquer and gold powder... Beyond its craft, *Kintsugi* has come to symbolise overcoming adversity and finding beauty in the imperfections of life.

In the same way, *Kintsugi* reflects the journeys of our clients and beneficiaries, who find strength even when life feels broken. They grow more resilient, develop self-acceptance, and are motivated to improve their circumstances. Many go on to help others in turn.”

## Mr Jeyandran Nadarajah

Chairman  
FRCS Family Service Centre  
Management Committee



# Management COMMITTEE

Our FRCS FSC Management Committee (MC) consists of volunteers who are professionals from various fields, such as Human Resource, Finance, Corporate Strategy, Psychology, Social Services and other related fields.

The MC is further divided into four sub-committees to oversee key areas of development for the FSC, namely Strategic Planning, Finance, Human Resource, and Services.



Chairman  
**Mr Jeyandran Nadarajah**  
Rotary Club of Queenstown



Vice-Chairperson I  
**Mr George Abraham**  
Rotary Club of Raffles City



Vice-Chairperson II  
**Ms Lily Lim**  
Independent



Immediate Past Chairman  
**Mr Khushroo Dastur**  
Rotary Club of Suntec City



Honorary Secretary  
**Mr Rey Zheng Xinhe**  
Rotary Club of Singapore West



Honorary Treasurer  
**Mr Kenny Ng Tek Kooi**  
Rotary Club of Singapore North



Member  
**Dr Felix Lim Meng Hoong**  
Rotary Club of Queenstown



Principal Adviser  
**Mr Yeo Chuen Eng**  
Rotary Club of Singapore West



Member  
**Ms Linda Auyong**  
Independent



Member  
**Ms Yeo Lai Mun**  
Independent



Member  
**Mr Li Guang Sheng**  
Rotary Club of Shenton  
Joined 1 January 2025

# Staff TEAM



**Mr Amran Jamil**  
Executive Director



**Mr Peter Li Zhaojie**  
Lead Social Worker



**Ms Celine Thoo Ee Fong**  
Senior Corporate Service Manager



**Ms Stephanie Lai Yoke Fong**  
Community Partnership Manager



**Ms Angel Lone**  
Social Worker



**Ms Madeline Krishnasamy**  
Senior Social Worker



**Ms Nur Farhana Harun**  
Assistant Senior Social Worker



**Ms Nursuhailah Abu Samat**  
Senior Corporate Service Executive



**Ms Eunice Koh Si Yuh**  
Social Worker



**Ms Ng Rui Fang**  
Social Worker



**Ms Chan Wai Ping**  
Senior Social Worker



**Ms Suhaina Samsi**  
Social Worker



**Ms Linda Tng Bee Yong**  
Corporate Service Assistant



**Ms Asimah Beevi Abdul**  
Assistant Senior Social Worker



**Mr Aidil Ahmad Mohammad**  
Assistant Senior Counsellor



**Ms Hillary Heng  
Jia Xin**  
Social Work Associate



**Ms Siti Nur Atiqah Aminudin**  
Senior Community Partnership Executive  
(SG Cares VC)



**Ms Rejab Fatimah Abu  
Yamani**  
Corporate Service Assistant



**Ms Chey Siew Wei**  
Senior Social Worker



**Mr Muhammad Sofian Moojimmy**  
Senior Social Worker



**Ms Kamalia Shafie**  
Community Partnership Executive (SG Cares VC)



**Ms Lim Shi Yan**  
Assistant Senior Social Worker



**Mr Billy Loh Rong Shun**  
Senior Social Worker



**Ms Hairun Nisha Hasamohideen**  
Corporate Service Associate



**Mr Max Chua Zhi Hao**  
Community Partnership Associate



**Mr Ju Zhengyang**  
Social Worker



**Ms Tan Shi Min**  
Counsellor

# Services

## AN OVERVIEW OF OUR SERVICES

### Information and Referral

We link people in need of support with community resources. Persons may call, walk-in, write or email their queries on individual, couple, family or interpersonal issues. Our FSC collaborates with schools, hospitals, grassroots organisations, the police, the Ministry of Social and Family Development (MSF), self-help groups and social service agencies to support the persons and families in need.

### Case Work

We provide support and assistance to individuals and their families by helping them to develop insight on issues they struggle with; empowering them to cope better with life challenges; as well as assessing their different needs and linking them to relevant community resources. We work with a wide range of clients, including children, youths and the elderly.

**Case Work** services provided by social workers and counsellors enable clients to gain a deeper understanding of their personal, social or emotional issues, and how to work towards resolving them.

#### Types of Issues Presented in Case Work:

- Marital
- Parenting/Child Management
- Financial
- Family Violence/Abuse
- Interpersonal Relationships
- Others, for example, concerns relating to the elderly, caregiving and addictions

### Group Work

Our programmes target specific issues that concern different groups of people including children, youths and parents. Programme participants gain skills and insights through our workshops, talks and other activities that help them improve their personal well-being and their family life.

### Community Work

We conduct outreach to residents and our community partners to:

- Increase awareness of our programmes and services among individuals and families in need of support
- Collaborate with key stakeholders to bring about adequate support for individuals and families

## OUR YEAR IN SUMMARY: FORGING STRENGTH, INSPIRING TENACITY

EXTENDING SUPPORT  
**366**  
**CLIENTS** connected to resources via Information & Referral\*



GROWING RESILIENCE  
**645**  
**CLIENTS** empowered to overcome life challenges through Case Work & Counselling\*



## TRANSFORMING LIVES

We worked with clients on a range of concerns.

### TOP 5 PRESENTING ISSUES\*



FOSTERING POSSIBILITIES  
**>500** BENEFICIARIES ENRICHED

by impactful programmes\*\*

RESTORING HOPE  
**>65**  
 DONORS, FUNDERS & PARTNER ORGANISATIONS GAVE GENEROUSLY to support our cause\*\*



EXPANDING OUR REACH  
**>25** COLLABORATIONS with partner organisations to establish vibrant helping networks\*



\*Data reflects cases managed by FRCS FSC and collaborations with partners for the period of 1 April 2024 to 31 March 2025.

\*\*Data reflects programmes or events for the financial year ending 30 June 2025.

## GROUP WORK



**Discover  
HEROES!**  
Unleash Your Potential

### Save Smart With Smiley

On 29 November 2024, corporate volunteers from DBS Bank conducted a financial literacy workshop for 10 children aged 7 to 12. Using content featuring the bank's mascot named Smiley, the children learnt about savings, healthy spending habits and digital payment systems. To better engage them and facilitate their learning, the children were placed in groups with others of a similar age.



Adviser to Clementi (Jurong GRC) Dr Tan Wu Meng (first from left) joined the children at the programme.



The DBS volunteers engaged the children with a quiz on spending habits and how to make wise decisions when making purchases.

### Build It to the Sky!

On 26 June 2025, three student volunteers from National Junior College (NJC) organised DiscoverHEROES! "Build It to the Sky!", a half-day holiday programme for nine children and youths aged 6 to 13. After some ice-breaker games, the NJC students led the participants through a hands-on STEM (Science, Technology, Engineering and Mathematics) challenge by first introducing them to basic engineering concepts. Thereafter, they worked in teams of three to construct 'towers' using spaghetti, marshmallows, and masking tape.

Besides encouraging creativity and enhancing problem-solving capabilities, the engaging activity fostered teamwork as each group attempted to build the tallest and most stable structure. The programme concluded on a joyful note, with the participants proudly showcasing their 'towers', having gained exposure to a fun and new learning experience.



The participants and NJC student volunteers got to know one another through ice-breaker games.



They celebrated a day of learning and teamwork with the 'towers' they built together.



## Discover HEROES!

Unleash Your Potential

### Youth Spark

Between November 2024 and June 2025, we conducted three editions of the DiscoverHEROES! Youth Spark programme in partnership with The Singapore Scout Association. Each edition was thoughtfully designed to support the holistic development of youths through purposeful and engaging outdoor experiences. A total of 10 youths participated in the programme spanning eight months.

### Edition 1: Treasures of the Past

On 26 and 27 November 2024, the youths were introduced to geocaching, an activity in which items are hidden at a particular location for Global Positioning System (GPS) users to find by means of coordinates posted on the Internet. With a majority of the youths experiencing geocaching for the first time, they worked together to create their own caches based on the theme "Treasures of the Past" and hid them in public spaces around South Buona Vista and Bukit Chandu. Besides promoting shared values, the activity also trained the youths in teamwork and interpersonal communication skills.



### Edition 2: Beyond the Buoy

For the first quarter of 2025, we organised the "Beyond the Buoy" series of activities to cultivate patience and mindfulness in the youths. Taught the basics of how to catch prawns and fish, the participants were encouraged to slow down, stay present and appreciate nature's pace.

**Prawning Adventure:** On 18 January 2025, the youths went for a prawning activity at Prawning @ ORTO (West Coast). Even as they picked up strategies such as the 5-second rule and flick-to-hook method to increase their catch, they learnt the benefits of patience and mindfulness. To reinforce what they had learnt, the youths were challenged at the debriefing session to maintain their patience and focus.



The youths cultivated patience and mindfulness as they waited for their catch of prawns.

**Fishing Expedition:** In the second session of the "Beyond the Buoy" series, the youths honed their patience and composure through a time of fishing at West Coast Park on 15 February 2025. They learnt to assemble a rod, bait the hook, and cast the line into the water. Moreover, they were challenged to be patient and attentive to ensure that they succeeded in securing a catch.



Fishing by the pier in West Coast Park, the youths practised patience and learnt to be attentive to what was happening on their rods.

**Anchored Reflections:** The final session was conducted at FRCS FSC on 18 March 2025 to reinforce the lessons on patience and mindfulness learnt in the previous outdoor sessions, and to help the youths apply the concepts in everyday life. Beyond that, the youths participated in enriching games developed by The Singapore Scout Association to learn more about our island's marine life and landscape.



### Edition 3: Secrets in Green

"Secrets in Green" centred on building self-worth and emotional resilience. As the youths experienced activities related to nature, they explored themes of self-care, boundary setting, and personal strengths. At the same time, they were guided to step out of their comfort zones and find meaning in new, unfamiliar experiences.

**Terrarium Building:** On 24 May 2025, the youths built their own terrarium at FRCS FSC. Tapping on their creativity to design the terrariums, strengthened their sense of self-worth and confidence. As putting a terrarium together requires focus and patience, the activity also helped the youths to learn to slow down and be more meditative, which is valuable in the practice of self-care. Imbuing the youths with these self-management skills, sets them on the right path to becoming emotionally healthy and balanced adults.



**Photography in Nature:** On 4 June 2025, the youths went for a hike at Bukit Timah Nature Reserve to capture images of their surroundings, using a single-use camera. It was a day out to apply the skills they had picked up at an introductory to photography workshop conducted a day before the hike.

Experimenting on how to take photographs creatively in an outdoor setting was a fun experience for the youths. Encouraged by the facilitators to step out of their comfort zone, the youths learnt the value of discomfort and unfamiliarity. Furthermore, the facilitators guided them on how to make meaning of new experiences, a skill which will prove useful throughout life.



After a tiring climb, our youths and staff felt a sense of achievement at the top of Bukit Timah Hill.

In conclusion, the Youth Spark programme was facilitated by Social Worker Ms Ng Rui Fang, Social Worker Ms Hayley Hoe Qian Yu and Social Work Associate Ms Hillary Heng Jia Xin, with support from Community Partnership Associate Mr Max Chua Zhi Hao. We saw a majority of the youths return for multiple editions, showing strong enthusiasm for the activities. Our continued collaboration with The Singapore Scout Association helped to create a supportive environment for the youths to express themselves, grow in confidence, and connect meaningfully through outdoor adventures.



#### Support Group to Foster Financial Literacy

An intervention-based support group to foster financial literacy, FundHEROES! was conducted between 17 August and 7 September 2024 for 10 FRCS FSC clients who were also known to the Social Service Office under its ComLink/ComLink+ programme.

The FundHEROES! programme included five one-to-one coaching sessions, two group work sessions, and a graduation ceremony. Incorporating cognitive restructuring activities, the sessions taught the participants how to identify and challenge negative or irrational thoughts related to finances. Furthermore, the participants practised reframing these thoughts in a more realistic and positive manner through structured activities.

Skill building exercises were emphasised in the sessions, so that the participants could develop practical financial skills such as budgeting, saving, and debt management. Moreover, the participants were equipped with Cognitive Behavioural Therapy-based techniques to manage their financial stress and improve in decision-making. This included training them in problem-solving skills and relaxation techniques.



The participants further enhanced their financial skills in one of the group work sessions.



At the graduation ceremony, the participants celebrated their achievements and journey with the FundHEROES! team.



#### Deepavali, Chinese New Year and Hari Raya 2024/2025

SuperFESTIVE! is a well-established programme in the FRCS FSC calendar that spreads cheer to children and youths aged 7 to 15, from under resourced families. A two-pronged programme, SuperFESTIVE! provides them with funds needed to celebrate the festivals observed in their homes and equips them with financial prudence skills in the process.

A total of 33 children and youths benefited from SuperFESTIVE! 2024/2025, which was held on 26 October 2024 for the Deepavali edition, 19 January 2025 for the Chinese New Year edition, and 22 February 2025 for the Hari Raya edition. Upon completing a workshop on budgeting, each child was allocated \$150 in funds to purchase festive-related items for his or her household. Thereafter, the children were brought on a shopping trip so that they could apply what they had learnt about budgeting as they made their purchases.

We are thankful to organisations and private donors for helping to sponsor SuperFESTIVE! 2024/2025. The organisations included People's Association Malay Activity Executive Committees Council (PA MESRA) Youth Sub-Committee (Deepavali edition), Rotary Club of Sentosa Singapore (Chinese New Year edition), and Rotary Club of Queenstown (Hari Raya edition).

Apart from the sponsors, we are grateful to our partners for conducting various workshops and activities for the children. Soul HeARTful Ltd conducted a mosaic coaster-making workshop (Deepavali edition) and Junior Achievement (JA) Singapore conducted financial literacy workshops (Chinese New Year and Hari Raya editions). Additionally, the National University of Singapore Health Empowerment for Youth (NUS HEY) conducted health screening and psycho-educational activities (Chinese New Year edition).

SuperFESTIVE! also owes its success to dedicated volunteers from FRCS FSC, SG Cares Volunteer Centre (VC) @ Clementi, PA MESRA, Rotary Club of Sentosa Singapore, JA Singapore and Singapore Polytechnic School of Business.

We look forward to continued support from the sponsors and volunteers for future SuperFESTIVE! programmes.



Deepavali edition: Accompanied by volunteers, the children shopped for festive clothes at Tekka Market, applying skills acquired from the workshop on budgeting.



Chinese New Year edition: Volunteers, children and their parents, together with our staff set off from FRCS FSC for their trip to Jurong Point Shopping Centre.



Chinese New Year edition: Volunteers from NUS HEY conducted health screening and engaging activities for the children.



Hari Raya edition: The families, volunteers and FSC staff enjoyed their shopping trip at Joo Chiat Complex.

### EmpowerHER!

Between 19 October and 30 November 2024, Senior Social Worker Ms Chan Wai Ping, Assistant Senior Social Worker Ms Nur Farhana Harun and Social Worker Ms Suhaina Samsi conducted EmpowerHER! — a women's group work programme attended by a total of 12 participants.

Adopting a strength-based approach, EmpowerHER! was held over four sessions with an average attendance of seven participants. In each session, either a participant or a speaker was invited to share on her journey of growth based on a specific theme. The invited speakers were either current or former FRCS FSC clients who the participants could identify with.

We curated activities for the participants to better appreciate themselves and their circumstances. Some of the objectives were to enhance their self-soothing and self-care ability, so that they can take on various life transitions.

Emphasis was placed on creating a safe space for the participants, to allow them to form strong bonds, share their stories and learn from one another. Mothers with young children could focus on attending the sessions, as we arranged for volunteers to engage the children with activities such as playing with slime, doing art and craft, working on puzzles, and much more.

Overall, the participants expressed gratitude for this platform, as it enabled them to have conversations on their challenges, feel inspired by one another's resilience, and learn new coping strategies.



The EmpowerHER! group work programme ended with a garden-themed finale event in which the participants reflected on their journey and learnings. They also affirmed and celebrated one another's progress. Additionally, the children presented their artwork to the participants as a gesture of appreciation.

### Men's Group (Second Run)

We conducted the second run of the SuperME! Men's Group from 16 October 2024 to 27 February 2025, with an average of six participants per session. Through monthly psycho-educational sessions, the participants explored the complexities of marital issues, parenting challenges, family disputes, and other family-related concerns. The group provided a safe space for the participants to share about their past and current family-related concerns, discuss coping strategies, and identify protective factors that contribute to family well-being.

Apart from these monthly group work sessions, we organised a closed-door dialogue on 29 April 2025 for three speakers to share their insights on family-related concerns. They included Head of Programme of HCSA Highpoint Halfway House Mr Shawn Lim, Senior Executive Officer (Counsellor) of Muslim Converts' Association of Singapore Mr Kelana Izrak Kamid, and Chairman of FRCS FSC Management Committee Mr Jeyandran Nadarajah.

The engaging session was attended by 21 participants who included the Men's Group members and their friends, as well as male clients of FRCS FSC whose case workers had nominated to attend the dialogue. For the Men's Group members, the discussions reinforced learnings from past group work sessions. Overall, the dialogue provided an opportunity for close interaction between the participants and the speakers to discuss pertinent topics.



Senior Social Worker Mr Muhammad Sofian Moojimmy (right) facilitated a lively discussion with Mr Jeyandran Nadarajah (left), Mr Kelana Izrak Kamid (second from left) and Mr Shawn Lim (second from right) at the Men's Group dialogue session.



### Mindfulness-Based Relapse Prevention (Fourth Run)

On 16 and 23 August 2024, we conducted Mindfulness-Based Relapse Prevention (MBRP) sessions for six participants from the SobeRISE programme. This was the fourth run of the SuperMIND! MBRP series, a group work programme to expose participants to the practice of mindfulness which can enhance self-acceptance and assist in relapse prevention. As the participants were working on their alcohol addiction, mindfulness techniques were introduced in both sessions to guide them towards better recovery.



The group work covered various mindfulness practices such as Loving-Kindness Meditation, Body Scan Meditation, and S.O.B.E.R (Stop, Observe, Breathe, Expand and Respond) exercises. It also included psycho-education on relapse prevention strategies.



Through mindfulness practice and psycho-education, the participants learnt how to identify thoughts, feelings and sensations that not only impact their ability to cope, but might also trigger a relapse.

## COMMUNITY WORK

We networked with the following agencies between 1 April 2024 and 31 March 2025 over various platforms:

12th JurongHealth Campus Social Work Grand Rounds 2024 organised by Ng Teng Fong General Hospital

Ageing in Place Committee @ West Coast

Ageing Well and Spirituality Annual Scientific Conference on Ageing 2024 organised by Gerontological Society

Anglo-Chinese Junior College

Clementi Citizens' Consultative Committee

EtonHouse Community Fund

Fostering Services, Rehabilitation and Protection Group, Ministry of Social and Family Development (MSF)

HCSA Highpoint

Hua Mei Centre for Successful Ageing, Tsao Foundation

KidSTART Programme Team, Fei Yue Community Services

Lions Befrienders Singapore

Muslim Converts' Association of Singapore

National Volunteer and Philanthropy Centre

NUHS Regional Health System Office

Piecing the Puzzle: A Community in Support of Youth Sexual Violence Victims organised by Ministry of Home Affairs

Project Law Help Community Evening organised by Pro Bono SG

Quantum Leap Incorporation Pte Ltd

Rotary Club of Bugis Junction

Rotary Club of Jurong Town

Rotary Club of Tanjong Pagar

SELF

Silver Generation Office (West Coast Division), Agency for Integrated Care

Strengthening Professional Learning and Support Hub (SPLASH!) workgroup, MSF

Towards Effective Professional Practice in Child Protection: Key Learning From Other Countries, jointly organised by MSF and National University of Singapore

Youth Care Local Network Market Place organised by SHINE Children and Youth Services

### Roadshow Events

As part of FRCS FSC outreach efforts and in support of grassroots initiatives, we set up booths at various community events to raise awareness of our services and programmes among the residents. At the same time, we showcased the SG Cares VC @ Clementi and its volunteering opportunities at these events.

**West Coast Active Ageing Carnival 2024:** On 23 November 2024, we showcased our FSC services at the West Coast Active Ageing Carnival held at West Coast Community Centre.

Our booth became a hub of activity, engaging over 100 elderly attendees and their caregivers. Through interactive games and meaningful conversations, the participants had an enjoyable experience and gained valuable insight into services provided by FRCS FSC. The event was a wonderful opportunity to connect with the community, raise awareness about our Centre, and extend our support to those in need.



Our team was ready to connect with the community.

### Annual Constituency Work Plan (ACWP) With Community Partners 2025

On 4 January, we were invited by the West Coast Constituency Office to participate in their ACWP With Community Partners 2025. The event provided a valuable opportunity for us to engage with grassroots leaders and showcase our FSC's key initiatives to West Coast residents.



At the event, we also underscored how SG Cares VC @ Clementi facilitates meaningful volunteerism and supports a wide range of community-driven initiatives to enhance the well-being of residents and their neighbourhoods.

ACWP With Community Partners 2025 proved useful in fostering deeper connections with community leaders and enhancing the visibility of FRCS FSC in the West Coast community.



Our booth received a warm response from the grassroots volunteers in attendance.

**National Junior College (NJC) Values in Action (VIA) Fair:** On 2 April 2025, FRCS FSC and SG Cares VC @ Clementi, alongside FRCS Active Ageing Centre (AAC) participated in NJC's inaugural VIA Fair, "NJ aVIAté". The event aimed to introduce students to impactful community initiatives and to inspire civic engagement.

At our booth, we provided students an overview of FRCS FSC's work and programmes, highlighting projects implemented based on student proposals from various schools. Through these discussions, the students were inspired to actively contribute to the community through volunteerism. Meanwhile, SG Cares VC @ Clementi shared about different volunteering opportunities within the town.

Approximately 500 students attended the VIA Fair. We engaged in meaningful discussions with about half of them, addressing their queries and fostering an interest in community service.

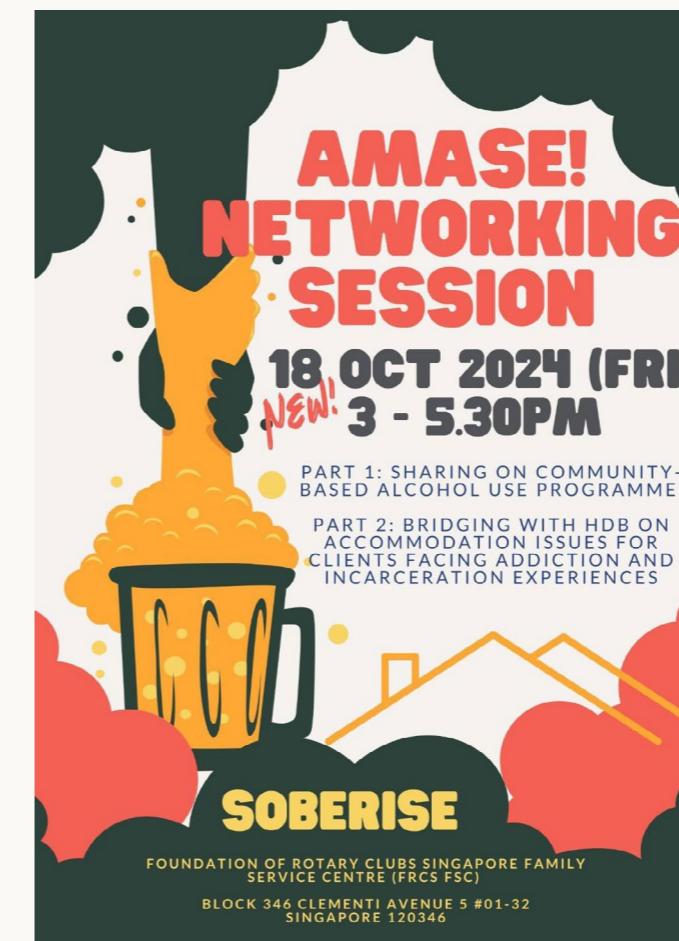


## Focused INTERVENTION TEAMS

At FRCS FSC, we have formed Focused Intervention Teams (FITs) as part of concerted efforts to enhance staff competencies and build specialisations in targeted areas to help our clients. In FY2021/2022, we launched the FIT for Addictions and Mental Health (AMH) and FIT for Early Childhood and Parenting (ECP). Thereafter, we started the FIT for Counselling and Psychotherapy Services (CAPS) in FY2022/2023. To support each FIT, we send our staff for clinical training and supervision to enhance their capabilities in the respective specialisations.

### FIT FOR AMH

FIT for AMH provides case management for clients affected by Alcohol Use Disorder (AUD) and support for their family members. We also put together outreach programmes related to alcohol addiction and mental health issues. On top of that, we organise training to build up staff competencies in this area of work.



### AMASE! Networking Session

On 18 October 2024, staff from our SobeRISE team hosted a networking session for the Alliance of Mentoring Agencies Supporting Persons with In-Prison Experience (AMASE!), which is a collaborative community of agencies and support groups dedicated to supporting persons with in-prison experiences (PIEs) through mentoring and reintegration support.

Bringing together representatives from over 10 organisations, the session provided an opportunity for them to learn more about SobeRISE services and our observations of housing concerns among individuals recovering from alcohol addiction.



Additionally, the SobeRISE team led the attendees in small-group discussions on shared challenges, particularly in regard to securing stable housing for PIEs. The attendees, including professionals from hospitals, halfway houses, community agencies and ground-up initiatives, engaged in a dynamic exchange of insights and experiences.

Through the diversity of perspectives from the attendees, the discussions revealed common systemic barriers, underscoring the importance of cross-sector collaboration. The session reinforced the need for continued partnership among agencies committed to addressing homelessness and supporting successful reintegration of PIEs.

Moving forward, SobeRISE remains dedicated to facilitating such collaborative efforts to drive meaningful impact in enhancing the well-being of individuals in recovery from alcohol addiction, who are facing housing concerns.

## FIT FOR CAPS

Established in 2022, the FIT for CAPS was developed to complement our case management services. Through FIT for CAPS, we aim to improve and strengthen the psychological and relational wellness of individuals, couples and families through counselling and psychotherapy. We also hope to reach out to service users with limited financial resources so that they can have access to counselling and psychotherapy. As such, our team comprises senior case workers with experience working on intrapersonal, interpersonal, marital and family issues, as well as family violence concerns.

### Co-Management of Cases With Social Workers

Upon the inception of FIT for CAPS, we started a counselling clinic for social workers to consult with senior case workers on cases that require more counselling-related support. Over the past three years, when it is required, members of FIT for CAPS have co-managed cases with social workers by focusing on the counselling needs of the client.

In FY2024/2025, members of FIT for CAPS helped to co-manage cases in which clients were facing grief, marital issues, caregiver stress, and parenting issues. To help clients address these issues, we set the goal of holding at least four counselling sessions over six months for each client whose case was co-managed by FIT for CAPS.

The co-management of cases in this manner enabled clients to address their issues and benefit from counselling. In terms of enhancing staff capability, the co-management of cases also provided opportunities for social workers to grow in their counselling skills by observing sessions conducted by members of FIT for CAPS.

### Review of High Risk Cases

The FIT for CAPS oversees the case review process for high-risk cases managed by FRCS FSC. Each case review panel comprises the case worker, the supervisor of the case worker, a member of FIT for CAPS, a senior social worker, and our executive director. Besides being in charge of coordination and administration of the case review process, FIT for CAPS also schedules the reviews. In the past year, we conducted 11 case review meetings for high-risk cases managed by FRCS FSC.

### Internships for Students

The FIT for CAPS also aims to enhance counselling competencies in the sector for students. We provided supervision for a student pursuing a Master of Guidance and Counselling degree at James Cook University in Singapore. Moving forward, we will continue to take on students who are pursuing an education in counselling or psychology, providing them guidance and support.

### Training and Supervision

Members of FIT for CAPS will continue to grow in expertise by attending specialised training programmes and providing training for social workers in FRCS FSC. FIT for CAPS will also continue to enhance counselling competencies in the Centre by providing relevant training and supervision for our case workers in the year ahead.

## FIT FOR ECP

### Parent-Child Grow (PCG)

In September 2024, we rolled out PCG — another programme under FIT for ECP to strengthen families. PCG supports and assists families with children aged 0 to 12 by incorporating teachings and principles of the Positive Parenting Programme (Triple P).

PCG supports parents who have concerns about their children's behaviour or development, by increasing their confidence and competence in parenting. The programme also aims to reduce parents' use of coercive and punitive methods to discipline children, improve communication between them regarding parenting issues, and lessen parenting stress associated with raising children.



### The Reading Project

In partnership with Rotary Club of Bugis Junction, we organised two enriching reading sessions for a total of seven children aged 4 to 6. Using books generously sponsored by the Club, Mdm Esther Sim — a dedicated senior volunteer from FRCS AAC — brought Southeast Asian stories to life for the young participants. The delighted children brought home a copy of each book featured in the sessions held on 31 May and 6 July 2025, along with toys provided by FRCS FSC.



Mdm Esther Sim brought to life the story of *Elephants Live Upstairs* for the children, who each received a copy of the book from The Reading Project.

# Achievements AND KEY HIGHLIGHTS

## STRENGTHENING COLLABORATIONS

For the financial year in review, we hosted community partners and engaged in sector-wide discussions to explore collaborative approaches to supporting individuals and families in need.

### Singapore Association of Social Workers (SASW) Housing Support Network (HSN) Joint Solutioning Platform 2024

On 1 August, our Research and Capability Development (RCD) Staff Working Committee presented on the Homelessness Pilot — an FRCS FSC practice research project on working with clients staying at a transitional shelter — at the SASW HSN Joint Solutioning Platform 2024. The event offered stakeholders a platform to discuss about initiatives and solutions that can support individuals facing housing challenges due to addiction and mental health issues.

Our staff also represented AMASE! at the event, as FRCS FSC is a member of the network of agencies and groups which support persons with in-prison experiences on their reintegration journey.



Social Worker Mr Muhammad Muhsin Abdul Jalil (front) and Senior Social Worker Mr Muhammad Sofian Moojimmy shared about the Homelessness Pilot with the event attendees.



Assistant Senior Social Worker Ms Lim Shi Yan represented AMASE! to present on common challenges faced by clients with prior incarceration or addiction-related experiences, who find difficulty sustaining their stay at transitional shelters. She also shared about social service providers' challenges in meeting the clients' needs.

### Hosting of West Coast Grassroots Leaders

We were delighted to host Minister for National Development Mr Desmond Lee and West Coast grassroots leaders at our FRCS FSC branch in West Coast on 5 November 2024. It was a great opportunity for the FSC team to share about our services and programmes with the Minister and his team. Through the networking session, we got to further strengthen our partnership with the West Coast grassroots.



Minister Desmond Lee (centre) and West Coast grassroots leaders with FRCS FSC's Management Committee members and staff at our West Coast branch office.

## MEDIA ENGAGEMENT

### The Straits Times

**Advocacy for Change — A Social Worker's Journey in Supporting a Stateless Client:** Social Worker Mr Muhammad Khalifah Nazir was featured in *The Straits Times* on three separate occasions — 22 September 2024\*, 27 October 2024, and 22 December 2024, alongside his client who was stateless. The feature story highlighted case advocacy for the client and broader cause advocacy for stateless individuals in Singapore.

Sparking nationwide attention on the issue of statelessness, the articles chronicled the social worker's dedication in journeying with the client to access financial assistance, secure stable employment, and eventually obtain his permanent residency (PR) status. Essentially, the articles showcased the transformative impact of social work in addressing complex challenges and advocating for vulnerable communities.



The articles featuring FRCS FSC Social Worker Mr Muhammad Khalifah Nazir's (right) work with his client Mr Ricqo Rafiezuan (left) who was stateless, showcased the transformative impact of social work in advocating for the vulnerable. Photo: Ng Sor Luan, *The Straits Times*, 22 September 2024.

Follow these articles to see how our client's life was transformed:

**Stateless in Singapore: He's 25 and has no job, no education, no country (The Straits Times, 22 September 2024)**

**Stateless unemployed youth who has never gone to school lands job offer (The Straits Times, 27 October 2024)**

**'I am not an alien any longer': Stateless 25-year-old becomes Singapore PR (The Straits Times, 22 December 2024)**

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\*Wong, S. [2024, September 22]. Stateless in Singapore: He's 25 and has no job, no education, no country *The Straits Times*. <https://www.straitstimes.com/singapore/no-job-no-education-and-no-country-stateless-young-man-seeks-a-better-future-here?ref=inline-article> retrieved 22 July 2025

### Leveraging Digital Crowdfunding to Enhance Client Support:

Since 2024, our social workers have integrated KampungSpirit, an Open Government Products (OGP) initiative, into their resource toolkit. This online donation platform has streamlined the process of crafting a clear appeal for something a client needs, rallying donor support, procuring the requested goods, and arranging for delivery.

On 4 March 2025, *Rice Media*\* featured Mr Sam, an FRCS FSC client whose request for the donation of a refrigerator was fulfilled through KampungSpirit. Mr Sam works as a delivery rider as he is unable to hold a full-time job due to his thrice-weekly kidney dialysis. His monthly income is not more than \$1,000.

Recognising Mr Sam's struggle to save the amount needed to buy a refrigerator, his social workers, Ms Hayley Hoe Qian Yu and Mr Ju Zhengyang turned to KampungSpirit to seek for the donation. Mr Sam was grateful to OGP for creating this digital platform to ease the workload of social service staff. With KampungSpirit, social workers can devote more time to direct client engagement and case management, rather than to sourcing for donated items.

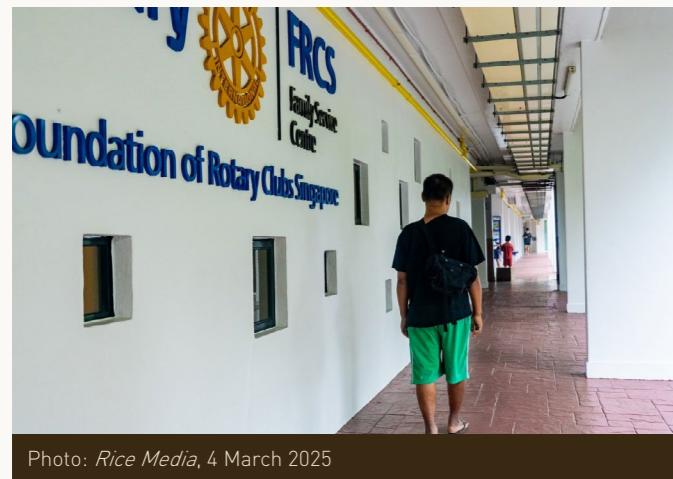


Photo: Rice Media, 4 March 2025

\*Lim, K. (2025, March 4). Can You Crowdsource 'Kampung Spirit'? *Rice Media*. <https://www.ricemedia.co/can-you-crowdsource-kampung-spirit/> retrieved 22 July 2025

## COLLABORATION WITH ROTARY CLUBS

### Mental Wellness Forum

On 26 October 2024, we participated in the Mental Wellness Forum organised by Rotary Club of Singapore East at PAssion Wave @ Jurong Lake Gardens, setting up a booth to showcase our services and programmes to the attendees.



### Children's Christmas Carnival

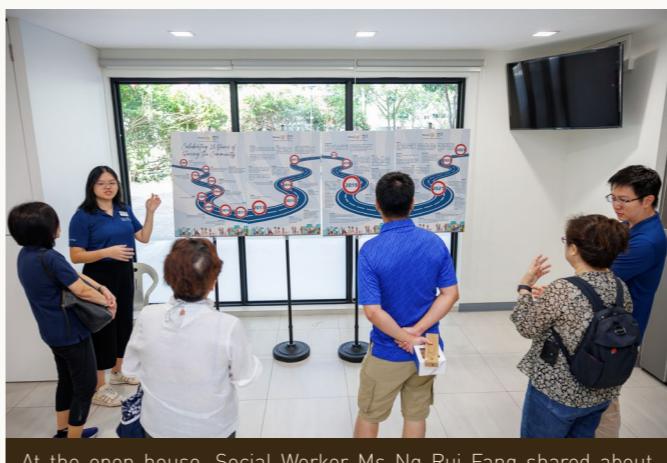
On 7 December 2024, four FRCS FSC beneficiaries and their families participated in a Christmas carnival organised by Rotary Club of Singapore East at Ngee Ann City Civic Plaza. The families spent a joyful morning filled with various fun rides and games. We appreciate the Club for inviting our beneficiaries to the carnival and chartering a bus for the families from the FSC to the carnival and back.



### Strengthening Foundations: An FRCS FSC Walkthrough for Rotarians

On 7 December 2024, we warmly welcomed more than 35 Rotarians to an engaging open house at FRCS FSC. The event offered Rotarians a closer look at pressing social needs within our community and innovative programmes developed by the FSC to address them.

Beyond the walkthrough, the open house created a vibrant space for meaningful conversations, where Rotarians and FRCS FSC staff explored exciting opportunities to collaborate. Together, we aim to create impactful partnerships that can better serve and uplift our clients, paving the way for a stronger and more compassionate community within Clementi and West Coast.



At the open house, Social Worker Ms Ng Rui Fang shared about FRCS FSC's key milestones.



Chairman of FRCS FSC Management Committee Mr Jeyandran Nadarajah (far right) was at the FRCS FSC open house with fellow Rotarians and our Centre's staff.

## EXPANDING OUR REACH: THE RAINTREE PROJECT



With support from the Yellow Ribbon Fund, FRCS FSC launched The RainTree Project (RTP) in April 2025. A comprehensive 12-month programme, RTP is designed to provide crucial reintegration support for ex-offenders released since 2023 and to help their families through the process.

RTP aims to guide participants to overcome significant hurdles to reintegration by restoring family ties, addressing social stigma, and building resilience through various activities. Our goal is to empower all participants of RTP to Reintegrate and Transform to achieve Progress for themselves and their families.

Between April and June 2025, the RTP staff team actively networked with and reached out to key community partners including the Singapore Prison Service and various halfway houses. These efforts focused on promoting RTP and encouraging participation from their service users. We also actively engaged Rotary Clubs, inviting Rotarians to become mentors and to befriend RTP participants.

On 20 June 2025, FRCS FSC Social Worker Ms Suhaina Samsi had the opportunity to share her insights on RTP with Speaker of Parliament Mr Seah Kian Peng at "Reimagined Journeys: Desistors Through Nagomi Art", an inaugural exhibition featuring Pastel Nagomi artwork by ex-offenders who are reintegrating into society. The exhibition also provided an excellent platform for us to meet and network with other community partners in the reintegration support landscape.

 For more information about The RainTree Project, please visit our website.



## AN INCUBATOR FOR HELPING PROFESSIONALS

We welcome students from various institutions to fulfill their field placement and internship requirements at FRCS FSC. These include undergraduates and post-graduate students from the National University of Singapore (NUS), Singapore University of Social Sciences (SUSS) and James Cook University in Singapore (JCU Singapore) taking courses in social work or

counselling. In addition, we provide internship opportunities for students from Nanyang Polytechnic (NYP) who are training to be social work associates. These placements play a vital role in shaping the next generation of helping professionals by giving them real-world exposure and practical skills to complement their academic learning.



**Ms Lui Yisha Isabel**

Bachelor of Social Sciences (Honours) (Social Work), NUS

“As it was my first time working in the community, I gained valuable insight into the role and duties of a social worker in this setting. Although my time with the FSC was only a short eight weeks, the learning I received far exceeded what I had hoped to achieve.

Not only did I work with clients of all backgrounds who faced various challenges, but I also supported the team in conducting research. I am very grateful to my supervisor, Assistant Senior Social Worker Ms Lim Shi Yan, and all my colleagues for their guidance, as well as for providing a safe, supportive and inclusive environment for my learning.

All these experiences added up to create a rewarding and enjoyable placement journey at FRCS FSC. Overall, my placement allowed me to identify my interests and encouraged me to continue pursuing a career in social work. Thank you, the FRCS FSC team!”



**Ms Tan Jia Yee Nicole**

Bachelor of Social Work with Minor in Sociology, SUSS

“My time at FRCS FSC was both warm and incredibly enriching! I am deeply grateful to my supervisors and colleagues for their intentionality and generosity in sharing their wisdom. This practicum truly brought classroom theories to life. Through engaging in a variety of cases, I gained invaluable insight into how theoretical frameworks inform and guide social workers’ practice. These experiences allowed me to refine my clinical skills. At the same time, they also deepened my appreciation for the importance of a systemic approach to addressing complex challenges faced by individuals and communities.

Beyond my involvement in case work and counselling, I had the privilege to engage in various other aspects of social work such as group work, research, and engagement with community partners. These experiences allowed me to develop a more nuanced understanding of the social worker’s role while providing me with a broader, macro-level perspective of the field. This holistic experience strengthened my professional growth and deepened my understanding of evidence-based practice. Thank you, the ever-friendly team at FRCS FSC!”



**Mr Ernest Koh**

Master of Guidance and Counselling, JCU Singapore

“I interned at FRCS FSC between June 2024 and April 2025 to fulfill my practicum module.

On my second day at the FSC, Senior Social Worker Ms Chan Wai Ping gave me a rundown of the cases she intended me to get on board with her. That experience was a call to reality to face what I really meant on the day I said that I wanted to become a counsellor — to confront human suffering in the flesh. Over the course of my internship, I was guided patiently by experienced social workers to sit with clients from all walks of life to tailor interventions and experiment with strategies to help them grow. Without these colleagues who gave me access to their clients and sat with me as I contended with the reality of the clients’ lives as well as my own as a counsellor; I would not be the person that I am today.

I am grateful for the opportunity given to me and the help that I have received to take a step towards becoming a full-fledged counsellor. Thank you, FRCS FSC! I hope we cross paths again in the field of people-helping!”



**Mr Keeland Neo**

Diploma in Social Work, NYP

“My internship at FRCS FSC has taught me a myriad things. Not only did I gain a lot of exposure to the social work sector, but I was also given the opportunity to understand myself better within the nine-week internship. I was able to experience case work, event management, and some research for the first time in an official setting.

I am very thankful to the staff as they made me feel welcomed and valued. Besides being understanding, they all had the shared goal of empowerment of both clients and staff. My experience at FRCS FSC gave me the courage and tools required to excel within the social service sector.”

The following student also completed her field placement with FRCS FSC between July 2024 and June 2025:

\*Ms Lim Si Bei Janelle, Bachelor of Social Work with Minor in Psychology, SUSS

# Staff DEVELOPMENT INITIATIVES

## WORKFORCE DEVELOPMENT

### Boosting Our Resilience: The Impact of Risk and Crisis Management Training

From January to August 2024, we invested in comprehensive risk and crisis management training sessions for our senior staff. This strategic initiative significantly boosted our team's ability to identify, assess and prevent potential risks, directly enhancing FRCS FSC's operational excellence and overall resilience.

## OUTREACH TO EDUCATIONAL INSTITUTIONS

### The Journey of a Social Worker

On 22 August 2024, our Executive Director Mr Amran Jamil was invited by Nanyang Polytechnic (NYP) to a sharing session for its students pursuing a Diploma in Social Work. Attended by 45 participants including faculty members, the session focused on pathways and training to become a social worker, the challenges in navigating Singapore's social service landscape, as well as a leader's perspective on recruiting social work associates and social workers.



Mr Amran Jamil (first row, second from left) shared with NYP students and faculty members (in first row) on pathways to becoming a social worker in Singapore.

### ITE College East Community Care and Social Service (CCSS) Department: Exodus Talk 2024

Social Worker Ms Zulayqha Zulkifli was invited once again this year to share about her professional journey at the annual Exodus Talk organised by ITE College East CCSS Department for its graduating students on 29 November 2024, as her previous presentation in 2022 had provided valuable insight into the social service sector.

Held in conjunction with the college's career fair, the goal of the Exodus Talk was to inspire the students as they step out to seek employment by featuring its distinguished alumni. Besides sharing about her experience working at our FSC, Ms Zulayqha also spoke on education pathways and career opportunities in the helping profession.



### Alumni Education and Career Guidance (ECG) Circle Sharing

Senior Social Worker Ms Madeline Krishnasamy was invited to the annual Alumni ECG Circle Sharing for students in their graduating year at CHIJ St Theresa's Convent (STC) on 23 May 2025.

The Alumni ECG Circle connects current students with former students of STC, to allow them to explore diverse career paths and discover new possibilities through meaningful conversations with their seniors. It provides an opportunity for the final year students to be inspired by the contributions of their seniors — Theresian Ladies, Learners, and Leaders — in their respective professions.

The sharing was conducted in cosy groups of around 20 students per speaker, so that the students could ask questions and seek career guidance. In all, the Alumni ECG Circle Sharing was a meaningful event through which our FSC could share about the social service pathway and profession with the younger generation.



## CAREERS IN CONVERSATION

### Panel Sharing at Advisory Singapore's Fifth Meeting of the Educators Roundtable on the Care Economy

Assistant Senior Social Worker Ms Lim Shi Yan represented FRCS FSC to share about the social work profession at the Fifth Meeting of the Educators Roundtable on the Care Economy organised by Advisory Singapore on 19 March 2025 at the National University of Singapore.

Addressing a group of educators and career counsellors from various secondary schools and tertiary institutions; she spoke on her experience as a social worker in our FSC, the role of a social worker in an FSC setting, and possible pathways in the social work profession. Other speakers on the panel included a psychologist and a respiratory therapist.



Ms Lim Shi Yan (second from right) shared about her professional experience as a social worker with educators and career counsellors from various schools.

### A Word of Thanks From a CHIJ STC Student

"Thank you so much for sharing about your school life and social work journey! It was an awesome 30 minutes that taught me about how you help people in their day-to-day life. I would also like to thank you for your hard work in the community. You were so inspiring and gave me the opportunity to learn more about what I have been interested in."

## OVERSEAS CONFERENCES

### 22nd Congress of the International Society for Biomedical Research on Alcoholism (ISBRA)

Assistant Senior Social Worker Ms Lim Shi Yan and Social Worker Ms Suhaina Samsi attended the 22nd Congress of the ISBRA, which was co-hosted by the Asia-Pacific Society for Alcohol and Addiction Research (APSAAR) in Melbourne, Australia from 23 to 26 September 2024.

Through the plenary session, keynote lectures and roundtable discussions, our staff had the opportunity to learn from international experts on addiction and treatment strategies.

Additionally, they had the chance to conduct service visits to several sober living houses in Melbourne, and gained an understanding of the concept and operations of running such a facility. The conference and service visits provided them with valuable insights and networking opportunities to deepen their knowledge in addiction work, exchange ideas, and explore potential collaborations to further enhance our FSC's work in the addiction field.



### 10th International Conference on Social Work in Health and Mental Health

With support from the National Council of Social Service Overseas Training Grant, Senior Social Worker Ms Chan Wai Ping and Social Work Associate Ms Hillary Heng Jia Xin attended the 10th International Conference on Social Work in Health and Mental Health from 19 to 22 November 2024 in Melbourne, Australia. The conference brought together more than 1,100 Australian and international delegates.

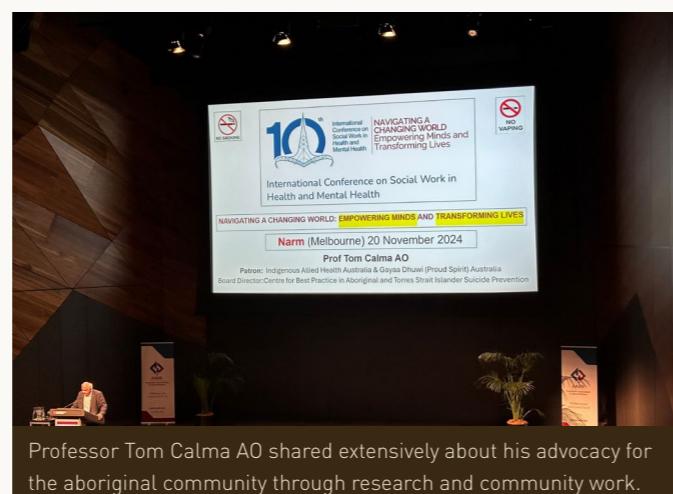
Accompanied by fellow Singaporean delegates, our staff had the opportunity to hear keynote speeches by industry experts such as Professor Tom Calma AO from Australia and Dr Michael Ungar from Canada on building resilience and fostering empowerment in improving mental and physical well-being in

communities. The conference also covered a breadth of topics including domestic violence, mental health, self-care and supervision of helping professionals, social justice, technology advancement, and macro-level social intervention.

Our staff appreciated the depth of knowledge shared by presenters from different countries. The conference gave us the opportunity to network with passionate and like-minded social work practitioners and cross-sector experts. Fostering a sense of solidarity in our field of work, it ignited the possibility of deepening our practice and widening the potential of solutioning creatively with other sectors.



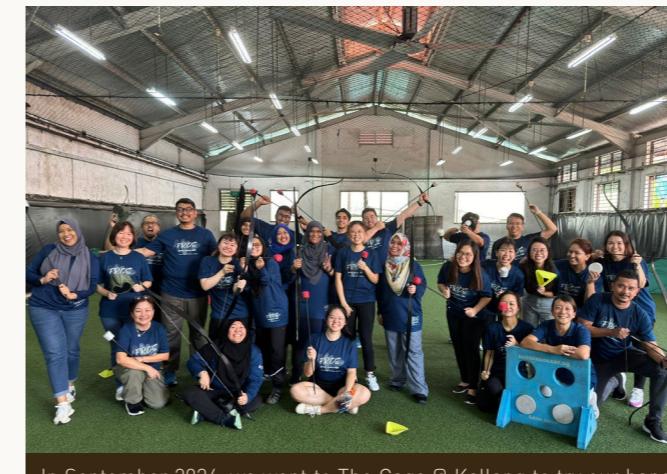
The conference provided Ms Chan Wai Ping (left) and Ms Hillary Heng (right) with valuable insights and networking opportunities to deepen their knowledge in the field of mental health.



Professor Tom Calma AO shared extensively about his advocacy for the aboriginal community through research and community work.

## STAFF ENGAGEMENT ACTIVITIES

For the year in review, the Staff Engagement Team (SET) organised a range of staff bonding activities which included competitive games, meditative crafting, and creative gifting. These fun, relaxing and engaging activities provided staff with opportunities to interact with one another outside of our daily work tasks, successfully strengthening the sense of unity and camaraderie across the two offices.



In September 2024, we went to The Cage @ Kallang to try our hand at Archery Tag. Teamwork and collaboration were showcased in several rounds of competition.



Capping off an incredible 2024, SET revived the much-loved tradition of the December gift exchange with a thrilling new twist. Our staff members battled it out in games to claim the most coveted gifts from their colleagues!



We got the staff together again in April 2025 for a South Korean-themed session in which they feasted on Korean food and played games inspired by the popular television series, *Squid Game*.



Wrapping up our reporting year with a well deserved break from the usual pace, SET shifted gears for a more relaxed celebration in June 2025. We indulged in a delightful international buffet and bonded over a terrazzo coaster-making workshop that brought out everyone's artistic side.

We marked the fourth anniversary of the SG Cares Volunteer Centre (VC) @ Clementi in April 2025, celebrating a year in which we strengthened long-running community partnerships through new and exciting collaborations with social service agencies, corporations and schools in Clementi town.

A SNAPSHOT OF OUR ACHIEVEMENTS\*



**11,116**  
SERVICE USERS IMPACTED



**7,206.5**  
VOLUNTEERING HOURS



**1,484**  
VOLUNTEERS DEPLOYED



**166**  
PARTNERSHIPS WITH  
COMMUNITY AGENCIES

\*For the period of 1 April 2024 to 31 March 2025

VOLUNTEER TRAINING: CONNECTING WITH PERSONS WITH DISABILITIES



On 13 July 2024, nine volunteers attended the Connecting With Persons With Disabilities workshop, organised by SG Cares VC @ Clementi with support from Genesis School. The session covered the types of learning and developmental disabilities, and offered key tips on interacting with persons with intellectual disabilities. On top of that, the volunteers also heard from one of their peers about her volunteering experience. They also toured the Genesis School campus to learn about its students' access needs.

SESSION ON AWARENESS OF RESCUED FOOD



To mark the International Day of Older Persons, we organised a session on awareness of rescued food on 1 October 2024 for nearly 60 seniors from different Active Ageing Centres (AACs) in Clementi town. The event featured a cooking demonstration by City Sprouts in which seniors learnt to make French Chicken Noodle Soup using food scraps and even got to taste the dish. Fridge Restock Community SG shared on their food rescue work and offered tips on reducing food waste. The session ended with a distribution of rescued produce collected from Pasir Panjang Wholesale Centre.

COLLABORATIONS WITH COMMUNITY PARTNERS

At SG Cares VC @ Clementi, we work closely with different community partners to curate an array of partnerships which include organising events and channelling volunteer support or other material resources to beneficiaries in Clementi town.



**Supermarket Shopping With DBS and Jamiyah Nursing Home**

On 19 July 2024, DBS staff volunteers brought residents of Jamiyah Nursing Home out for supermarket shopping. The seniors could purchase necessities using the shopping budget sponsored by DBS. Through shared conversations and care, the outing fostered moments of connection and joy, enhancing the quality of life for the seniors.



**Year-End Celebration With Sankyu Singapore**

On 11 December 2024, Sankyu Singapore and SG Cares VC @ Clementi co-hosted a joyful Year-End Celebration at Clementi Community Centre for 60 seniors from Jamiyah Nursing Home, SASCO@WestCoast AAC (Care), Lions Befrienders AAC @ Clementi 344, 366 and 420A, and St Luke's ElderCare AAC (Care) @ Bukit Timah. The participants enjoyed performances, games and a lucky draw, with entertainment by pre-schoolers and volunteer seniors. The event ended on a high note with a delicious lunch and happy hearts all around.

**Kindness Day With Kiddiwinkie Schoolhouse @ Upper Bukit Timah and Jamiyah Nursing Home**

As part of their Kindness Day activities, 29 pre-schoolers and three teachers from Kiddiwinkie Schoolhouse @ Upper Bukit Timah visited the seniors at Jamiyah Nursing Home on 27 May 2025. The children delighted the seniors with a series of performances, games, and art activities. Before leaving, the pre-schoolers presented the seniors with goodie bags filled with items generously contributed by their parents.

## Timeless Memories: Photoshoot for Seniors at Jewel Changi Airport

On 17 December 2024, SG Cares VC @ Clementi and Lions Befrienders AAC @ Clementi 366 co-organised a photoshoot for 10 pairs of husband-and-wife seniors at Jewel Changi Airport. We recruited volunteers to provide make-up, photography and befriending for the seniors in attendance. After the photoshoot session, the seniors were treated to a sponsored lunch at Jinja Chicken and a tour of Jewel. Subsequently, we printed out the photographs and presented them to the seniors in a follow-up session held on 14 February 2025.



## Clementi Town Carnival

On 28 June 2025, DBS Bank and SG Cares VC @ Clementi co-organised a Clementi Town Carnival for 74 low-income seniors. Besides being educated on iBanking and PayLah, the seniors got to enjoy their time at different game booths. They also received a goodie bag filled with food rations. Adviser for Jurong East-Bukit Batok GRC Grassroots Organisations Mr David Hoe graced the event, interacting with seniors and volunteers. The event ended with much fun and anticipation in a lucky draw.



## Mural Painting and Senior Befriending by New Town Secondary School

In April 2025, 30 staff in all from New Town Secondary School volunteered with two of our community partners in Clementi town — MINDS Community Hub (Clementi) and Lenton Health Senior Care Centre. On 2 April, the staff volunteers painted wall murals at the MINDS Community Hub (Clementi). They also helped to run exercise and art sessions at Lenton Health Senior Care Centre on 2 and 30 April. This was part of the school's efforts to gain useful volunteering experience and better support their students' Values in Action (VIA) projects.



At MINDS Community Hub (Clementi), the volunteers designed and painted wall murals, adding a lovely touch to the place for clients, caregivers and visitors when they visit the space.



At Lenton Health Senior Care Centre, the volunteers helped to run morning dance exercise and art activity sessions for the seniors. The art activities included towel art creation and tote bag painting.

## RATIONS DISTRIBUTION



## TALKS



## DBS Community Pop-Up Market Sessions

DBS Community Pop-Up Market sessions were held on 28 September 2024 and 11 January 2025 at FRCS FSC in both Clementi and West Coast to bring daily essentials to low-income families and households in Clementi town.

In total, the sessions served over 850 households, with 344 households in September 2024 and 510 households in January 2025. The beneficiaries were families and seniors from 17 community partners. They came to 'shop' for rice, oil, canned goods, toiletries, and other essentials. 75 DBS volunteers befriended and hosted the beneficiaries, guiding them through the shopping experience.

## Scam Awareness Talks by Clementi Neighbourhood Police Centre (NPC)

The Clementi NPC partnered with St Luke's Eldercare AAC (Clementi) and Hannah AAC to conduct scam awareness sessions tailored for seniors on 21 August and 11 December 2024. Through engaging presentations and real-life examples, the officers shared tips on how to identify and avoid common scams. These sessions are part of ongoing efforts to empower our seniors with knowledge and confidence to stay vigilant, safe, and connected in the digital world.

## Legal Talk by Pro Bono SG

On 24 April 2025, 23 seniors from Lions Befrienders AAC @ Clementi 366, 420A and 344 attended a legal talk on wills and Lasting Power of Attorney (LPA). Volunteer lawyer, Mr Ezra Bunyamin, shared on the importance of creating a will and making an LPA. For the benefit of our Muslim seniors, he also touch on the topic of Faraid, the Islamic inheritance law. Seniors who attended the session were happy to get their queries answered.



#### Health Talk by National Kidney Foundation (NKF)

On 30 April 2025, NKF conducted a health awareness talk for 43 seniors from Lions Befrienders AAC @ Clementi 420A. The seniors learnt about signs to look out for in regard to the health of their kidneys and how to take care of them. A patient who became a volunteer with NKF was invited to share about her journey from being a service user to a giver, and how she started helping out at the dialysis centre.

#### Sharing With NUS High School Year 3 Students

SG Cares VC @ Clementi was invited by NUS High School to share insights on the community needs of Clementi town with its Year 3 students on 29 May 2025. Through the presentation, we successfully inspired the students to develop community projects aimed at addressing these identified needs.

### STUDENT VOLUNTEERISM



#### Intergenerational Birthday Celebrations With Lenton Health Nursing Home (West Coast) and Clementi Primary School

Clementi Primary School embarked on a meaningful year-long partnership with Lenton Health Nursing Home (West Coast) to bring joy to seniors through bi-monthly birthday celebrations in 2025. As part of this intergenerational VIA initiative, student volunteers visited the nursing home to celebrate residents' birthdays with cakes, fun games, and heartfelt interactions.



#### All-Star DASH! Outdoor Buddy Games With MINDS Hub Central @ Farrer and Anglo-Chinese School (Independent)

Student volunteers from Anglo-Chinese School (Independent) ran monthly outdoor buddy game sessions with MINDS Hub Central @ Farrer in April and May 2025. The volunteers developed station games such as ball bowling and cup stacking, playing and dancing alongside the clients from MINDS Hub Central @ Farrer.



#### Singapore Polytechnic Service Learning Day 2025

72 student leaders from Singapore Polytechnic went around Clementi to identify assets in the neighbourhood, as part of their Service Learning Day on 26 April 2025. The students had the opportunity to hear from SG Cares VC @ Clementi and Clementi Constituency Office (CO) on how they can contribute to Clementi town. Before the session ended, they dropped by Clementi Avenue 3 to understand the purpose of an outdoor event organised by Clementi CO, and assisted in setting up the venue.

### FESTIVE CELEBRATIONS



#### Chinese New Year cum Total Defence Day Celebrations With Lenton Health Nursing Home (West Coast) and Republic of Singapore Air Force (RSAF)

125 volunteers from RSAF 160 Squadron dedicated their time at Lenton Health Nursing Home (West Coast) on 21 February 2025, to bring smiles and laughter to seniors from its care centre and wards, including those who were bed-bound. The volunteers ran games and art activities for the mobile seniors, while the bed-bound seniors were serenaded by a talented duo on guitar.

#### Hari Raya Celebrations With Clementi Student Care Centre and Projek O

Projek O volunteers held a Hari Raya Aidilfitri celebration for the children at Clementi Student Care Centre on 4 April 2025. The children learnt about local cultural traditions, played games, ate traditional *Kueh* and created costumes for their "Recyclable Raya Runway". Thereafter, the children reciprocated by putting on dance performances to popular Raya songs.

#### Hari Raya Celebrations With Lions Befrienders AAC @ Clementi 420A and City Sprouts (West Coast)

On 21 April 2025, 34 seniors from Lions Befrienders AAC @ Clementi 420A spent their morning at City Sprouts (West Coast) learning how to cook Malay dishes. In the spirit of Hari Raya Aidilfitri, they worked together to cook *Sayur Lodeh* and bake *Kueh Makmur* before enjoying the dishes with one another. The session ended with a tour of the garden as they admired and learnt about different plants at City Sprouts.

## ROADSHOWS



### Singapore Management University (SMU) Community Service Fair 2024

We participated in the SMU Community Service Fair on 27 and 28 August 2024 to spotlight volunteering opportunities for students and staff keen to make a difference in people's lives. Held at the heart of the campus, the fair served as a dynamic platform for students to discover various causes, connect with social service partners, and take the first step in their volunteering journey. We shared about opportunities ranging from mentoring children and youth to engaging with elderly.



### State of Play 2025

On 27 March 2025, we took part in State of Play, a national event that brought together changemakers, corporates, and community leaders to explore innovative ways to drive social impact. We showcased our efforts to bring corporate volunteerism to Clementi and West Coast. By connecting businesses with local community needs, we highlighted how corporate partnerships can foster meaningful contributions to society.

## RUMMY-O COMPETITION



On 10 April 2025, 40 seniors from Clementi town participated in a Rummy-O competition, which was co-organised by SG Cares VC @ Clementi, Lions Befrienders AAC @ Clementi 366 and 420A, SASCO@WestCoast AAC [Care], and St Luke's ElderCare AAC [Care] @ Clementi and Bukit Timah. The seniors battled it out over six rounds and Ms Ng Kim Koh from St Luke's ElderCare AAC [Care] @ Bukit Timah emerged as the champion. In addition to volunteers from SG Cares VC @ Clementi, seniors from the AACs volunteered as game umpires for the competition.

## VOLUNTEERS' GET-TOGETHER: MY CLEMENTI HERITAGE TOUR WITH MY COMMUNITY



On 26 April 2025, we invited active volunteers of SG Cares VC @ Clementi and our community partners to explore Clementi together and learn about the history of our beloved town. Hosted by volunteer guides from My Community, the group of about 40 visited neighbourhood landmarks and shops that have been in Clementi for many years and have helped shape the town's identity. The attendees also received tote bags designed and painted by students and staff of our community partner, Clementi Student Care Centre.

## OUR GOOD PARTNERS CAMPAIGN



At one of the events, a staff volunteer from Sankyu Singapore took a walk with a senior in the Chinese Garden, reminiscing the good old days in Singapore.

In celebration of our fourth anniversary of SG Cares VC @ Clementi, we continued to organise "Our Good Partners" campaign in April 2025. A month-long community service initiative that was first introduced in 2023, the campaign this year brought our community partners together once again to do good for the betterment of Clementi town.

Campaign highlights included the Rummy-O competition, Hari Raya celebrations, various games sessions, kidney health talks, community walks, and rations distribution. Overall in 2025, 1,101 service users benefited from the campaign through various events and programmes organised with help from 223 volunteers clocking in 786 volunteering hours.

# Acknowledgements

## TESTIMONIALS FROM CLIENTS AND SOCIAL WORKERS

### Beacon of Hope, a Journey Transformed

"I am immensely grateful to FRCS FSC for its unwavering support during a challenging period. When my husband left me without shelter or finances, FRCS FSC worked alongside Singapore Council of Women's Organisations to provide assistance with accommodation. I was also connected with the community at SELF for mental health support. Assistant Senior Counsellor Mr Aidil Ahmad Mohammad facilitated my Short-Term Visit Pass (STVP) renewal, kept me updated, and worked with me throughout the process. He also accompanied me on the first time I went to file my case at the Family Court. FRCS FSC even supplied food rations during my financial hardship.

The commitment of FRCS FSC to my well-being proved invaluable in helping me deal with feelings of abandonment. Their kindness, compassion and guidance made a profound impact on my life, and I cannot thank them enough for being a beacon of hope during my darkest moments."

**Mdm Jennifer\***

"Working with Mdm Jennifer\* has been inspiring. Despite multiple challenges, she demonstrated unwavering determination. Together, we secured accommodation, connected her with mental health resources, and successfully renewed her STVP. Witnessing her progress and achievements has been heartening. They highlight the transformative power of perseverance.

I am thankful for the opportunity to support her on her journey. I am also confident that she will continue to thrive and inspire others with her resilience."

**Assistant Senior Counsellor**  
**Mr Aidil Ahmad Mohammad**

### Unwavering Support Amidst Daily Challenges

"Ms Angel, my social worker, supported me right from the start and has never given up on me. Even after my 'problems' seemed to have settled down, she continued to work with me on challenges that came my way. For example, when I needed financial assistance for my sons' childcare, she guided me through the process. She suggested that I opt in to the FSC's Parent-Child Grow programme for my boys, which really helped us a lot. After telling her I needed help with employment and housing, she went out of her way to give me the support I needed. When heading over to the Centre to catch up on things was hard for me, she suggested a home visit. Whenever a home visit was not possible, she suggested a phone call. She was especially emotionally there for me when I needed it. Thank you for giving your best to your clients. Ms Angel is truly Godsent!"

**Ms Sheryl\***

"It has been a pleasure to witness how much Ms Sheryl\* has grown since the start of my work here at FRCS FSC more than two years ago. I, too, have grown as a social worker during this period of time. Watching her transform from a young, single mother facing multiple challenges and with no roof over her head, to having a stable living situation that she is in today. The hard work and resilience she has shown in working towards providing the best that she can for her children is inspiring. Seeing her in a loving marriage now, being a hands-on mother of two young sons and well-employed, is something I find innately fulfilling as her social worker."

**Social Worker**  
**Ms Angel Lone**

### Resilience Fostered, a Brighter Future

"I would like to extend my heartfelt appreciation to Mr Zhengyang for the incredible support he has provided me. He has been consistently helpful, attentive and meticulous in every interaction. His genuine care and professionalism made a big difference, and I am truly grateful for all the assistance he has given me. Thank you for going above and beyond the call of duty. Your dedication does not go unnoticed."

**Ms Jessica\***

"Ms Jessica\* has an on-going conflictual relationship with her family members. Despite facing mental health and financial challenges, she has been steadily striving to seek for means to meet her medical needs and sustain her daily expenses. Her resilience to cope with the odds in life and determination to improve her situation is admirable. I sincerely wish Ms Jessica\* keeps up her positive spirit."

**Social Worker**  
**Mr Ju Zhengyang**

\*Names have been changed to protect the clients' identity



# Financial STATEMENTS

## FINANCIAL STATEMENTS

FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

THE POWER OF BEING UNDERSTOOD  
ASSURANCE | TAX | ADVISORY | BUSINESS SOLUTIONS



## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

A DIVISION OF FOUNDATION OF ROTARY CLUBS (SINGAPORE) LTD  
(Registered in Singapore under the Companies Act 1967 and the Charities Act 1994)  
(Unique Entity No: 199300813R)

Statement by the Management Committee and Financial  
Statements

Reporting Year Ended 30 June 2025

### Statement by the Management Committee and Financial Statements

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## FINANCIAL STATEMENTS

### FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

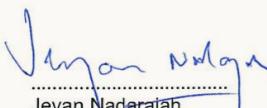
#### Statement by the Management Committee

In the opinion of the Management Committee,

- (a) the accompanying financial statements of Foundation of Rotary Clubs Singapore Family Service Centre (the "Centre") are drawn up so as to present fairly, in all material respects, the financial position of the Centre as at 30 June 2025 and of the financial activities, changes in funds and cash flows of the Centre for the reporting year then ended; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Centre will be able to pay its debts as and when they fall due.

The Management Committee approved and authorised these financial statements for issue.

On Behalf of the Management Committee



Jeyan Naderajah  
Chairman

12 November 2025



Kenny Ng  
Honorary Treasurer

## FINANCIAL STATEMENTS

### Independent Auditor's Report to the Management Committee of FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

#### Report on the audit of the financial statements

##### Opinion

We have audited the accompanying financial statements of Foundation of Rotary Clubs Singapore Family Service Centre (the "Centre"), which comprise the statement of financial position as at 30 June 2025, and the statement of financial activities, statement of changes in funds and statement of cash flows for the reporting year then ended, and notes to the financial statements, including material accounting policy information.

Foundation of Rotary Clubs Singapore Family Service Centre is a division of Foundation of Rotary Clubs (Singapore) Ltd ("FRCS") and it is not a separately incorporated legal entity. The accompanying financial statements have been prepared by management of the Centre from the records of Foundation of Rotary Clubs Singapore Family Service Centre and reflect only transactions recorded therein.

In our opinion, the accompanying financial statements of the Centre are properly drawn up in accordance with the provisions of the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards ("FRSs") so as to present fairly, in all material respects, the financial position of the Centre as at 30 June 2025 and of the financial activities, changes in funds and cash flows of the Centre for the reporting year ended on that date.

##### Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Centre in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### Other information

Management is responsible for the other information. The other information comprises the information included in the statement by the Management Committee and the annual report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

**Independent Auditor's Report to the Management Committee of  
FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE**

**Other information (cont'd)**

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Responsibilities of management and the Management Committee for the financial statements**

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with the Charities Act and Regulations and FRSs, and such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatements whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Centre's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Centre or to cease operations, or has no realistic alternative but to do so.

The Management Committee is responsible for overseeing the Centre's financial reporting process.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

**Independent Auditor's Report to the Management Committee of  
FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE**

**Auditor's responsibilities for the audit of the financial statements (cont'd)**

- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Centre's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Centre's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Centre to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



RSM SG Assurance LLP  
Public Accountants and  
Chartered Accountants  
Singapore

12 November 2025

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

Statement of Financial Activities  
Reporting Year Ended 30 June 2025

	Notes	Unrestricted			Restricted								Subtotal	Total
		Accumulated Fund <sup>(a)</sup> \$	Lee Foundation – Financial Assistance Fund \$	School Pocket Money Fund \$	Family Service Centre (“FSC”) Comcare Fund \$	Community Chest Haze Fund \$	FSC Bonus Fund \$	Ramadan Bonus Fund \$	Ministry of Social and Family Development (“MSF”) – Cyclical Maintenance Fund \$	Furniture and Equipment Fund \$	SG Cares Volunteer Centre Development Programme Fund \$	RainTree Project Fund \$		
<b>Incoming Resources:</b>														
Grant income	5	3,232,505	9,800	3,505	1,800	–	5,400	–	–	204,720	–	225,225	3,457,730	
Donations		5,597	–	–	–	–	–	–	–	–	–	–	5,597	
Income from programmes		4,000	–	–	–	–	–	–	–	38,536	–	38,536	42,536	
Other miscellaneous income	6	70,468	–	–	–	–	–	–	–	–	–	–	70,468	
<b>Total incoming resources</b>		<b>3,312,570</b>	<b>9,800</b>	<b>3,505</b>	<b>1,800</b>	<b>–</b>	<b>5,400</b>	<b>–</b>	<b>–</b>	<b>243,256</b>	<b>–</b>	<b>263,761</b>	<b>3,576,331</b>	
<b>Resources Expended:</b>														
Depreciation of plant and equipment	9	20,686	–	–	–	–	–	47,831	6,936	–	–	54,767	75,453	
Depreciation of right-of-use assets	10	28,366	–	–	–	–	–	–	–	–	–	–	28,366	
Employee benefits expenses	7	2,705,885	–	–	–	–	–	–	–	238,832	–	238,832	2,944,717	
Interest expense on lease liabilities		558	–	–	–	–	–	–	–	–	–	–	558	
Maintenance expenses		114,644	–	–	–	–	–	–	–	–	–	–	114,644	
Other operating costs		143,000	–	–	–	485	–	–	–	33,461	890	34,836	177,836	
Professional fees		51,721	–	–	–	–	–	–	–	1,412	–	1,412	53,133	
Programme expenses		59,243	12,450	1,335	1,200	–	5,400	–	–	2,066	–	22,451	81,694	
<b>Total resources expended</b>		<b>3,124,103</b>	<b>12,450</b>	<b>1,335</b>	<b>1,200</b>	<b>485</b>	<b>5,400</b>	<b>47,831</b>	<b>6,936</b>	<b>275,771</b>	<b>890</b>	<b>352,298</b>	<b>3,476,401</b>	
<b>Net surplus / (deficit)</b>		<b>188,467</b>	<b>(2,650)</b>	<b>2,170</b>	<b>600</b>	<b>(485)</b>	<b>–</b>	<b>(47,831)</b>	<b>(6,936)</b>	<b>(32,515)</b>	<b>(890)</b>	<b>(88,537)</b>	<b>99,930</b>	

(a) The Accumulated Fund is ring-fenced for the exclusive use of Foundation of Rotary Clubs Singapore Family Service Centre (“FRCS FSC”) and is presented as a restricted fund in the statutory financial statements of Foundation of Rotary Clubs Singapore Limited.

The accompanying notes form an integral part of these financial statements.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

Statement of Financial Activities  
Reporting Year Ended 30 June 2024

	Notes	Unrestricted			Restricted						SG Cares Volunteer Centre Development Programme	Subtotal	Total
		Accumulated Fund \$ <sup>(a)</sup>	Lee Foundation – Financial Assistance Fund \$	School Pocket Money Fund \$	FSC Comcare Fund \$	Community Chest Haze Fund \$	FSC Ramadan Bonus Fund \$	MSF – Cyclical Maintenance Fund \$	Furniture and Equipment Fund \$	SG Cares Volunteer Centre Development Programme Fund \$			
<u><b>Incoming Resources:</b></u>													
Grant income	5	2,838,971	9,480	550	5,834	–	5,400	–	–	242,542	263,806	3,102,777	
Donations		733	–	–	–	–	–	–	–	–	–	–	733
Income from programmes		4,000	–	–	–	–	–	–	–	32,901	32,901	36,901	
Other miscellaneous income	6	72,928	–	–	–	–	–	–	–	–	–	–	72,928
Total incoming resources		2,916,632	9,480	550	5,834	–	5,400	–	–	275,443	296,707	3,213,339	
<u><b>Resources Expended:</b></u>													
Depreciation of plant and equipment	9	35,375	–	–	–	–	–	47,831	6,936	–	54,767	90,142	
Depreciation of right-of-use assets	10	27,395	–	–	–	–	–	–	–	–	–	–	27,395
Employee benefits expenses	7	2,606,644	–	–	–	–	–	–	–	195,414	195,414	2,802,058	
Interest expense on lease liabilities		741	–	–	–	–	–	–	–	–	–	–	741
Maintenance expenses		112,906	–	–	–	–	–	–	–	–	–	–	112,906
Other operating costs		115,172	–	–	–	–	–	–	–	32,070	32,070	147,242	
Professional fees		35,034	–	–	–	–	–	–	–	2,622	2,622	37,656	
Programme expenses		52,919	8,280	2,020	5,330	–	11,400	–	–	8,391	35,421	88,340	
Total resources expended		2,986,186	8,280	2,020	5,330	–	11,400	47,831	6,936	238,497	320,294	3,306,480	
Net (deficit) / surplus		(69,554)	1,200	(1,470)	504	–	(6,000)	(47,831)	(6,936)	36,946	(23,587)	(93,141)	

(a) The Accumulated Fund is ring-fenced for the exclusive use of Foundation of Rotary Clubs Singapore Family Service Centre (“FRCS FSC”) and is presented as a restricted fund in the statutory financial statements of Foundation of Rotary Clubs Singapore Limited.

The accompanying notes form an integral part of these financial statements.

## FINANCIAL STATEMENTS

### FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

#### Statement of Financial Position As at 30 June 2025

	Notes	2025 \$	2024 \$
<b>ASSETS</b>			
<b>Non-current assets</b>			
Plant and equipment	9	267,018	339,132
Right-of-use assets	10	18,879	30,061
<b>Total non-current assets</b>		<u>285,897</u>	<u>369,193</u>
<b>Current assets</b>			
Other receivables	11	29,612	31,134
Other non-financial assets	12	42,658	12,963
Cash and cash equivalents	13	5,055,294	4,885,792
<b>Total current assets</b>		<u>5,127,564</u>	<u>4,929,889</u>
<b>Total assets</b>		<u>5,413,461</u>	<u>5,299,082</u>
<b>FUNDS AND LIABILITIES</b>			
<b>Restricted fund</b>			
Accumulated Fund <sup>(a)</sup>	14	<u>4,552,555</u>	<u>4,364,088</u>
<b>Other restricted funds</b>			
Lee Foundation – Financial Assistance Fund		4,650	7,300
School Pocket Money Fund		6,960	4,790
FSC Comcare Fund		9,800	9,200
Community Chest Haze Fund		41	526
RainTree Project		(890)	–
MSF – Cyclical Maintenance Fund		207,134	254,965
Furniture and Equipment Fund		868	7,804
SG Cares Volunteer Centre Development Programme Fund		77,618	110,133
Total restricted funds	15	<u>306,181</u>	<u>394,718</u>
<b>Total funds</b>		<u>4,858,736</u>	<u>4,758,806</u>
<b>Non-current liability</b>			
Lease liabilities, non-current	17	<u>12,181</u>	<u>3,687</u>
<b>Current liabilities</b>			
Lease liabilities, current	17	6,960	26,998
Other payables	18	<u>535,584</u>	<u>509,591</u>
<b>Total current liabilities</b>		<u>542,544</u>	<u>536,589</u>
<b>Total liabilities</b>		<u>554,725</u>	<u>540,276</u>
<b>Total funds and liabilities</b>		<u>5,413,461</u>	<u>5,299,082</u>

(a) The Accumulated Fund is ring-fenced for the exclusive use of Foundation of Rotary Clubs Singapore Family Service Centre ("FRCS FSC") and is presented as a restricted fund in the statutory financial statements of Foundation of Rotary Clubs Singapore Limited.

The accompanying notes form an integral part of these financial statements.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

Statement of Changes in Funds  
Reporting Year Ended 30 June 2025

	Unrestricted		Restricted										SG Cares Volunteer Centre Development Programme RainTree Project Fund	Subtotal	Total		
	Accumulated Fund <sup>(a)</sup>	\$	Lee Foundation – Financial Assistance Fund	\$	School Pocket Money Fund	\$	FSC Comcare Fund	\$	Community Chest Haze Fund	\$	Ramadan Bonus Fund	\$	MSF – Cyclical Maintenance Fund	\$	Furniture and Equipment Fund	\$	Programme Fund
<b><u>Current year:</u></b>																	
Opening balance at 1 July 2024	4,364,088		7,300	4,790	9,200		526		–	254,965	7,804	110,133	–	394,718		4,758,806	
Net surplus / (deficit)	188,467		(2,650)	2,170	600		(485)		–	(47,831)	(6,936)	(32,515)	(890)	(88,537)		99,930	
Balance as at 30 June 2025	<u>4,552,555</u>		<u>4,650</u>	<u>6,960</u>	<u>9,800</u>		<u>41</u>		–	<u>207,134</u>	<u>868</u>	<u>77,618</u>	<u>(890)</u>	<u>306,181</u>		<u>4,858,736</u>	
<b><u>Prior year:</u></b>																	
Opening balance at 1 July 2023	4,433,642		6,100	6,260	8,696		526	6,000	302,796	14,740	73,187	–	418,305		4,851,947		
Net (deficit) / surplus	(69,554)		1,200	(1,470)	504		–	(6,000)	(47,831)	(6,936)	36,946	–	(23,587)		(93,141)		
Balance as at 30 June 2024	<u>4,364,088</u>		<u>7,300</u>	<u>4,790</u>	<u>9,200</u>		<u>526</u>		–	<u>254,965</u>	<u>7,804</u>	<u>110,133</u>	<u>–</u>	<u>394,718</u>		<u>4,758,806</u>	

<sup>(a)</sup> The Accumulated Fund is ring-fenced for the exclusive use of Foundation of Rotary Clubs Singapore Family Service Centre (“FRCS FSC”) and is presented as a restricted fund in the statutory financial statements of Foundation of Rotary Clubs Singapore Limited.

The accompanying notes form an integral part of these financial statements.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

**Statement of Cash Flows**  
Reporting Year Ended 30 June 2025

	<u>2025</u> \$	<u>2024</u> \$
<b>Cash flows from operating activities</b>		
Net surplus / (deficit) for the reporting year	99,930	(93,141)
Adjustments for:		
Depreciation of plant and equipment	75,453	90,142
Depreciation of right-of-use assets	28,366	27,395
Interest expense on lease liabilities	558	741
Interest income	(68,960)	(71,498)
Operating cash flow before changes in working capital	135,347	(46,361)
Changes in restricted cash	33,770	(31,180)
Other receivables	(284)	143,749
Other non-financial assets	(29,695)	42,203
Other payables	25,993	11,368
Net cash flows from operating activities	<u>165,131</u>	<u>119,779</u>
<b>Cash flows from investing activities</b>		
Purchase of plant and equipment	(3,339)	(2,259)
Interest income received	70,766	66,766
Net cash flows from investing activities	<u>67,427</u>	<u>64,507</u>
<b>Cash flows from financing activities</b>		
Lease liabilities – principal portion paid	(28,728)	(27,458)
Interest expense paid	(558)	(741)
Net cash flows used in financing activities	<u>(29,286)</u>	<u>(28,199)</u>
<b>Net increase in cash and cash equivalents</b>		
Cash and cash equivalents, beginning balance	203,272	156,087
<b>Cash and cash equivalents, ending balance (Note 13A)</b>	<b><u>4,957,115</u></b>	<b><u>4,753,843</u></b>

The accompanying notes form an integral part of these financial statements.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

**Notes to the Financial Statements**  
30 June 2025**1. General information**

Foundation of Rotary Clubs Singapore Family Service Centre (Unique Entity No: 199300813R) (the "Centre") is a division of Foundation of Rotary Clubs (Singapore) Ltd ("FRCS"), a foundation incorporated as a company limited by guarantee under the Companies Act 1967. FRCS is also a charity registered under the Charities Act 1994. It is an approved Institution of a Public Character.

The Centre refers to Rotary Family Service Centre (Clementi) and Rotary Family Service Centre (West Coast) programmes.

The Centre is not a separately incorporated legal entity. The accompanying financial statements have been prepared from the records of the Centre and reflect only transactions recorded therein.

The financial statements are presented in Singapore Dollar ("\$").

These financial statements are authorised for issuance by the Management Committee of the Centre on the date of the statement by the Management Committee.

The principal activities of the Centre consist of providing family-oriented programmes which are responsive to the changing needs of the community.

The registered office of FRCS is located at 111 North Bridge Road #06-33, Peninsula Plaza, Singapore 179098. FRCS is situated in Singapore.

The administration office and principal place of operation of the Centre is located at 346 Clementi Avenue 5 #01-10/32, Singapore 120346.

The Centre operates a branch office located at 702 West Coast Road #01-347, Singapore 120702.

**Statement of compliance with financial reporting standards**

These financial statements have been prepared in accordance with the Financial Reporting Standards ("FRSs") and the related interpretations to FRSs ("INT FRSs") as issued by the Accounting Standards Committee under the Accounting and Corporate Regulatory Authority ("ASC").

**Basis of preparation of the financial statements**

The financial statements are prepared on a going concern basis under the historical cost convention except where a financial reporting standard requires an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies in the financial reporting standards may not be applied when the effect of applying them is not material. The disclosures required by financial reporting standards may not be provided if the information resulting from that disclosure is not material.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 2. Material accounting policy information and other explanatory information

## 2A. Material accounting policy information

## Foreign currency transactions

The functional currency is the Singapore Dollar as it reflects the primary economic environment in which the Centre operates. Transactions in foreign currencies are recorded in the functional currency at the rates ruling at the dates of the transactions. At each end of the reporting year, recorded monetary balances and balances measured at fair value that are denominated in non-functional currencies are reported at the rates ruling at the end of the reporting year and fair value measurement dates respectively. All realised and unrealised exchange adjustment gains and losses are dealt with in profit or loss. The presentation is in the functional currency.

## Fair value measurement

The fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. When measuring the fair value of an asset or a liability, market observable data to the extent possible is used. If the fair value of an asset or a liability is not directly observable, an estimate is made using valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs (e.g. by use of the market comparable approach that reflects recent transaction prices for similar items, discounted cash flow analysis, or option pricing models refined to reflect the issuer's specific circumstances). Inputs used are consistent with the characteristics of the asset / liability that market participants would take into account. The Centre's intention to hold an asset or to settle or otherwise fulfil a liability is not taken into account as relevant when measuring fair value.

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety: Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities. Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices). Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs). Transfers between levels of the fair value hierarchy are recognised at the end of the reporting period during which the change occurred.

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value. The fair values of non-current financial instruments may not be disclosed separately unless there are significant differences at the end of the reporting year and in the event the fair values are disclosed in the relevant notes to the financial statements. The recurring measurements are made at each reporting year end date.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 2. Material accounting policy information and other explanatory information (cont'd)

## 2A. Material accounting policy information (cont'd)

## Incoming resources

## (a) Grants

Grants to cover a particular expenditure or programme are accounted for as incoming resources upon receipt of notification of the grant award, which normally coincides with the year when the related expenses, for which the grant is intended to cover, are incurred. A grant is recognised at fair value when there is reasonable assurance that the conditions attaching to it will be complied with and that the grant will be received. Grants are recognised as income to match them with the related costs that they are intended to compensate.

Under the conditions of the grants received, over or under funding from National Council of Social Services ("NCSS"), Ministry of Social and Family Development ("MSF") and Ministry of Culture, Community and Youth ("MCCY") are refundable to these entities.

## (b) Income from programmes

Income is recognised when the Centre has entitlement to the income, it is probable that the economic benefits associated with the transaction or gift will flow to the Centre and the amount can be measured reliably and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

Income from programmes is recognised when the Centre satisfies the performance obligation at a point in time generally when the services are provided.

## (c) Interest income

Interest revenue is recognised using the effective interest method.

## Employee benefits expense

Contributions to a defined contribution retirement benefit plan are recorded as an expense as they fall due. The Centre's legal or constructive obligation is limited to the amount that it is obligated to contribute to an independently administered fund (such as the Central Provident Fund in Singapore, a government managed defined contribution retirement benefit plan). For employee leave entitlement the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur. A liability for bonuses is recognised where the entity is contractually obliged or where there is constructive obligation based on past practice.

## Income tax

As a charity, FRCS is exempt from tax on income and gains falling within section 13(1)(zm) of the Income Tax Act 1947 to the extent that these are applied to its charitable objects.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 2. Material accounting policy information and other explanatory information (cont'd)

## 2A. Material accounting policy information (cont'd)

## Plant and equipment

Plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses.

Depreciation is provided on a straight-line basis to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives of each part of an item of these assets.

The annual rates of depreciation are as follows:

Renovations	–	10%
Furniture and equipment	–	20% to 33%

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements.

The gain or loss arising from the derecognition of an item of plant and equipment is recognized in the statement of financial activities.

## Carrying amounts of non-financial assets

The carrying amount of non-financial assets is reviewed at each end of the reporting year for indications of impairment and where an asset is impaired, it is written down through profit or loss to its estimated recoverable amount. The impairment loss is the excess of the carrying amount over the recoverable amount and is expensed.

## Financial instruments

## Recognition and derecognition of financial instruments

A financial asset or a financial liability is recognised when, and only when, the Centre becomes party to the contractual provisions of the instrument. All other financial instruments (including regular-way purchases and sales of financial assets) are recognised and derecognised, as applicable, using trade date accounting or settlement date accounting. At initial recognition the financial asset or financial liability is measured at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. A financial asset is derecognised when the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Centre neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. A financial liability is removed from the statement of financial position when, and only when, it is extinguished, that is, when the obligation specified in the contract is discharged or cancelled or expires.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 2. Material accounting policy information and other explanatory information (cont'd)

## 2A. Material accounting policy information (cont'd)

## Financial instruments (cont'd)

## Categories of financial assets and financial liabilities

The financial reporting standard on financial instruments has four categories of financial assets and two categories for liabilities. At the end of the reporting year, the Centre had the following classes:

- Financial asset classified as measured at amortised cost: A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss, that is (a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Typically other receivables, bank and cash balances are classified in this category.
- Financial liabilities carried at amortised cost using the effective interest method. Typically other payables and lease liabilities are classified in this category.

## Cash and cash equivalents

Cash and cash equivalents comprises cash on hand and demand deposits. For the statement of cash flows, cash and cash equivalents includes cash and cash equivalents less cash subject to restriction, if any.

Cash flows are reported using the indirect method, whereby profit or loss is adjusted for the effects of transactions of a non-cash nature, and items of income or expense associated with investing or financing cash flows.

## Funds

Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes if any by action of the Management Committee. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds or through the terms of an appeal and are in contrast with unrestricted funds over which the Management Committee retains full control to use in achieving any of its institutional purposes. An expense resulting from the operating activities of a fund that is directly attributable to the fund is charged to that fund. Common expense if any are allocated on a reasonable basis to the funds based on a method most suitable to that common expense.

## 2B. Judgements and sources of estimation uncertainties

There were no critical judgements made in the process of applying the accounting policies that have the most significant effect on the amounts recognised in the financial statements. There were no key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting year.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 3. Related party relationships and transactions

The financial reporting standard on related party disclosures requires the Centre to disclose: (a) related party relationships, transactions and outstanding balances, including commitments; and (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

A related party includes the Management Committee members and key management of FRCS and the Centre. It also includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons; members of the key management personnel or close members of the family of any individual referred to herein and others who have the ability to control, jointly control or significantly influence by or for which significant voting power in such entity resides with, directly or indirectly, any such individual.

All members of the Board and staff members of FRCS and the Centre are required to read and understand the conflict of interest policy in place and make full disclosure of interests, relationships and holding that could potentially result in conflict of interests. When a conflict of interest situation arises, the members or staff shall abstain from participating in the discussion, decision making and voting on the matter.

## 3A. Related party transactions and balances

There are transactions and arrangements between the Centre and its related parties and the effects of these on the basis determined between the parties are reflected in these financial statements. The related party balances are unsecured, without fixed repayment terms and interest or charge unless stated otherwise.

In addition to the transactions and balances disclosed elsewhere in the notes to the financial statements, other material related party transactions include:

	Related party	
	2025	2024
	\$	\$
Grants from FRCS	31,592	27,737
Management fees charged by FRCS	(36,000)	(36,000)

## 3B. Key management compensation

	2025	2024
Number of key management in compensation bands:		
\$200,000 to \$300,000	1	1

Key management personnel are the persons having authority and responsibility for planning, directing and controlling the activities of the Centre, directly or indirectly. The above amount for key management compensation is for the executive director of the Centre.

The members of the Management Committee are volunteers and receive no monetary remuneration for their contribution, except for reimbursement of out-of-pocket expenses, if any claimed.

There are no paid staff who are close members of the family of the FRCS and the Centre, and whose remuneration each exceeds \$50,000 during the reporting year.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 4. Remuneration for restricted programmes funded by NCSS

	Accumulated Fund	SG Cares Volunteer Centre Development Programme Fund
<b>2025</b>		
Staff Salaries	1,700,131	148,634
Bonuses	513,888	42,680
Staff CPF and other contributions	354,427	33,179
Staff incentives	Nil	Nil
Other expenses <sup>(a)</sup>	140,046	14,339

	Accumulated Fund	SG Cares Volunteer Centre Development Programme Fund
<b>2024</b>		
Staff Salaries	1,615,679	133,337
Bonuses	484,108	24,164
Staff CPF and other contributions	341,089	27,403
Staff incentives	Nil	Nil
Other expenses <sup>(a)</sup>	165,767	10,511

<sup>(a)</sup> Other expenses including staff training, transport, medical, insurance, staff benefits and welfare recorded in the Centre accounting system.

## 5. Grant income

	2025	2024
<b>\$</b>		
Grants – Ministry of Social and Family Development	2,470,565	2,159,370
Grants – FSC Comcare Fund	1,800	5,834
Grants – NCSS: Community Chest	–	605
Grants – NCSS: Tote Board Social Service Fund	657,020	586,014
Grants – Ministry of Culture, Community and Youth	204,720	242,542
Grants – FRCS	31,592	27,737
Other grants <sup>(a)</sup>	92,033	80,675
	<b>3,457,730</b>	<b>3,102,777</b>

<sup>(a)</sup> Other grants including Progressive Wage Credit, VCF Funding, Government Paid Childcare Leave, Lee Foundation, School Pocket Money Fund and FSC Ramadan Bonus.

## 6. Other miscellaneous income

	2025	2024
<b">\$</b">		
Interest income	68,960	71,498
Sundry income	1,508	1,430
	<b>70,468</b>	<b>72,928</b>

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 7. Employee benefits expense

	<u>2025</u> \$	<u>2024</u> \$
Salaries and other short-term employee benefits	2,405,333	2,257,289
Contributions to defined contribution plan	387,607	368,492
Other benefits	151,777	176,277
<b>Total employee benefits expense</b>	<b>2,944,717</b>	<b>2,802,058</b>

## 8. Income tax

As a charity, FRCS is exempt from tax on income and gains falling within section 13(1)(zm) of the Income Tax Act 1947 to the extent that these are applied to its charitable objects.

## 9. Plant and equipment

	Renovations	Furniture and equipment	Total
<b>Cost:</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
At 1 July 2023	667,814	223,468	891,282
Additions	—	2,259	2,259
At 30 June 2024	667,814	225,727	893,541
Additions	—	3,339	3,339
At 30 June 2025	667,814	229,066	896,880
<b>Accumulated depreciation:</b>			
At 1 July 2023	274,445	189,822	464,267
Depreciation for the year	66,782	23,360	90,142
At 30 June 2024	341,227	213,182	554,409
Depreciation for the year	66,781	8,672	75,453
At 30 June 2025	408,008	221,854	629,862
<b>Carrying value:</b>			
At 1 July 2023	393,369	33,646	427,015
At 30 June 2024	326,587	12,545	339,132
At 30 June 2025	259,806	7,212	267,018

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 10. Right-of-use assets

	Office premise	Equipment	Total
<b>Cost:</b>			
At 1 July 2023 and 30 June 2024	62,611	32,626	95,237
Additions	—	17,184	17,184
Disposal	(62,611)	(8,919)	(71,530)
At 30 June 2025	—	40,891	40,891

## Accumulated depreciation:

At 1 July 2023	20,870	16,911	37,781
Depreciation for the year	20,870	6,525	27,395
At 30 June 2024	41,740	23,436	65,176
Depreciation for the year	20,871	7,495	28,366
Disposal	(62,611)	(8,919)	(71,530)
At 30 June 2025	—	22,012	22,012

## Carrying value:

At 1 July 2023	41,741	15,715	57,456
At 30 June 2024	20,871	9,190	30,061
At 30 June 2025	—	18,879	18,879

## 11. Other receivables

	2025	2024
Outside parties	1,280	1,196
Interest receivables	22,055	23,861
Deposits to secure services	6,277	6,077
	29,612	31,134

Other receivables are normally with no fixed terms and therefore there is no maturity.

Other receivables shown above are subject to the expected credit loss ("ECL") model under the financial reporting standard on financial instruments. Other receivables which can be graded as low risk individually are considered to have low credit risk. At the end of the first reporting period a loss allowance is assessed at an amount equal to 12 month expected credit losses.

At each subsequent reporting date, an evaluation is made whether there is a significant change in credit risk by comparing the debtor's credit risk at initial recognition (based on the original, unmodified cash flows) with the credit risk at the reporting date (based on the modified cash flows). Adjustment to the loss allowance is made for any increase or decrease in credit risk. No loss allowance is deemed necessary at the end of the reporting year.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

12. Other non-financial assets	2025	2024
	\$	\$
Prepayments	42,658	12,963

13. Cash and cash equivalents	2025	2024
	\$	\$
Not restricted in use	5,055,294	4,885,792

The rate of interest for the cash on interest earning balances of \$3,137,284 (2024: \$3,066,641) range from 1.58% to 2.40% (2024: 2.4%) per annum at the end of the reporting year.

	2025	2024
	\$	\$
Restricted funds:		
Cash held under restricted funds (Note 16)	98,179	131,949

## 13A. Cash and cash equivalents in the statement of cash flows

	2025	2024
	\$	\$
Amount as shown above	5,055,294	4,885,792
Cash restricted in use	(98,179)	(131,949)
Cash and cash equivalents for statement of cash flows purposes at end of the year	4,957,115	4,753,843

## 13B. Reconciliation of liabilities arising from financing activities

	2024	Cash flows	Non-cash changes	2025
	\$	\$	\$	\$
Lease liabilities (Note 17)	30,685	(29,286)	17,742 <sup>(a)</sup>	19,141
	2023	Cash flows	Non-cash changes	2024
	\$	\$	\$	\$
Lease liabilities (Note 17)	58,143	(28,199)	741 <sup>(a)</sup>	30,685

<sup>(a)</sup> Comprises of acquisition of right-of-use assets and interest expenses arising from discounting of lease liabilities.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

14. Accumulated fund	2025	2024
	\$	\$
Accumulated fund for exclusive use of FRCS FSC	4,552,555	4,364,088
Resources expended	3,124,103	2,986,186

Ratio of reserves to annual resources expended (times) 1.46 1.46

The accumulated fund aims to provide financial stability and means for the development of the Centre's activities. The Centre intends to maintain the funds at a level sufficient for its operating needs. The management committee reviews the level of funds regularly for the Centre's continuing obligations.

## 15. Restricted funds

- (a) Lee Foundation – Financial Assistance Fund represents funds from the Lee Foundation for the purpose of providing financial assistance to low-income individuals for a period of six months.
- (i) School Pocket Money Fund represents funds (initiated by the Straits Times) to assist students from low-income families with their educational expenses.
- (b) FSC Comcare Fund represents funds from the Ministry of Social and Family Development for the purpose of providing urgent financial assistance to the Centre's active clients. Assistance to clients is disbursed in the form of cash, vouchers or food rations.
- (c) Community Chest Haze Fund represents funds for the purpose of alleviating the haze situation by supporting programme operations and clients during the haze situation.
- (d) FSC Ramadan Bonus Fund represents funds from Majlis Ugama Islam Singapura for once-off, lump-sum bonus provided to underprivileged Muslim families during the Ramadan festivities.
- (e) MSF – Cyclical Maintenance Fund represents funds from the Ministry of Social and Family Development for cyclical maintenance works.
- (f) Furniture and Equipment Fund represents funds from the Ministry of Social and Family Development for the purpose of purchasing furniture and equipment for West Coast office.
- (g) SG Cares Volunteer Centre Development Programme Fund represents funds from Ministry of Culture, Community and Youth for growing and developing volunteer supply and coordinating with local community stakeholders to better support residents in need.
- (h) The RainTree Project Fund represents funds from Yellow Ribbon for the purpose of assisting 45 ex-offenders and their families in their reintegration journey. The programme focuses on reducing recidivism, strengthening family ties, and fostering emotional well-being.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 16. Categorisation of fund account balances

	Unrestricted		Restricted							SG Cares Volunteer Centre Development Programme Fund	RainTree Project	Subtotal	Total
	Accumulated Fund	Lee Foundation – Financial Assistance Fund	School Pocket Money Fund	FSC Comcare	Community Chest Haze Fund	MSF – cyclical maintenance	Furniture and equipment	Fund	\$				
<b>2025:</b>													
<b>Assets</b>													
<b>Non-current assets</b>													
Plant and equipment	59,016	–	–	–	–	207,134	868	–	–	208,002	–	267,018	
Right-of-use assets	18,879	–	–	–	–	–	–	–	–	–	–	–	18,879
Total non-current assets	77,895	–	–	–	–	207,134	868	–	–	208,002	–	285,897	
<b>Current assets</b>													
Other receivables	29,612	–	–	–	–	–	–	–	–	–	–	–	29,612
Other assets	42,658	–	–	–	–	–	–	–	–	–	–	–	42,658
Cash and cash equivalents	4,957,115	4,650	6,960	9,800	41	–	–	77,618	(890)	98,179	–	5,055,294	
Total current assets	5,029,385	4,650	6,960	9,800	41	–	–	77,618	(890)	98,179	–	5,127,564	
Total assets	5,107,280	4,650	6,960	9,800	41	207,134	868	77,618	(890)	306,181	–	5,413,461	
<b>Liabilities</b>													
<b>Non-current liability</b>													
Lease liabilities, non-current	12,181	–	–	–	–	–	–	–	–	–	–	–	12,181
<b>Current liabilities</b>													
Lease liabilities, current	6,960	–	–	–	–	–	–	–	–	–	–	–	6,960
Other payables	535,584	–	–	–	–	–	–	–	–	–	–	–	535,584
Total current liabilities	542,544	–	–	–	–	–	–	–	–	–	–	–	542,544
Total liabilities	554,725	–	–	–	–	–	–	–	–	–	–	–	554,725
<b>Net assets</b>	4,552,555	4,650	6,960	9,800	41	207,134	868	77,618	(890)	306,181	–	4,858,736	

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 16. Categorisation of fund account balances (cont'd)

	Unrestricted		Restricted						SG Cares Volunteer Centre Development Programme Fund	Subtotal	Total
	Accumulated Fund	Lee Foundation – Financial Assistance Fund	School Pocket Money Fund	FSC Comcare Fund	Community Chest Haze Fund	MSF – cyclical maintenance Fund	Furniture and equipment Fund				
<b>2024:</b>											
<b>Assets</b>											
<b>Non-current assets</b>											
Plant and equipment	76,363	–	–	–	–	254,965	7,804	–	262,769	339,132	
Right-of-use assets	30,061	–	–	–	–	–	–	–	–	30,061	
Total non-current assets	106,424	–	–	–	–	254,965	7,804	–	262,769	369,193	
<b>Current assets</b>											
Other receivables	31,134	–	–	–	–	–	–	–	–	31,134	
Other assets	12,963	–	–	–	–	–	–	–	–	12,963	
Cash and cash equivalents	4,753,843	7,300	4,790	9,200	526	–	–	110,133	131,949	4,885,792	
Total current assets	4,797,940	7,300	4,790	9,200	526	–	–	110,133	131,949	4,929,889	
Total assets	4,904,364	7,300	4,790	9,200	526	254,965	7,804	110,133	394,718	5,299,082	
<b>Liabilities</b>											
<b>Non-current liability</b>											
Lease liabilities, non-current	3,687	–	–	–	–	–	–	–	–	3,687	
<b>Current liabilities</b>											
Lease liabilities, current	26,998	–	–	–	–	–	–	–	–	26,998	
Other payables	509,591	–	–	–	–	–	–	–	–	509,591	
Total current liabilities	536,589	–	–	–	–	–	–	–	–	536,589	
Total liabilities	540,276	–	–	–	–	–	–	–	–	540,276	
<b>Net assets</b>	<b>4,364,088</b>	<b>7,300</b>	<b>4,790</b>	<b>9,200</b>	<b>526</b>	<b>254,965</b>	<b>7,804</b>	<b>110,133</b>	<b>394,718</b>	<b>4,758,806</b>	

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 17. Lease liabilities

	<u>2025</u> \$	<u>2024</u> \$
Current	6,960	26,998
Non-current	12,181	3,687
	<u>19,141</u>	<u>30,685</u>

The related right-of-use assets are disclosed in Note 10.

A summary of the maturity analysis of lease liabilities is disclosed in Note 19E.

There were no future cash outflows to which the lessee is potentially exposed that are not reflected in the measurement of lease liabilities above. As at the reporting year end date, there were no commitments on leases which had not yet commenced.

## 18. Other payables

	<u>2025</u> \$	<u>2024</u> \$
Outside parties	535,584	500,245
FRCS	—	9,346
	<u>535,584</u>	<u>509,591</u>

## 19. Financial instruments: information on financial risks and other explanatory information

## 19A. Categories of financial assets and financial liabilities

The following table categorises the carrying amount of financial assets and financial liabilities recorded at the end of the reporting year:

	<u>2025</u> \$	<u>2024</u> \$
<u>Financial assets:</u>		
At amortised cost	5,084,906	4,916,926

	<u>2025</u> \$	<u>2024</u> \$
<u>Financial liabilities:</u>		
At amortised cost	554,725	540,276

Further quantitative disclosures are included throughout these financial statements.

## 19B. Financial risk management

The main purpose for holding or issuing financial instruments is to raise and manage the finances for the Centre's operating, investing and financing activities. There are exposures to the financial risks on the financial instruments such as credit risk, liquidity risk and market risk comprising interest rate, currency risk and price risk exposures. Management has certain practices for the management of financial risks. However these are not documented in formal written documents. The following guidelines are followed: All financial risk management activities are carried out and monitored by senior management staff. All financial risk management activities are carried out following good market practices.

There have been no changes to the exposures to risk; the objectives, policies and processes for managing the risk and the methods used to measure the risk.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 19. Financial instruments: information on financial risks and other explanatory information (cont'd)

## 19C. Fair values of financial instruments

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments. The disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

## 19D. Credit risk on financial assets

Financial assets subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner arise principally from cash balances with banks, receivables and other financial assets. The general approach in the financial reporting standard on financial instruments is applied to measure expected credit loss ("ECL") allowance on financial assets.

On initial recognition, a loss is recorded equal to the 12 month ECL unless the assets are considered credit impaired. The ECL allowance for debt assets is recognised at an amount equal to the lifetime ECL if the credit risk on that financial instrument has increased significantly since initial recognition. However, for trade receivables that do not contain a material financing component or when the reporting entity applies the practical expedient of not adjusting the effect of a material financing component, the simplified approach in calculating ECL is applied. Under the simplified approach, the loss allowance is recognised at an amount equal to lifetime ECL at each reporting date using historical loss rates for the respective risk categories and incorporating forward-looking estimates. Lifetime ECL may be estimated individually or collectively. For the credit risk on the financial assets an ongoing credit evaluation is performed on the financial condition of the debtors and any loss is recognised in profit or loss. Reviews and assessments of credit exposures in excess of designated limits are made. Renewals and reviews of credits limits are subject to the same review process.

Note 13 discloses the cash balances. There was no identified impairment loss.

## 19E. Liquidity risk – financial liabilities maturity analysis

Liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be paid at their contractual maturity.

The following table analyses the non-derivative financial liabilities by their remaining contractual maturity (contractual undiscounted cash flows):

Non-derivative financial liabilities:

	Less than 1 year \$	1 – 3 years \$	Total \$
<u>2025:</u>			
Gross lease liabilities	7,428	12,865	20,293
Other payables	535,584	—	535,584
	<u>543,012</u>	<u>12,865</u>	<u>555,877</u>
<u>2024:</u>			
Gross lease liabilities	27,542	3,729	31,271
Other payables	509,591	—	509,591
	<u>537,133</u>	<u>3,729</u>	<u>540,862</u>

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 19. Financial instruments: information on financial risks and other explanatory information (cont'd)

## 19E. Liquidity risk – financial liabilities maturity analysis (cont'd)

The above amounts disclosed in the maturity analysis are the contractual undiscounted cash flows and such undiscounted cash flows differ from the amount included in the statement of financial position. When the counterparty has a choice of when an amount is paid, the liability is included on the basis of the earliest date on which it can be required to pay.

The other payables are with short-term durations. The classification of the financial assets is shown in the statement of financial position as they may be available to meet liquidity needs and no further analysis is deemed necessary.

## 19F. Interest rate risk

Interest rate risk arises from interest-bearing financial instruments.

The following table analyses the breakdown of the material financial instruments by type of interest rate:

	2025 \$	2024 \$
<u>Financial assets with interest:</u>		
Fixed rates	3,137,284	3,066,641
<u>Financial liabilities with interest:</u>		
Fixed rates	<u>19,141</u>	<u>30,685</u>

Sensitivity analysis: The effect on pre-tax profit is not material.

## 19G. Foreign currency risks

Foreign exchange risk arises on financial instruments that are denominated in a foreign currency that is a currency other than the functional currency in which they are measured. Currency risk does not arise from financial instruments that are non-monetary items or from financial instruments denominated in the functional currency as defined in the financial reporting standard on financial instruments.

The Centre is not exposed to material foreign currency risk.

## 20. Changes and adoption of financial reporting standards

For the current reporting year the ASC issued certain new or revised financial reporting standards. None had a material impact on the Centre.

## FOUNDATION OF ROTARY CLUBS SINGAPORE FAMILY SERVICE CENTRE

## 21. New or amended standards in issue but not yet effective

The ASC issued certain new or revised financial reporting standards for the future reporting years. The transfer to the applicable new or revised standards from the effective dates is not expected to result in material modification of the measurement methods or the presentation in the financial statements for the following reporting year from the known or reasonably estimable information relevant to assessing the possible impact that application of the new or revised standards may have on the Centre's financial statements in the period of initial application. Those applicable to the Centre for future reporting years are listed below.

FRS No.	Title	Effective date for periods beginning on or after
FRS 118	Presentation and disclosures in financial statements	1 January 2027

FRS 118 Presentation and Disclosure in Financial Statements. It replaces FRS 1. The new version includes (a) revised presentation of specified categories and defined subtotals in the statement of profit or loss; (b) new disclosures on management-defined performance measures in the notes to the financial statements; and (c) improved disclosures of aggregation and disaggregation of balances.