



**23 October 2025**

## **Joint Response to Review Panel's Findings and Recommendations to Strengthen the Child Protection Ecosystem**

1 The Review Panel has released its report on the handling of Megan Khung's case. The Child Protective Service (CPS), Early Childhood Development Agency (ECDA), Beyond Social Services (BSS), HEART @ Fei Yue (HFY), and the Singapore Police Force (SPF), accept its findings and the conclusions in full.

### ***Responses of Agencies Involved***

2 **CPS and ECDA** thank the Review Panel for a fair and thorough report. The Panel has highlighted areas where our agencies fell short. We acknowledge these shortcomings and will take steps to rectify them.

- a. **ECDA acknowledges the findings and will continue to improve the training and workflows for preschools**, so that suspected child abuse cases are identified and reported in a timely manner.
- b. **CPS accepts the Panel's findings on where it should have done better.**
  - i. All calls made to CPS should have been logged into the call management system. We have commenced an internal disciplinary inquiry into why BSS's calls to CPS in Sep 2019 were not logged as required.
  - ii. When handling the call, we should have probed for more facts about the case, before providing advice.
  - iii. Improvements have since been made so that all incoming calls to the National Anti-Violence and Sexual Harassment Helpline (NAVH) are automatically recorded, transcribed and logged as a case record in the call management system.

- iv. CPS will continue to strengthen the training and supervision of our protection officers, and to provide a safe, conducive and supportive work environment so that they can do their best work for their clients.

3 **The SPF acknowledges the Review Panel's finding.** Both officers involved have been disciplined internally. The SPF will continue to enhance the oversight of cases reported, including improvements to training for officers dealing with sensitive cases, such as family violence. Enhancements to case management and screening systems have also been made to support officers in following up on cases.

4 **BSS acknowledges the Review Panel's findings that our incident report to ECDA should have been more detailed and timely, and that we should have lodged a police report when Megan could not be sighted.** Since 2020, we have introduced team-based escalation led by child-protection specialists, tightened reporting and record-keeping, and formalised handovers to the agencies that lead such cases, especially when risk is elevated or a child cannot be sighted. Together with our partners, we will keep strengthening safeguards and hold ourselves to account by auditing and reporting our adherence to these measures to MSF, so that child safety always overrides all other concerns.

5 **HFY acknowledges the Review Panel's findings** and appreciates the care and thoroughness with which the review was conducted to strengthen the management of child abuse cases. Child protection is a complex and demanding area of work that calls for continuous learning, strong systems and collaboration among partners.

- a. As part of its ongoing efforts to strengthen community-based child protection work, HFY engages the NAVH and consults with the Protective Service (PSV<sup>1</sup>) where available information is insufficient or where there are challenges in conducting a comprehensive risk assessment. In circumstances where parents block professionals' access to the child and child protection concerns are

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<sup>1</sup> Since May 2025, CPS, Adult Protective Service and Children in Care Service have been integrated to form Protective Service (PSV).

identified, HFY shall activate established protocols to lodge a police report within 24 hours, with a concurrent alert to PSV.

- b. We take the Panel's recommendations seriously and will continue to strengthen our practice and work closely with families and partners to better support those we serve.

### ***MSF's Response to the Review Panel's Recommendations***

**6 The Ministry of Social and Family Development (MSF) accepts the Review Panel's recommendations and will study how to implement them.** We will consult the sector and build on the enhancements that have been put in place over the years. Further details will be shared when ready.

7 Over the years, agencies have made concerted efforts to strengthen the child protection ecosystem and its processes. We have drawn on lessons from past cases to improve coordination, capability, and vigilance across the sector. This was recognised by the Review Panel in its report. But there is still much more work to be done.

8 We recognise and appreciate all professionals and partners who have dedicated themselves to safeguarding the safety and well-being of children from troubled families.

- a. Working at the frontline, they have successfully intervened to protect many children and supported many families.
- b. They carry the steadfast conviction that every child deserves to be safe.
- c. When we support them, we are also helping to build a stronger protection ecosystem.

**9 As the lead for the national child protection ecosystem, MSF will continue to engage and work in close partnership with our stakeholders to further strengthen our internal systems and to communicate across agencies.**

**10. The tragic death of four-year-old Megan has saddened all of us. We are sorry for the outcome. We acknowledge that more should have been done when we handled the case. We will learn from this incident.**

11 Megan's case strengthens our resolve to do better, to act sooner, and continue to work tirelessly so that every child in our care is safe, protected, and given the chance to thrive.

<b>Issued by:</b>			
Ministry of Social and Family Development	Singapore Police Force	Beyond Social Services	HEART@Fei Yue

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