

2025

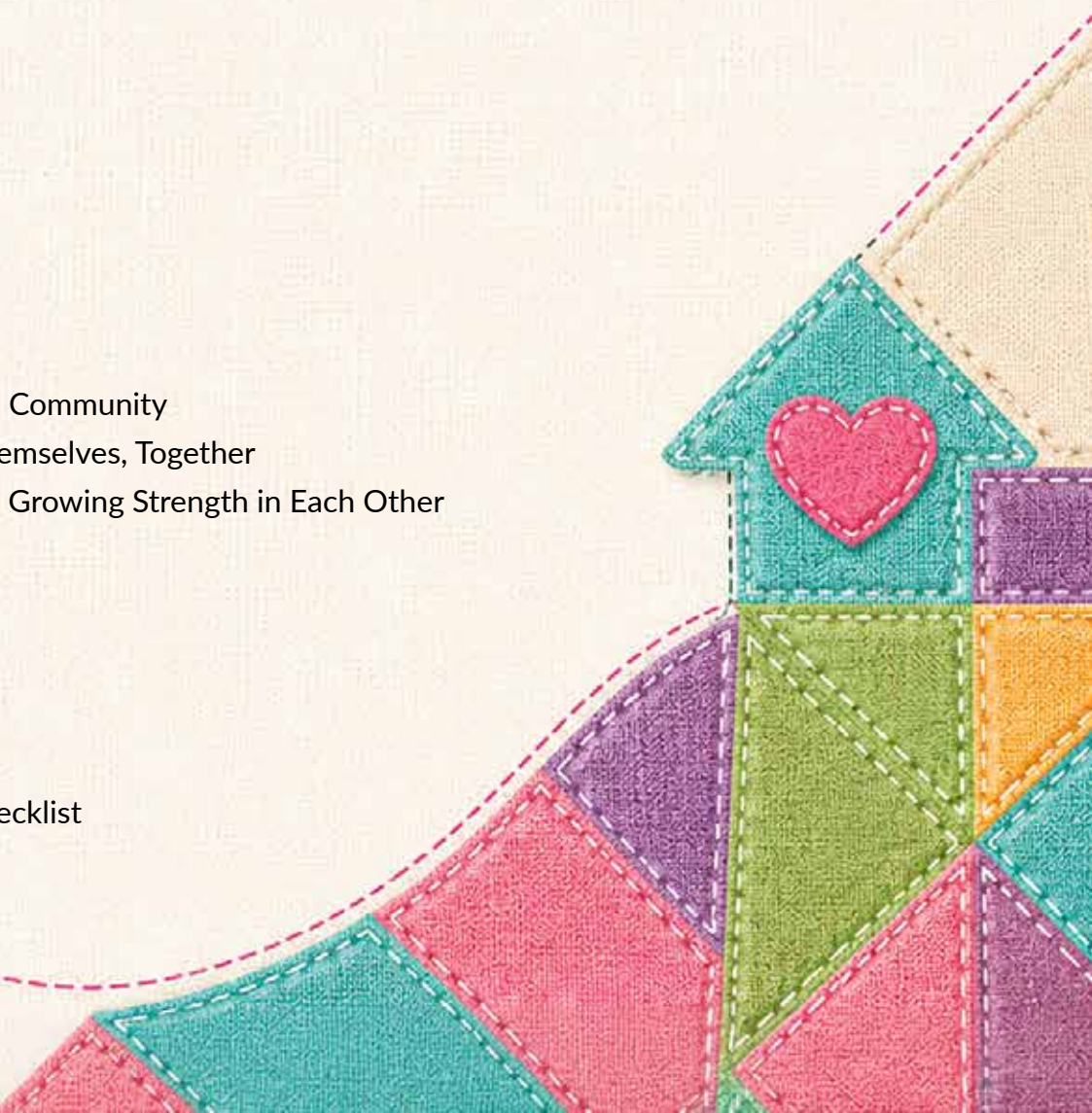
Annual Report





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Our Vision

We envision a Singapore where low-income individuals, families and communities can marshal goodwill across society to live purposeful, satisfying, and hopeful lives.

An inclusive Singapore that continues to remove barriers impeding the dignity, progress, and integration of the poor.

Our Mission

We exist to alleviate poverty and help better the lives of Singapore's poorest, most vulnerable families and individuals. We're here to help build as inclusive a society as possible. We do this with initiatives that build stable families, enable economic well-being, promote good health, facilitate education and learning, create safe spaces and nurture caring communities.

We also actively involve mainstream society – individuals and organizations alike – in our mission by inculcating and encouraging the spirit of civic consciousness and compassion.



Our Message

In 2025, the Ministry of Social and Family Development (MSF) released the findings of the Independent Review regarding the tragic passing of four-year-old Megan Khung in 2020.

Five years on, her death weighs heavily on all of us – not just at Beyond, but across the social sector and the wider public. The loss of a child is one child too many.

We are grateful to the panel for the rigor of their independent review. The findings set out clearly what occurred and provided essential lessons on how multi-agency coordination must be strengthened to better protect children. Revisiting these gaps is painful, but necessary.

For Beyond, the Panel found our incident report to ECDA should have been submitted earlier and with more details. We accept these findings unreservedly. We should have done better.

Since 2020, we have tightened our internal systems to identify, document, and escalate child safety concerns. This has meant embedding mandatory Sector-Specific Screening Guide (SSSG) training for staff, reinforcing our case consultation practices, and clarifying escalation paths.

True protection depends on a wider ecosystem of care – agencies, partners, neighbours, and families holding the same commitment. Over the past year, as we navigated this review, that ecosystem showed up for us. Sector colleagues reached out, partners reaffirmed their trust, and individuals supported us. Collective care is not an ideal, but something people choose to practice.

We see this exact same practice of collective care happening on the ground. That spirit is reflected across the communities we work alongside, where neighbours show up for one another.

62 children in our Early Learning Programme continued to make progress in literacy and numeracy, supported by families, volunteers, and others who invested in their growth. We bridged 824 young people to opportunities to contribute through sports, the arts, and community initiatives, often stepping into leadership roles themselves.

Across our neighbourhoods, residents continued to support one another and take action on the concerns they shared. Community workers facilitated 46 capability-building sessions that strengthened residents' ability to lead efforts of their own. Alongside them, volunteers contributed more than 13,000 hours over the year.

Our Message

“ Behind each programme is a relationship, a conversation, a neighbour, a volunteer or a young person who decided to contribute. Change may begin with individuals, but it grows through collective effort. ”

You'll meet some of them in the pages ahead – mothers who gathered over a shared concern for their children's education, youths finding their voice on a stage and created space for conversations, fellows who built a community who kept showing up long after the programme ended.

This conviction is woven into our history. When the [Bukit Ho Swee fires](#) of the 1960s left residents homeless, relief emerged because monks, pastors, shop owners, and neighbours refused to look away from a shared tragedy. A common concern brought people together, but the relationships they formed made recovery possible.

Since 2011, we intentionally anchored our work in this belief, focusing on strengthening the networks of care already present within neighbourhoods and creating opportunities for people to come together around the concerns they share.

This year, we saw firsthand “the power of one, the strength of many”. The stories in these pages begin with individuals – a child learning to read, a young person discovering their voice, a resident looking out for a neighbour, a volunteer choosing to return week after week.

Yet none of these stories belong to one person alone.

They reflect what happens when a shared concern finds people willing to hold it together.

After 56 years, that belief continues to guide us.

We remain accountable to our community and committed to continuous learning. Read the full findings of the MSF Independent Review Panel 2025 [here](#)*.

Alvin Yapp

Board President

Chia May Ling

Executive Director

* <https://www.msf.gov.sg/docs/default-source/mediaroom-document/report-on-the-review-panels-findings-and-recommendations-to-strengthen-the-child-protection-ecosystem.pdf>

Board and Committees

Attendance Record for Board of Management Meetings

FY25 January to December 2025



Mr Alvin Yapp
President
(From 13 June 2024)



Mr Peter Lim
Vice President
(From 12 June 2025)



Mr Gilbert Tan
Honorary Treasurer
(From 12 June 2025)



Mr Andy Leck
Honorary Secretary
(From 6 August 2020)



Sr Veronica de Roza
Founder Member
Representative
(From 29 August 2017)



Ms Clara Lee
Board Member
(From 15 June 2023)



Dr Hana Alhadad¹
Board Member
(From 16 June 2022)



Mr Alok Kochhar²
Board Member
(From 13 June 2024)



Mrs Lekha George³
Board Member
(From 15 June 2023)



Mr Peter Hum
Board Member
(From 12 June 2025)



Legal Advisor

Baker & McKenzie. Wong & Leow

Medical Advisor

Dr Tan Poh Kiang, PJ Clinic

Auditor

Kreston Helmi Talib PAC

Bankers

Bank of China
CIMB Bank Berhad
DBS Bank Ltd
Maybank Banking Berhad
Standard Chartered Bank
(Singapore) Limited

Management

Chia May Ling,
Executive Director

¹ Resigned on 10 April 2025

² Resigned on 13 May 2025

³ Resigned on 12 June 2025

● 9 January 2025 ● 27 March 2025 ● 12 June 2025 ● 25 September 2025 ● 11 December 2025

Board and Committees

Appointment & Nomination Committee	Chairman Mr Alvin Yapp Members Mr Peter Lim Sr Veronica De Roza
Audit & Risk Committee	Chairman Mr Ang Fui Siong Members Ms Christina Ng Mr Daniel Liu
Finance & Administration Committee	Chairman Mr Gilbert Tan Members Mr Jim Tay Mr Peter Lim
Fund-Raising Committee	Chairman Ms Lena Lin Members Mr Alvin Yapp Mrs Ravina Kirpalani Mrs Mary Kuo Mr Nitin Gajria (from 24 September 2025)

Information Technology Committee	Chairman Ms Clara Lee Members Mr Derek Gooh Mr Jatin Khosla Mr Michael
People Development Committee (Dissolved on 12 June 2025)	Chairman Mrs Lekha George Members Mr Andy Leck Mr Michael Koh
Programmes & Services Committee	Chairman Mr Peter Hum Members Dr Hana Alhadad (till 10 April 2025) Mr Gilbert Tan (from 7 February 2025) Mr Mustaffa Kamal (from 23 July 2025) Mdm Sarojini D/O R Venkatasamy (from 4 August 2025)

Healthy Start Child Development Centre Management Committee (sub-committee of Programmes & Services Committee) (Dissolved on 31 December 2025)	Chairman Dr Sudha Mary George Members Ms Lim Seok Lin Dr Sirene Lim Dr Hana Alhadad (till 10 April 2025)
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Remuneration

All Board and Board Committee Members are volunteers who contribute their time, expertise and services pro bono. They do not receive any allowance, honorarium, reimbursements or remuneration for their services as a member of the board of management.

Related Entities

None

There is no Board member who is a close family member of the Executive Head or a Staff member.

Board and Committees

Governing Board: Council Term

Name	Current Charity Board Appointment	Profile	Past Charity Board Appointments
Mr Alok Kochhar	Board Member 13 June 2024 – 13 May 2025	Senior Advisor, Boston Consulting Group	Vice President 6 August 2020 – 13 June 2024 President 24 June 2016 – 6 August 2020 Board Member 22 May 2015 – 23 June 2016
Mr Alvin Yapp	President 13 June 2024	Director, Corporate Affairs, Busads Pte Ltd	Board Member 24 June 2016 – 13 June 2024
Mr Andy Leck	Honorary Secretary 6 August 2020	Principal, Baker & McKenzie. Wong & Leow	Board Member 18 June 2019 – 6 August 2020 Vice President 28 May 2014 – 21 May 2015 Board Member 24 March 2009 – 27 May 2014
Ms Clara Lee	Board Member 15 June 2023	Chief of Practice, Data Science (NUS-ISS)	
Mr Gilbert Tan	Honorary Treasurer 12 June 2025	CEO and Founder, All About People	
Dr Hana Alhadad	Board Member 16 June 2022 – 10 April 2025	Independent Researcher & Trauma-Informed Consultant	
Mrs Lekha George	Board Member 15 June 2023 – 12 June 2025	Ex-Head of HR – ASEAN & Korea, Cisco System	
Mr Peter Hum	Board Member 12 June 2025	Founder, Principal Consultant, and Managing Director of StrateValue Pte Ltd	Vice President 13 June 2024 – 12 June 2025 President 6 August 2020 – 13 June 2024 Honorary Secretary 22 June 2018 – 6 August 2020
Mr Peter Lim	Vice President 12 June 2025	Partner, Feedback Ventures	Honorary Treasurer 15 June 2023 – 12 June 2025
Sr Veronica de Roza	Founder Member Representative 29 August 2017	Treasurer, Franciscan Missionaries of Mary	

The Power of One

Every patch begins as a single piece.

Distinct on its own, yet carrying the potential to become part of something greater.

This first patch represents the shared purpose that guides Beyond Social Service — our vision, mission and enduring commitment to stand alongside communities as enablers, motivators and advocates.

Like the first patch in a growing patchwork, it forms the foundation upon which relationships are built, opportunities are created and collective impact begins.



Our Beginnings

From Crisis Response to Community Building

Beyond Social Services traces its roots to the late 1960s, beginning as the Bukit Ho Swee Community Service Project – a neighbourhood response to families displaced by the Bukit Ho Swee fires. Several religious groups, service clubs and concerned individuals, including Buddhist monks, Catholic missionaries, Anglican, Presbyterian, Lutheran pastors, moved by compassion and urgency, volunteered their time and efforts and came together to support children and help families rebuild their lives.

This grassroots effort became the Bukit Ho Swee Social Service Centre in 1984.

From Helping Hands to Shared Leadership

In our early decades, we focused on curbing juvenile delinquency, supporting young people in institutional care, and addressing issues like teen pregnancy, substance use, and family breakdown. We believed then, as we do now, that every young person has the capacity to grow, thrive, and contribute.

As Singapore's social landscape evolved, so did the fledgling social service centre. In 1991, Bukit Ho Swee Social Service Centre was invited to pioneer one of the country's first Family Service Centres (FSCs). This expanded our reach from children and youths to entire families. But even as we delivered casework and financial assistance, we saw that lasting change wasn't just about fixing problems. It was about recognising that a problem is not only something to be eradicated, but an opportunity for people to come together

“A problem is not something to be eradicated, but an opportunity for people to come together.”



Our Beginnings

Our Role as Enabler

Social service programmes run by professionals run the risk of discouraging community-led efforts to care for their vulnerable members. Thus, our role is to nurture community leadership. Sometimes to meet an urgent need, it may be necessary for us to begin and drive a programme. However, we do so with an exit plan where

- a. the community is enabled to take on the leadership or
- b. the needs are being met by resources or stakeholders in the mainstream.

As enablers, we are close to the ground, and through the voices of programme participants, we experience the impact of policies and programmes and deepen our understanding of social issues.

In 2001, we launched Kids United, a daily care and guidance programme for latchkey children. Rooted in trust-based relationships, it provided consistency and care for children navigating instability at home.

As we deepened our work with children, we recognised the need to support families at an earlier stage in their journeys. This led to our participation in *Enhanced STEP-UP*, a national initiative for students at risk of dropping out of school, and the development of the *Healthy Start Programme*, which offered wraparound support to families from birth. These efforts eventually paved the way for the establishment of *Healthy Start Child Development Centre (HSCDC)* in 2006 – a preschool built on strong home-school partnerships and a belief that learning begins with belonging.

During our early work with youth in 1997, we were among the first to run *Streetwise*, a national programme for gang-involved young people. Beyond was also invited by the National Youth Council to contribute to its curriculum, a reflection of our grounding in youth development and relational approaches.

Our youth development work continued to evolve across various settings. In 2004, we piloted the *Juvenile Justice in Schools* programme with one secondary school, introducing restorative practices to address youth-related disciplinary issues. By 2006, the programme had expanded to 27 secondary schools, 10 primary schools, and one special needs school.

Our Beginnings

Across these settings, we focused not on punitive approaches, but on accountability, empathy, and reintegration, often using Family Group Conferencing as a key tool to bring families and communities into the conversation.

We also recognised and bridged unmet needs. In 2005, we created Babes, Singapore's first 24/7 SMS helpline for pregnant teens, and *Beautiful People*, a mentoring programme that paired volunteer "big sisters" with young girls facing difficult life circumstances. From the start, these programmes were incubated with the intention that they would one day stand on their own. Both were eventually hived off as independent organisations – Babes Pregnancy Crisis Support Ltd in 2013, and Beautiful People SG Ltd in 2015, continuing the spirit of their work beyond us.

As we expanded into new domains and neighbourhoods, our identity evolved. In 2001, with the support of our Board, staff chose to rename the organisation Beyond Social Services, a name that reflected not just our aspiration to go beyond conventional service delivery, but our belief that the people we walk with should be supported to move beyond the need for social services altogether. It was, and remains, a name grounded in hope, that through community, dignity, and shared strength, people can shape a different future for themselves and each other.

Our Role as Motivator

We believe that wherever possible, the non-profit sector should seek to grow by collaboration rather than competition. Sharing and cooperation maximises organisational resources and increases the possibility of people receiving a better quality of assistance. Thus, as a motivator, we will facilitate:

- Networks, alliances & friendships that promote cooperation and collaboration,
- The sharing of expertise, knowledge, and resources to enable the proliferation of programmes or to increase programme participation, the building of sector capability and capacity through formal and informal training programmes.

Our Role as Advocate

Advocacy is our effort to

- draw attention to the needs and challenges of those who participate in our programmes,
 - gain public support for initiatives that address those needs and challenges,
 - highlight the unintended effects of laws, policies and practices that affect our ability to carry out our work,
 - provide feedback on the impact of national policies and programmes,
 - initiate programmes, practices and policies that bring about a more restorative landscape for children, youth, and families.
- Thus promoting an all-inclusive society.

A Paradigm Shift In Approach

In 2011, we began a strategic shift – from service provider to community development agency. The gestation of this change evolved from years of reflection and experience. After decades of supporting youth in institutions, running academic programmes in schools, and responding to family crises, we saw that services, in and of themselves weren't enough to help them help themselves.

Many challenges were rooted in the environments people lived in, marked by social isolation, limited informal support, and fragile networks. While professional help had its place, issues often resurfaced when the support ended. At the same time, we saw the strength and resilience in families, but lacking the space and trust they needed to harness them.

We knew we had to begin earlier, before young people became entrenched in social services and systems. That meant a paradigm shift from providing services for families to walking with them.

We began anchoring our work in public rental housing neighbourhoods, focusing on nurturing the family and community networks already present: between neighbours, caregivers, and youths, and creating the conditions for shared responsibility and mutual support. Our aim was not to replace systems, but to strengthen each community's capacity to care for itself with dignity and solidarity.

This new paradigm continues to guide us today – relationally, patiently, and with deep belief in the people we walk with.

Our Beginnings

Where We Are Now

Today, we support thousands of families across 69 rental housing blocks, working alongside neighbours to organise around shared goals, build trust, and create their own solutions. Over the past decade, we've walked alongside hundreds of individuals – youths and adults – who now guide, support, and inspire others in their communities.

These leaders have organised peer groups, facilitated learning journeys, mediated conflicts, and responded to their neighbours with compassion and care. They are living proof that ordinary people, when supported and believed in, can drive lasting change from within the community. As this pioneer generation steps up, they will be role models for many more to come – showing not just what communities need, but what communities can do.



“ Because the most sustainable change happens when people are empowered to care for themselves and one another. ”

Connected Through Community

Communities grow when people are connected through shared experiences, opportunities and support.

Like patches stitched together, every child, youth, parent and caregiver contributes to a larger story of growth and possibility.

Through neighbourhood-based initiatives and community partnerships, individual journeys become connected, creating pathways for learning, resilience and belonging.

Together, these stories form a stronger and more vibrant community.



Our Initiatives

Neighbourhoods We Serve



Yio Chu Kang
Kebun Bahru
Ang Mo Kio
Yishun

Ghim Moh
Redhill Road
Lengkok Bahru
Stirling

Bukit Ho Swee
Indus Road
Jalan Kukoh
Jalan Bukit Merah
Redhill Close &
Redhill Lane
Bukit Merah View
Henderson

Jalan Tenteram
Lavender
North Bridge

Overall Operating Principles

- We do not act on behalf of members where there is a potential conflict of interest.

- It is in the best interests of children to remain with their families or natural support groups. Residential care, when deemed necessary, must always be for the short term.

- Help offered should build on people's strengths and not simply remedy their weaknesses.

- A helping relationship is one based on a respectful partnership with the people we engage. We do not replace or compete with their family or natural support system.

- Social problems are best resolved within the community. Where possible, we seek to avoid criminal or judicial proceedings.

- Social integration is not the attempt to make people adjust to society but rather to ensure that society is accepting of all people.

- We accept that family togetherness does not necessarily mean a sense of cooperation exists amongst family members. So, our focus is to encourage and help nurture the latter – cooperation – within the family unit.

- We must strive to see possibilities rather than problems. Problem-solving keeps us focused on the deficiencies and the gaps – basically, what is not working. Possibilities can create a future distinct from the past.

Child Specific

- Children are not little adults; they are to be treated as children by children's standards.

- Children and their families, no matter how challenging, have strengths that can be built upon. Our role is to help them develop into well-adjusted individuals living in nurturing environments.

- Challenging behaviours from children are distress signals that their needs are not being met. It is imperative that we respond to such situations appropriately, beyond only controlling such problem behaviours.

- When a child is not cooperative, it is because our approach is not working and not because we have a problem child. We must work to find alternative strategies to address the situation.

- We are always respectful of children under our care, even those who are belligerent or uncooperative.

- Our task is to impress upon them that they must take responsibility for their behaviour.

- We must create an environment in which every child we engage with experiences JOY in one way or the other every day.

Children: Growing Up in Community

One Strong Start: Children

Every child's growth begins when someone believes in them.

That belief gains power when it multiplies – when families, neighbours, and community rally around a child's future. Across our neighbourhoods, this is our blueprint: we turn to the collective strength that gathers when many show up for young people

Our approach is grounded in the Circle of Courage, a framework built on four core foundations every child needs to thrive: Belonging, Mastery, Independence, and Generosity. These are not outcomes we deliver to children – we design our learning spaces and neighbourhood initiatives to draw these existing strengths out of them.

Our children's programmes are organised around two areas of focus: Building a **culture of learning** outside their school environment and building a **circle of care** around every child in their neighbourhood.

Learning & Academic Support

For many families we walk alongside, stability is difficult to maintain when a parent juggles multiple shift jobs or manages a household alone. In these environments, early learning moments – like reading together or maintaining school attendance – become harder to sustain. Because the resulting gaps compound quickly, learning support for children cannot sit in the classroom alone.

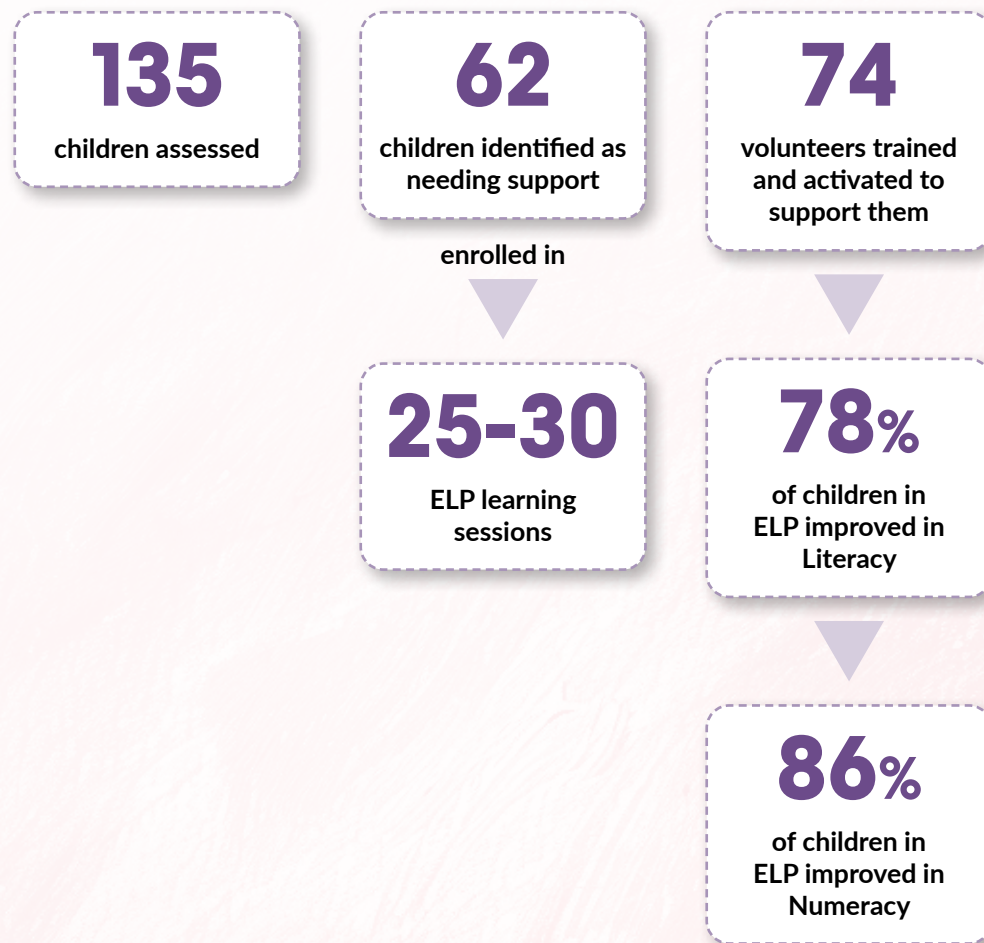
Our educational model brings trained volunteers, including corporate partners and youth mentors, into the neighbourhood weekly to sit beside a child who is struggling. We engage parents as active partners because a child whose family is invested learns differently. Beyond augments what schools provide, by establishing the consistent relationships that make learning feel safe

The **Early Learning Programme (ELP)** reaches children aged four to six through small-group and one-to-one sessions built around foundational literacy and numeracy. Progress is tracked through pre- and post-assessments. For a child who has fallen behind, getting a word right, perhaps for the first time, is the moment they realize they are fully capable of learning – the very definition of **Mastery**.

Alongside this, the **Learning Is Fun and Exciting (LIFE)** programme creates additional spaces for children to explore concepts outside formal instruction, through creative games, art, homework support and tuition, led by volunteers and older peers in familiar community spaces. Here, **Mastery** takes a different shape. A child who discovers they are skilled at drawing, or at explaining a puzzle to a younger friend, builds an enduring sense of confidence that standard grades cannot always measure.

Children: Growing Up in Community

Both programmes are anchored in **Belonging**, sustained by the steady presence of volunteers and peers who ensure every child feels seen and known.



Building a Circle of Care

Weaving a strong safety net around children means leaning into the way neighbours look out for one another in the neighbourhood. While academic support stabilizes a child's learning, our deeper focus rests on strengthening the relationships that surround them. We connect with residents as individuals who hold vital local knowledge and experiences to share.

Community Tabung is one expression of this. Every month, mothers prepare food and gather at their usual spot. Some have been doing this for years, watching each other's children grow alongside their own. What began as a savings arrangement has evolved into a community ritual. Friendships have formed and trust has built up. Parents, who know each other by name, by child, and by story, have become the circle of care that holds the community together.

This is **Generosity** made tangible by neighbours consistently investing in children who are not their own.

Each month, families pool what they can into a communal kitty. These contributions are matched by donors and supplemented through government schemes, before being deposited equally into every child's Child Development Account regardless of how much an individual family was able to contribute.

Children: Growing Up in Community

140

parents, meet monthly for Tabung, finding friendship and support in each other, strengthening the connectedness of their neighbourhoods

28

parents consulted in shaping Digital Tabung

resulting in

14

families newly recruited through digital outreach

We facilitate **Conversations That Matter (CTM)**, for residents to voice whatever is currently pressing in their lives, from the daily frictions of parenting to local neighbourhood tensions. Whether it is a few neighbours around a table, a larger circle in a void deck, or a quick doorstep exchange, the intent remains fixed: to listen, and to let what matters to people guide what comes next.

Over time, neighbours who once felt alone in their struggles begin to view themselves as resourceful leaders capable of acting on shared concerns. This is **Independence** in the Circle of Courage sense: not self-sufficiency, but agency. It is the growing belief that you are not just someone things happen to, but someone who can shape what happens next for yourself, and for the community around you.

And sometimes, out of unexpected conversations, something entirely new begins. One such conversation gave rise to **Project Care**, an initiative where parents coordinate mutual support in raising their children. Their story unfolds on the following pages.

“The power of one shared concern, for a child, a neighbour or a community is that it gathers strength. And when many show up for one, something lasting begins to grow.”

Seeds of Change – Project Care

It started with a knock on the door.

Wilson, a Beyond community worker, was walking through Bukit Ho Swee to introduce families to Community Tabung. One of the doors he knocked on was Afiqah's. She wasn't sure what Beyond or Tabung was, but she listened and decided to join. Through the monthly gatherings and the slow but steady accumulation of shared savings, she found herself woven into a support network she hadn't known existed.

That connection eventually brought Afiqah into a room with other mothers from Beo Crescent, Indus Road, Bukit Ho Swee, Bukit Merah, Redhill and Lengkok Bahru. Raising children ranging from toddlers to young adults, these women had been navigating the complex realities of raising families where help was not always easy to find. Some recognised each other around the neighbourhood. Others had never spoken. But they came.

What happened in that room is what we now call Project Care.



Afiqah (left) & Leha (right)

Children: Growing Up in Community

“When HSCDC closes, we are not saying goodbye to the children or their families. Even before the children entered HSCDC, their families were part of the Beyond community. Many of the parents know each other through Beyond.”

Dr Mary George
Chairman
HSCDC Management Committee

Roots That Ran Deep

For several mothers, the connection to Beyond ran deeper. Leha first knew of Beyond years ago when her children were receiving tuition support, Beyond's learning programme. She began volunteering during the COVID-19 years, helping with food and essential distributions, and simply never stopped.

Her youngest son, Aqmar, had attended the Healthy Start Child Development Centre (HSCDC) since infancy. Since 2002, Beyond's full-day preschool offered early education for children facing challenging starts. It was the HSCDC team that first identified Aqmar's speech and motor delays. The principal sat with Leha and said, calmly: “Mummy, don't *kanchiong*, don't panic. Go to the polyclinic. Tell them what we tell you and get it checked.” That steadiness – the sense that someone was paying attention, that you didn't have to figure everything out alone – was what HSCDC meant to families like hers.

By 2024, Singapore's early childhood landscape had changed. More preschool options were available, and enrolment at HSCDC declined from over 50 children in 2018 to 14. In October 2025, Beyond announced the difficult decision to close the centre.

The physical centre closed, but the relationships did not. And the need that brought HSCDC into existence had not disappeared either – it merely evolved.

What Families Are Carrying

Rather than immediately designing a new programme, Beyond returned to listening. Our community workers sat with parents across the six neighbourhoods, asking what felt heaviest in their daily routines.

What they heard was not a lack of will but a depletion of bandwidth. Many of the mothers were navigating time and attention poverty¹ – not disengaged from their children's lives, but consumed by the relentless pressure of financial stress, shift work, caregiving for multiple children across different ages and needs, and the exhaustion of managing it all without reliable and accessible help.

The challenges voiced were both practical and deeply familiar. Parents want to enroll their children in student care so they can work, but navigating the criteria for subsidies poses a hurdle when shift work is irregular. Specialized therapy for a child with additional needs presents immediate financial pressure – an expense that multiplies rapidly across households with three or four children. Meanwhile, infant care and childcare waitlists can stretch for months.

These insights offer a clear-eyed account of the structural gaps that open up when standardized criteria meet the complex, fluid realities of low-income families. They represent the exact kind of nuance that a standard survey misses, surfaced only by sitting down, listening, and honouring lived experiences.

Our data underscores the urgency. In 2025, we found that 64% of our children scored below the 50th percentile on national norms, with 39% falling below the 25th percentile.²

Ultimately, what emerged from these conversations was not a demand for more services but something simpler: the desire to feel less alone in the journey.

The Room

Over the course of nine sessions, the dialogue moved naturally from personal history to practical logistics. When the conversation turned to childhood – to what growing up had been like, and what these mothers hoped would be different for their children – the room went quiet before it opened up. There was a distinct weight in the act of being heard without judgement.

¹ Concept drawn from Ng IYH, "Going Beyond Income Poverty in Singapore: Exploring Digital, Attention and Time Poverties," in Southeast Asian Affairs 2023, ISEAS–Yusof Ishak Institute, 2023.

² ACT!SG, a validated national measurement tool was used to survey children in the neighbourhoods we serve.

Children: Growing Up in Community

“ Sometimes we tend to think we are the only one who have big problems. Then we start to realise that other people also suffer. In a way, we learn how to be grateful and we start thinking about how we can help each other. ”

Mdm Leha

Resident at Blk 2 Jalan Bukit Ho Swee, Mother of 5, Project Care Participant and active participant in Community Tabung

“ If you don't open up, you just end up keeping to yourself and sitting at home. So, when we have the opportunity, it's okay to share and it's okay if you are still healing. We can all take the experience from our childhood and use that to think about the future. About our kids. ”

Afiqah

Resident at Blk 10 Jalan Bukit Ho Swee, Mother of 1, Project Care Participant and active participant in Community Tabung

Our community workers watched for the strengths these mothers already possessed. The assets were already in the room: a mother who had successfully navigated the special needs school and medical system and could guide others, another with flexible hours to step in when another was stuck, and another who carried the deep trust of the neighbourhood from years of volunteering with Beyond.

Children: Growing Up in Community

“ I hope that all the parents in the community can join us. If you're free, take turns, come and volunteer. Not everyone has a family that is able to help them. We can help each other in the community. ”

Mdm Leha

*Resident at Blk 2 Jalan Bukit Ho Swee,
Mother of 5, Project Care Participant and
active participant in Community Tabung*

What's Growing

As trust deepened across the sessions, the conversation shifted naturally from sharing stories to imagining solutions. The mothers began planning the practical next steps: What could this community of parents actually do together? What does mutual support look like when it is built on their lived experiences?

The answers are forming the basis of a pilot project in Bukit Ho Swee, designed by the mothers to put their ideas into practice. In an estate that is home to 977 families with young children, this initiative starts with the 16 mothers in the room, with the potential to expand as neighbours see the network in action.

To support this momentum, we are coordinating with local preschools and community partners to connect the group with wider networks. Beyond's role throughout is to reinforce these local efforts and provide the practical resources needed for the mothers' ideas to develop.

What Project Care ultimately becomes will be shaped and owned entirely by the community building it.

Youths: Growing Into Themselves, Together

Coming Into One's Own: Youths

Adolescence brings the same questions for every young person: who am I, what am I capable of, and where do I belong?

For some, those questions unfold slowly with time and support. For others, they are answered on the move, balanced between school schedules, managing households, and the immediate needs of a family that depends on them.

What these young people build through their circumstances is far more telling than what those circumstances have cost them. They carry adult responsibilities early, yet they still show up. When provided the right environment, they grow into someone the community can count on.

Ensuring every young person has the runway to discover their true capability is a shared responsibility. It belongs not only to the youths themselves, but to every community worker, volunteer, neighbour, and family member who chooses to show up alongside them.

Like our work with children, our youth programmes are grounded in the Circle of Courage – focusing on the four foundational needs that help young people thrive: Belonging, Mastery, Independence and Generosity. These are the conditions we cultivate across two areas of focus: giving young people a **space to blossom**, and supporting these young people as they begin to **pass that growth forward**.

A Space to Grow

Interest-based Arts & Sports

Long before any formal activity starts, our community workers spend months in the neighbourhood getting to know families and noticing the young people who gather in the common areas. An invitation to join a programme might come through a knock on the door, or from a parent who has seen Beyond working with another family down the block. Interest-based Arts & Sports create the conditions for young people to find what grounds them.

Finding the right anchor takes time, and the path from a first introduction to participation is rarely a straight line.

For one specific group of boys in our neighbourhoods, that journey drifted through academic programmes and soccer before they found their footing in **Sepak Takraw**. There is no formal coach. The youth organise their own training sessions, set their own team norms, and hold each other accountable while working through conflict when it arises. Community workers remain present on the sidelines – not to direct, but to pay attention, follow up with families when needed, and ask questions before assuming answers. Over time, fathers who were once on the periphery began showing up at meets. Older youth started modelling emotional regulation for younger ones during competitions because they recognize the responsibility of being role models for their younger teammates.

Youths: Growing Into Themselves, Together

The Community Theatre uses a different medium to achieve the same ground. Productions are co-created with the youths, drawing scripts from their lived experiences and neighbourhood realities. Through months of rehearsals, these young people learn to sit with difficult material, represent it honestly, and hold space for the audience. When the curtain goes up, parents watch their children command a stage, neighbours relate to the characters, and the youth walk away realizing they are capable of moving an entire room. How that comes together, and what it does for the young people on stage and the community watching, is told in the pages that follow.

Conversations That Matter

The pressures of growing up frequently leave young people holding their anxieties in isolation. Through Conversations That Matter, we facilitate group discussions where youth can unpack these vulnerabilities safely. Community workers hold the space with care, creating structure without scripting what gets said, so that what surfaces can be heard without judgment. Over the course of these sessions, the defensive guards drop, replaced by a shared network of peer support.

Whether through sport, theatre or conversation, the objective remains to ensure young people feel known, find their place, and build their own agency. One young person at a time, held by many in a network of care.

7 youth and **9** volunteers

spent

120 hours over **11** months

scripting and producing the performance
(August 2024 – June 2025),

performing to an audience of

76

at 42A Havelock Road on
21 June 2025, supported by

15

external volunteers on the day

189 youth

participated in sports programmes

totalling **182** hours

— among them,

142 who came together

across

22

Sepak Takraw training sessions

824 youth

participated in programmes

Seeds of Change – The Community Theatre

Conversations that matter tend to be difficult ones. Even when people come together around a shared concern, they do not always know where to start. The Community Theatre exists for exactly that moment – to open the room before the conversation begins.

Since 2014: Many Stages, One Intent

TCT held its inaugural performance in 2014 using the forum theatre format: a structured performance followed by an open invitation for the audience to step into the story, try out different responses, and collectively rewrite the outcome. While some residents instantly recognized their own lives on stage, others sat in stunned silence, entirely unsure of how to respond. That raw discomfort – and the messy dialogue it forced open – was exactly the point.

During the performance, a scene depicted a teenager experiencing sexual harassment, only to be dismissed by those around her. A grandmother in the audience took the place of the actor, and spoke gently to the young girl, asking if she was alright. Before stepping down, the grandmother turned to the room and stated that anyone in that position must be protected, and that parenting must be gentle and understanding. That bridge between generations is what TCT sets out to make possible.

Since the first production, TCT has taken the same model across void decks, community spaces and eventually the Esplanade stage in 2019, in collaboration with ArtsWok Collective for the M1 Peer Pleasure Youth Theatre Festival. The programme has since grown – youth have moved from audience members to co-creators, writing and performing productions drawn from their own lives and the concerns they see in their neighbourhood. Productions have explored teenage pregnancy, drug abuse, domestic violence, mental health, school pressure and the quiet weight of responsibilities that fall on young shoulders.



Nabil, our volunteer with Brandvan and Intan (left to right), dressed in their characters before the show

Youths: Growing Into Themselves, Together

“TCT is a powerful platform for youth engagement – a space for young people to discover more of themselves. By immersing themselves in different characters, they explore varied emotions and are exposed to different perspectives, cultivating empathy and understanding toward others. Because it is a safe space to voice their stories and challenges, they build self-confidence and are better able to regulate their emotions. For us as a community agency, it is an opportunity to showcase their collective voices to a diverse audience – perhaps as an advocacy piece for collaboration, or simply to celebrate youth successes.”

Maizy
Community Worker



Maizy

TCT is not a static troupe. Youth enter as extras, grow into lead roles, and eventually stay on to mentor the next cohort. Volunteers return across cycles, while community workers keep an eye out for young people who might want to find their voice this way. Over more than a decade and ten productions, what has sustained TCT is a community that keeps building itself, one cohort at a time.

Youths: Growing Into Themselves, Together

2025: One Story, Many Conversations

Intan and Brandvan, both 17, grew up together in Lengkok Bahru and have been known to Beyond since childhood. Both chose to be part of a group of sixteen – neighbours, schoolmates and volunteers – to spend eleven months writing and rehearsing a production about parentification, the heavy reality of young people taking on adult caregiving and financial responsibilities within their households.

The script drew from what they had seen and lived. It changed several times in the final weeks, through disagreements and late revisions, driven by a cohort that cared too much about the truth of the story to compromise on the details.

“ I felt really proud because the performance got through to some parents in the audience. I overheard them talking about it after the show. ”

Brandvan

17 year old studying Events Management Course in ITE College Central ,older brother to a younger sister



Faith, Intan, Brandvan and Qiara (left to right)

The 1 hour performance was followed by a sharing session. Parents spoke about their own experiences of carrying more than their share when they were younger, or of how they hoped for more communication and understanding between parent and child. The show did not resolve anything but it surfaced something the neighbourhood had been living with, and gave people a way to begin talking about it.

Youths: Growing Into Themselves, Together

When it was all over, Brandvan overheard two parents in the audience still talking about what they had just watched. He just listened, and felt proud, because that conversation between two people who did not know he could hear them was exactly what the show was for.

That is what TCT has always done. Each cohort of youth makes something true and offers it to the community. The production ends. The community it built does not.

[Watch](#) TCT youth share their thoughts and motivations around their show, Module 101.



The audience at the show



The audience at the show

“It feels like bringing a new character to life. Sometimes I can relate to those characters and understand more about what I can learn from them.”

Intan

17 year old studying at Retail and Online Business at ITE College West, youngest child of 4

Parents & Caregivers: Growing Strength in Each Other

With One Another: Parents & Caregivers

Mutual support within a neighbourhood relies on the daily actions of the people living there. Long before any formal intervention, residents notice who has not been downstairs, cook meals for a family in crisis, and share firsthand knowledge about available services because someone once did the same for them. These small, spontaneous gestures form the true, organic safety net of a neighbourhood.

We stand with residents to nurture a hospitable space where this natural culture of care can deepen. Our role is to act as an enabler, ensuring families remain the central authors of their own situations.

Operationally, this partnership takes the form of three clear practices: **a space to be heard, building on what they have, and stepping up for the neighbourhood.**

A Space to Be Heard

Through our **Conversations That Matter** initiative, residents come together to talk about the everyday realities of raising families and managing challenges. Our community workers facilitate these circles to listen and learn from residents. These discussions prompt residents to look at their neighbourhood with fresh eyes and map out the complementary strengths already present within their circle – discovering who understands social service channels, who can offer flexible hours for mutual childcare, and who carries the long-term trust of the block.

As parents recognise each other's willingness to step up, the sense of isolation gives way to a shared feeling of capability and hope.

Building on What They Have

Financial strain is a persistent reality for many families in public rental housing, where the biggest barrier to stable employment is often the juggle between rigid work shifts and unpredictable caregiving duties. Because of this, we focus our efforts on nurturing social capital and relational continuity as opposed to offering short-term financial fixes.

Bakers Beyond began in 2015 when ten mothers came together looking to balance their household responsibilities with a meaningful communal connection. Over the years, the environment evolved from a simple production room into a resilient, mutually supportive network. This foundation of trust allowed the model to grow and in 2019, three participants from the baking circle stepped forward to launch **Sew Can We**, introducing textile and sewing skills to their peers.

Both initiatives intentionally prioritise relationships. Participants sometimes step away when family life becomes complex, and return when their schedules allow, while experienced members step into leadership as peer mentors. The true value of these spaces is found in the enduring bonds formed over a shared craft.

Parents & Caregivers: Growing Strength in Each Other

Stepping Up for the Neighbourhood

When a community begins to organise from the inside out, local leadership takes shape through the people who notice the shifting rhythms of their block. These observations are rarely isolated events; they are the baseline inputs for collective action.

Many of our fellows first connected with Beyond as participants in our programmes, or during times when their own families needed a bit of extra support. Having experienced that care firsthand, they naturally felt a desire to give back to the neighborhood around them.

The **Community Enabler Fellowship** provides a platform for this collective action, anchoring our belief that neighbourhoods are strongest when led by the people who live there. Launched as a pilot in 2022, the fellowship offers the dedicated space, mentorship, and peer support needed to turn that personal drive into organized initiatives.

Over a thirteen-month cycle, fellows come together to share observations about their blocks and pick up practical community-building skills, from understanding local assets to bringing neighbors together. Supported by our community workers, residents build the confidence to bring their own ideas to life – ensuring that care becomes a permanent, self-sustaining part of the block.

Community Volunteers work directly alongside our team to coordinate the day-to-day execution of this care, managing food distribution, conducting wellness checks on families, and serving as trusted bridges to formal services. These reinforcing roles are never introduced from the outside, they grow organically from within the neighbourhoods, stepped into by residents who had already been looking out for their neighbours long before any organisation gave their effort a name.

This framework operates as a self-sustaining cycle. Alumni from earlier cohorts regularly return to walk with and mentor incoming fellows, ensuring these projects outlast active staff monitoring and remain anchored in local ownership. At the end of the cycle, fellows present their project ideas back to the wider neighbourhood circle to expand involvement, ensuring that residents who began as participants become the trusted figures the rest of the community turns to.

Seeds of Change – Community Enabler Fellowship

The practical application of this framework is visible in the initiatives launched by our fellows, where individual concerns became the foundation for structured neighbourhood action.

Sweet Heart Care Team

Ferlynn has lived in Block 269B in Yishun for close to a decade, and it was through this long-term presence that she first came to notice an elderly neighbour whom residents referred to as the “\$2 auntie” because she frequently stood at the void deck asking passersby for loose change. Wanting to understand her situation, Ferlynn began stopping to talk with her over time.

During one Chinese New Year period, Ferlynn cooked vegetarian dishes to share with the auntie. Arriving at the unit, she found the auntie lying on the floor, unresponsive. Ferlynn stayed to help for close to an hour until the woman’s son arrived, and she subsequently alerted a social service agency, that stepped in to coordinate the long-term support the auntie needed.

This experience stayed with her, showing her upclose how isolated some of her elderly neighbours were and how much a single person paying attention could matter.



Ferlynn with Loke See Foong and Ah Mei (left to right)

Parents & Caregivers: Growing Strength in Each Other



Makcik Su, Mazleena and Makcik Salmah (left to right)

When Ferlynn decided she wanted to start an initiative for the seniors, she discussed the idea with her neighbour, Mazleena. While the two women already knew of each other, Mazleena's own connection to Beyond had begun separately at the void deck, where our community workers first met her while she was with her children. After a casual conversation, we invited Mazleena to volunteer with us. Recognizing that both women shared a mutual worry for the neighbourhood seniors, our community workers brought them into the first cohort of the Community Enabler Fellowship as partners to turn that concern into action.

Together, they formed the Sweet Heart Care Team and recruited nine volunteers from the neighbourhood. Through the training workshops, our community workers guided them through asset mapping exercises and structured door-knocking strategies. Through this data-gathering, they also identified physical hazards – successfully flagging a slippery common pathway where the elderly were prone to falling – and raised concerns for infrastructural fixes.

The initiative reshaped the daily interactions within the block, particularly for residents like Auntie Ah Mei and Loke See Foong, who had lived on the same floor for six years without ever properly speaking. “My life used to be very simple,” Auntie Ah Mei shared. “Work, go home, sweep the floor, sleep.” Today, the two meet daily for kopi, chat over breakfast, and exchange dishes whenever one of them cooks a little extra.

The door-knocking sessions also connected the team with Makcik Salmah and Makcik Su, who reflected that life in old kampungs meant neighbours were naturally connected and less isolated than in modern HDB living. “Now at least someone wants to know how we are doing,” they shared.

These connections have outlasted the formal fellowship cycle, and the volunteers and elderly residents still gather independently once a month for activities. As Loke See Foong reflects, “If you just keep quiet and don't have any friends, who will help you if anything happens?”

Parents & Caregivers: Growing Strength in Each Other

Makcik Kaypoh

In Ang Mo Kio, the work moved slightly differently from looking at the neighbourhood's physical needs to understanding its social dynamics.

Sumarsih had been volunteering with Beyond since 2010 with distributing milk and diapers. For her, this has always been a way to give back and support others on the block. Over the years, keeping a watchful eye on the neighbourhood became second nature; she couldn't help but notice the “wandering kids” – schoolchildren who spent their afternoons at the void decks with no clear place to go.



Sumarsih enjoying ice cream with the kids



Rahima and Sumarsih hosting conversations with the community

Around the same time, our community workers were in touch with Rahima. Her personal experience with isolation after a difficult divorce made her want to look out for children who lacked a strong support system at home.

When our community workers invited both women into the second fellowship cohort, it became the space where they first met and teamed up. Rahima was naturally quiet but working as partners gave her the confidence to step into a project leadership role alongside Sumarsih.

Parents & Caregivers: Growing Strength in Each Other

Through the training workshops, they focused on how to start deeper conversations with their neighbours. They learned how to reach out to families who hadn't been as engaged, putting this into practice by forming Makcik Kaypoh in 2024. Reclaiming the local phrase to mean deep community care, they began organizing block potlucks and birthday celebrations to encourage families to step out and connect.

The earlier stages were the most challenging. Building trust with young mothers who were protective and hesitant meant facing repeated rejection. Knowing it takes time, Rahima and Sumarsih simply kept door-knocking and showing up as friendly faces.

The consistency eventually opened things up, turning the initial hesitation into a reliable peer support network. Today, mothers routinely call Rahima and Sumarsih to confide their personal struggles, and the monthly gatherings have become a regular part of their lives. The project showed how residents can build a sense of belonging in spaces that outside agencies can sometimes find hard to reach.



Rahima giving out party hats to the children

Parents & Caregivers: Growing Strength in Each Other

Little Dreams

The work in Ghim Moh took these community tools a step further, showing how residents can speak up directly for their neighbourhood needs.

Marlinda and Riani had lived in Ghim Moh for over fifteen years and already ran an informal volunteer group. When our community workers approached them in March 2025, it was to provide a larger framework for a problem they have both been watching: children coming home from school and wandering the void decks because their parents were stretched thin by long work hours.

The third fellowship cohort brought the two women together because they shared the same concern for the children. Working as a team meant blending two very distinct personalities – Marlina being quieter and preferring to observe and document, while Riani was direct and fast-moving. Whenever they hit a roadblock or saw things differently, our community workers served as a sounding board during mentoring sessions, holding space for them to talk things through and focus on what would work best for the children. By doing so, their different styles naturally balanced out, making the project stronger.



Hani, Community Worker and one of the mentors to the fellows of Little Dreams



Marlinda, one half of the Fellowship team in Ghim Moh

Through the workshops, they learned how to design and run simple surveys to get a clearer picture of household needs. Riani used her drive to reach out to the Residents' Network and secure a programming space, while Marlinda grew through the intensive work of door-knocking – filling out forms, collecting contacts, and starting a group chat to keep parents connected.

Parents & Caregivers: Growing Strength in Each Other

In October 2025, they launched Little Dreams. Running sessions three times a week, the initiative provides reading, spelling and art lessons. The space quickly became a neighbourhood fixture. Older youth from the neighbourhood even started showing up voluntarily to tutor the younger children. Marlinda and Riani manage the room together, keeping a close eye on the children's well-being and alerting our community workers whenever a family needs formal follow-up support.

The true test of local ownership came when the venue provider indicated they would need to start charging commercial rates for the room. Not wanting to close the initiative, Marlinda and Riani decided to speak up for Little Dreams. Our community workers helped them prepare, practicing what they wanted to say and organising their survey information.

Bringing their data and the trust they had built, the two attended a Meet-the-People session to share their cause with MP Christopher de Souza. They used their fifteen-minute meeting to explain what Little Dreams meant to the children, and the MP agreed to look into a formal space allocation for them.

While the venue remains under review, the network they built is completely intact. The parent chat established during their door-knocking continues to run independently, ensuring that families remain the ones looking out for their children's after-school care.



Riani, Hani, Jie Ying, Marlinda and Liyana (left to right). Marlinda and Riani having their mentoring sessions with Community Workers Hani and Jie Ying, and Liyana, our intern!

Parents & Caregivers: Growing Strength in Each Other



What the Fellowship Makes Possible

Moving into its fourth year, the evolution across these neighbourhoods shows what happens when residents are given the platform to take the lead. This is not a programme that delivers short-term results and closes, but a space that unlocks the generosity and leadership present within the community.

By equipping residents with simple, practical skills, the fellowship turns personal care into regular support. These initiatives keep running long after the training cycles end because residents themselves own them. Neighbours who once kept to themselves become the very people the rest of the community can look to.

When people are supported to work together, a small concern doesn't stay small. It grows into a connected neighbourhood that has the trust and confidence to look after its own.

A Future Woven Together

What begins with a shared purpose grows through relationships, participation and collective action.

Each contribution, story and experience adds another thread to the fabric of our community. Over time, these individual efforts become part of something larger, creating meaningful outcomes, strengthening connections and opening new possibilities for the future.

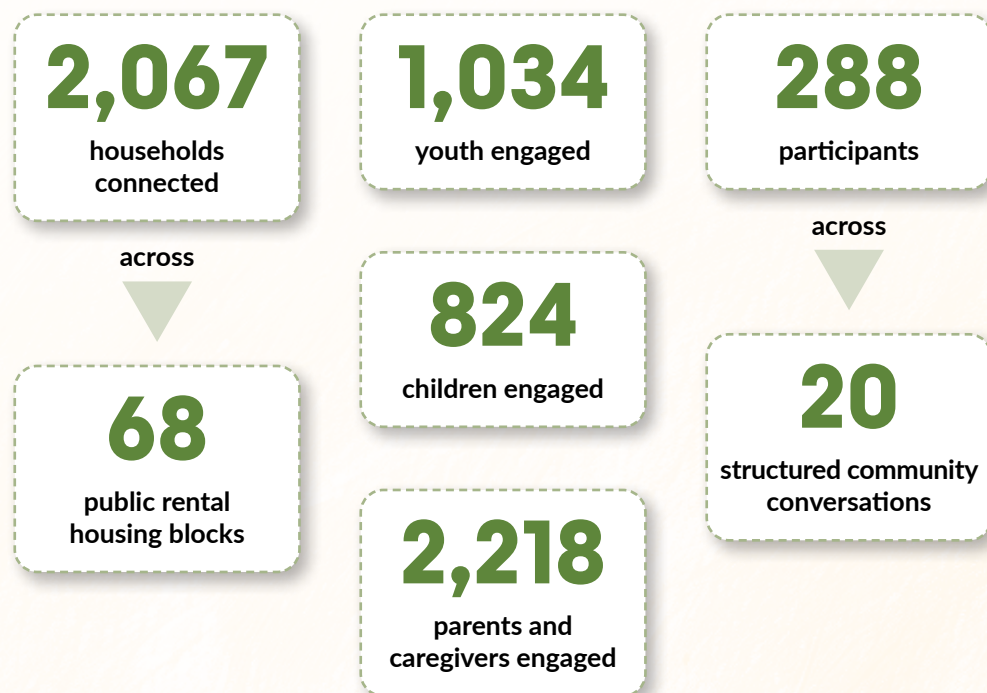
Like a completed patchwork, every piece plays a role in shaping the whole. Together, they form a stronger, more connected community, woven together by shared values, collective impact and a commitment to what comes next.



Our Impact

At Beyond, impact is measured by the depth of local relationships and the cultivation of sustainable community resources. These numbers reflect the steady work of ongoing engagement across 17 neighbourhood clusters.

The Year in Numbers



Our Standards

We consciously take steps to produce work of high standards. This begins with the environment we conduct our business with creating a warm, welcoming, and safe environment wherever we work. Beyond an office, ours is a community workplace built upon open communication – a deeply collaborative day-to-day experience that brings together our staff, our supporters, and our members. Key to our drive and ability to consistently do Quality Work is the organisational culture we nurture – one that values passion, innovation, diversity, ongoing evaluation, reflective practice, people development, personal growth and fulfilment.

Our Values

- We believe that every person is a gift, someone of great value. We believe this to be true, regardless of the challenges and complexities people present.
- We believe relationships are key to building community.
- We believe mutual care and compassion are necessary components of a thriving society.
- We believe that social justice and a strong sense of community are critical for our nation's progress. These are the values which dictate our actions.

Volunteering with Us

External volunteer networks provide critical support to supplement our ground-up community spaces. This year, volunteers showed up in void decks and living rooms as tutors, coaches, facilitators, and friends.

1,198

volunteers

397

skilled volunteers

226

regular volunteers

contributing

who show up at least

13,139

volunteering hours

1,033

hours

4x

a year

Concurrently, a vital indicator of neighbourhood ownership is the active participation of residents themselves. This year, 250 community members stepped forward to volunteer, directing 3135 hours into the development of their communities.

The Year Ahead

Continuing the Work Together

Our approach in the coming year remains grounded in Asset-Based Community Development. As we identify and build on the existing strengths within each neighbourhood, we journey alongside residents as they take the lead in their own communities. Many individuals we first met as children are not active youth volunteers, and parents who once sought support have become central leaders on their blocks.

It is these very voices and local leaders that shape our upcoming initiatives.

Partnerships that Expand Possibilities

We are deepening our collaboration with Singapore Repertory Theatre (SRT) through The Community Theatre. This initiative gives young people a platform to develop their voices through performance, while connecting raw community stories with wider audiences.

Through this creative collaboration, youth will build confidence and communications skills, using theatre to spark public conversations about the realities and aspirations within their neighbourhoods.

Supporting Community-Led Initiatives

Residents continue stepping forward to shape initiatives that respond to the needs around them.

Emerging efforts such as Project Care grew out of honest conversations among parents and caregivers about the shared realities of raising children. Our community workers will continue facilitating conversations and create spaces for residents to design and implement peer-support networks that work for them.

The work is still taking shape, and we will continue learning alongside the community as it develops.

The Year Ahead

Walking the Road Ahead

While the challenges facing our families remain complex, the path forward is found in the everyday connections within the block. Meaningful impact happens simply when neighbours start paying attention to one another and talking about the shared concerns around them. When residents step up as active participants, they build a vital, localized safety net.

The tragic loss of Megan reminds us all of how critical these community networks are. While formal assistance from government and social service agencies is essential for meeting specific, complex family needs, outside support is always strengthened when there is a watchful, caring community on the ground. In the year ahead, we remain committed to facilitating these spaces, complementing the work of our sector partners by ensuring that no family or child has to walk alone.

Saying Thanks

In 2025, we had the privilege of having the resources to continue our work. It was a meaningful and enriching experience which would not have been possible without the generous support and goodwill of many partners and individuals who believed in us.

We would like to express our sincere thanks to everyone who has contributed to our community and walking alongside our families with us.

To the sector who came forward with words of kindness and support – thank you for standing alongside us. To our donors, who continued to believe in our work and stayed the course – thank you for your trust. And to every member of the Beyond team – staff, volunteers and community workers – thank you for your unwavering commitment.

Organisational Information

Registered Address

Beyond Social Services
26 Jalan Klinik #01-42/52
Singapore 160026

Legal Identity

Registered with the Registry of Societies
Date of Establishment: 19 February 1987
ROS 315/86 WEL
UEN Number: S87SS0025J

Charity Status

Charity Registration Number: 0594
Charity Registration Date: 19 September 1988

Institution of a Public Character (IPC) Status – General Fund

IPC Registration No: IPC000355
New Period Approved: 1 July 2026 to 30 June 2027
Sector Administrator – Ministry of Social and Family Development

Affiliation

National Council of Social Service.
Full member since 3 August 1987
Beyond has our Constitution (approved in July 2022) as our governing instrument.

Our Offices

1. Block 26 Jalan Klinik #01-42/52 (registered)
Singapore 160026
Telephone: 6375 2940
2. Block 75 Whampoa Drive #01-346 & 372
Singapore 320075
Telephone: 6664 8598
3. Block 120 Bukit Merah View #01-04/06
Singapore 152120
Telephone: 6270 2443

Remuneration

Key management personnel consist of the Executive Director and Directors. In FY25, there were 5 key management personnel. The breakdown of their salaries by band is as follows:

Below \$100,000	1
\$100,000 to \$120,000	3
\$120,000 to \$140,000	1

Organisational Information

Whistle-blowing Policy

Our charity has in place a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

Management of Conflict of Interest

Beyond Social Services has a conflict-of-interest policy in place. All trustees/office bearers, chairman of sub-committees and key management personnel are required to read and understand the policy, and to make full disclosures of any potential conflicts. Each year, they sign a declaration form to affirm this. If a conflict arises, they are expected to step back from discussions and decisions related to the matter, ensuring that trust and integrity guide our work.

Reserves policy

Beyond Social Services regards its unrestricted funds as reserves. These reserves are set aside to ensure that we can continue serving our communities even in times of uncertainty.

We aim to maintain reserves equivalent to at least 18 months of operating expenses, providing a stable foundation that allows us to stay committed to our mission, walking alongside families and communities through both calm and challenging times.

Human Resource Policy

Beyond Social Services is committed to fair and responsible employment practices. Our human resource policy provides guidance on key areas such as recruitment, staff development, performance, conduct, and well-being.

The HR policy also affirms Beyond's commitment to a safe, inclusive, and respectful workplace – one that supports the growth and well-being of every staff member as they serve alongside the community.

Volunteer Management Policy

At Beyond Social Services, volunteers are not just contributors, they are companions on the journey toward a more caring and inclusive society. Whether supporting learning activities, organising neighbourhood events, or lending their time behind the scenes, volunteers play a vital role in building trust, relationships, and a stronger sense of community. Our volunteer management policy ensures that every volunteer's experience is meaningful, respectful, and aligned with our core values of dignity, inclusion, and collective care, not just for volunteers, but for the community members they interact with.

Governance Evaluation Checklist

Governance Evaluation Checklist Annual Declaration 2025

Below is our Governance Evaluation Checklist for FY25 submitted to the Charity Portal.

SN	Call for Action	Did the charity put this principle into action?	Score
Principle 1: The charity serves its mission and achieves its objectives.			
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	Yes	2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	Yes	2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	Yes	2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	Yes	2
Principle 2: The charity has an effective Board and Management.			
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	Yes	2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	Yes	2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	Yes	2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	Yes	2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	Yes	2

Governance Evaluation Checklist

SN	Call for Action	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management. (continued)			
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	Yes	2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	Yes	2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	Yes	2
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	Yes	2

Governance Evaluation Checklist

SN	Call for Action	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management. (continued)			
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	Yes	2
Principle 3: The charity acts responsibly, fairly and with integrity.			
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	Yes	2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	Yes	2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	Yes	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	Yes	2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	Yes	2
20	Take into consideration the ESG factors when conducting the charity's activities.	Yes	2
Principle 4: The charity is well-managed and plans for the future.			
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	Yes	2

Governance Evaluation Checklist

SN	Call for Action	Did the charity put this principle into action?	Score
Principle 4: The charity is well-managed and plans for the future. (continued)			
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval."	Yes	2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	Yes	2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	Yes	2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	Yes	2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	Yes	2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	Yes	2

Governance Evaluation Checklist

SN	Call for Action	Did the charity put this principle into action?	Score
Principle 5: The charity is accountable and transparent.			
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	Yes	2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	Yes	2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	Yes	2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	Yes	2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	Yes	2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	Yes	2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	Yes	2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	Yes	2

Governance Evaluation Checklist

SN	Call for Action	Did the charity put this principle into action?	Score
Principle 6: The charity communicates actively to instil public confidence.			
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	Yes	2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	Yes	2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	Yes	2

Total Score **76**

Percentage = (Total Score/Full Marks of 76) x 100% **100%**

Financial Statements

Income & Expenditure Breakdown

Income	2025 (\$)
Government Funds	60,361
Tote Board - Social Service Fund	1,142,982
Programme Income	117,773
Donations/Non-Government Grant	2,031,366
Sponsorship-in-Kind	255,229
Miscellaneous Income	298,624
Total Income	3,906,335

Expenditure	2025 (\$)
Staff Costs	3,339,600
Facilities Costs	250,001
Programming Costs	156,454
Programming Costs – Designated Fund	377,234
Other Operating Expenses	134,879
Cost of Sponsorship-in-Kind	255,229
Depreciation	54,845
Total Expenditure	4,568,242

Budget 2026

Our FY26 budget is for the continuity of the strategy and mission and a committed staff team that facilitates the emergence of qualities that make for a strong community wherever we work.

	Budget 2026 (\$)
Income	
Government Funding	1,458,954
General Donation/Non Govt Grant	2,200,000
Miscellaneous Income	173,520
Total Income	3,832,474
Expenditure	
Staff Costs	3,707,359
Other Operating Expenses	877,995
Total Expenditure	4,585,354

FY2025 Financial Statements

Please [click here](#) to access Beyond Social Services FY2025 Financial Statements.



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