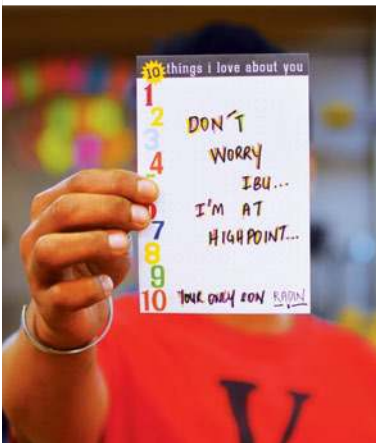




ANNUAL REPORT 2016



UNIQUE ENTITY NUMBER: S97SS0023J



OUR VISION

To Give A Future And A Hope

OUR MISSION

Empowering The Vulnerable To Find Purpose For A More Abundant Life

OUR VALUES

Excellence

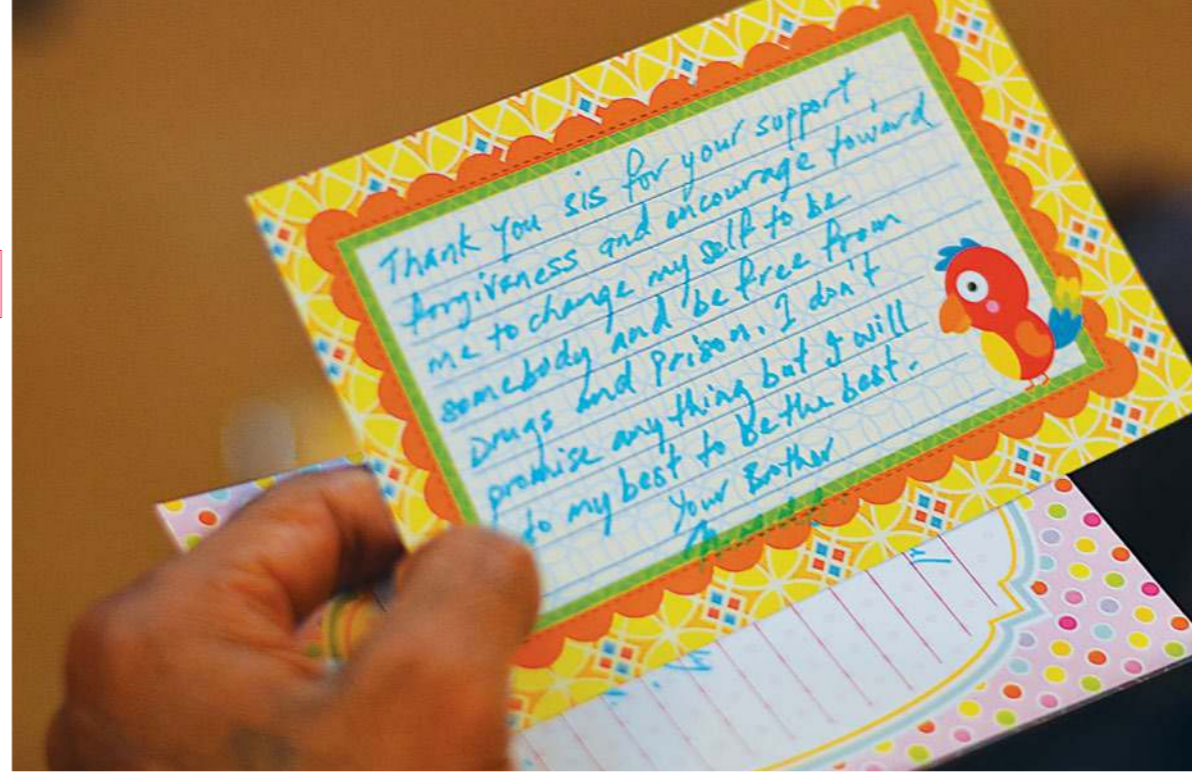
Teamwork

Honour

Integrity

Compassion

Servanthood



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PRESIDENT'S MESSAGE



VINCENT LIM
President

In 1994, Pastor Timothy Das had compassion on a group of male ex-offenders who struggled with drug addiction and were homeless. Just married, he housed them in his modest marital HDB home, fed them, prayed for them and loved them. From this humble beginning, Highpoint halfway house is today a professionally run outfit that has helped hundreds of men with a history of addictions or incarceration.

In 2006, a woman with a similar compassion housed a few vulnerable ladies in her own condominium unit. The vision that God put in the heart of the late Ms Alice Heng resulted in the birth of Dayspring, which now provides treatment to abused teenage girls, as well as help for women with unsupported pregnancies.

We are privileged to continue what Timothy and Alice started – to transform the lives of both men and women in need, helping them move out of a life of despair into one where they have a future and a hope.

As social demographics and societal needs change, so will we at HCSA Community Services. Over the past year, we have re-organised to be more efficient. We will work closely with government agencies and ministries such as the National Council of Social Service (NCSS), Singapore Corporation of Rehabilitative Enterprises (SCORE), Ministry of Social and Family Development (MSF) and Ministry of Home Affairs and partner non-governmental agencies to identify and meet the social needs in Singapore that will help us realize our vision "To give a future and a hope."

In the next 12 months, we have a number of exciting initiatives planned for implementation. These include upgrading facilities for our residents, setting up the HCSA Training Kitchen to equip our beneficiaries with industry skills and collaborating with the government to identify new social services needs that leverage our experience and core competencies.

Thank you for your continued support, encouragement and prayers. I pray that grace and peace be multiplied to you in the knowledge of God and of Jesus our Lord.

We are privileged to transform the lives of both men and women in need, helping them move out of a life of despair into one where they have a future and a hope.

We have a number of exciting initiatives planned, including setting up of the HCSA Training Kitchen and collaborating with the government to identify new social services needs that leverage our experience and core competencies.

EXECUTIVE VICE PRESIDENT'S MESSAGE



DOMINIQUE CHOY
Executive Vice President

I was struck by the beauty of Prime Minister Lee Hsien Loong's words spoken during his National Day Rally speech. He said of his wish for Singapore: "What I would like is that we be blessed with a divine discontent – to always be dissatisfied with where we are; always driven to do better."

"A divine discontent" – these simple words are beautiful because of their deep meaning. PM Lee's words can be translated into real questions for us at HCSA Community Services: What if we strive to keep doing better and more for those under our care? What if we opened our eyes and heart to look out for those in society who need help? What other needs are out there?

Indeed, our divine discontentment can spur us to have new and exciting conversations – especially with our partners. For example, we will soon launch an initiative that will meet two of society's biggest needs: helping ex-offenders reintegrate into society and providing skilled manpower to the local F&B industry.

The HCSA Training Kitchen will not just train our beneficiaries comprising of ex-offenders, at-risk teenage girls and single parents, but also train those from other welfare organizations island wide and needy residents in Singapore's central district. Our trainees will have an added advantage in employability as they will be trained in nationally recognized WSQ F&B courses.

Our divine discontentment has an even more significant purpose when we consider its direct impact on those we help. As we think about doing better, we are also planning better follow-up strategies with our beneficiaries: What kind of after-care support do they need? How can their recovery be more sustainable? And as we look around in our aging society, we are considering offering elder day care, where our pioneers can be engaged in stimulating physical and mental activities and form meaningful friendships and communities.

PM Lee ended his speech with these words of grace: "(What I would like Singapore to have is also the) wisdom to count our blessings, so that we know how precious Singapore is, and we know how to enjoy and protect it."

Our greatest joy at HCSA Community Services is the privilege to serve over 1,000 men, women, children and families in the last 20 years. Our greatest blessings past and present have come to us through partners, donors, government agencies, ministers, corporations and organizations, and of course, our staff and volunteers. I deeply appreciate each one of you and am grateful for your continual partnership to bring healing, hope and a future to those in need.

A Divine Discontent
PM Lee's simple but deep words can be translated into a real question for us at HCSA Community Services:

What if we strive to keep doing better and more for those under our care?

What if we opened our eyes and heart to look out for those in society who need help?

What other needs are out there?

OUR NEW LOOK

HCSA Community Services aspires to be an organisation that brings a future and a hope to those in need. In the third quarter of 2016, HCSA completed its one year rebranding exercise, made possible in the experienced hands of BROCC Consulting and Tripple, a creative agency. The colours in this new brand identity reflect the journey of those we help, from darkness to light, from gloom to hope. Such a transformation marks the importance of empowering individuals to take charge of their lives and future. HCSA Dayspring and HCSA Highpoint are programmes of HCSA Community Services, serving teenage girls experiencing trauma, single parents and ex-offenders.

PRE REBRANDING



POST REBRANDING



Refining our vision and mission to be more succinct in the strategizing session.

CORPORATE MOVEMENT

The Board has grown to include new members with various professional backgrounds, including expertise in architecture, education, human resource, and civic engagement. Our new board members have contributed to better management of processes and increased their involvement in areas requiring their insight and input. New committees have enabled HCSA to provide better services to our beneficiaries.

New staff were also recruited to strengthen the corporate governance and community engagement of HCSA, including aspects of operations in finance, communications and fund raising. A key management position was filled by Ms Dominique Choy, the first female Executive Vice President of HCSA. Dominique was then (and still is) on the Board of HCSA and stepped in to fill the position of our former Executive Director, Mr Joshua Tan who left the organization in April 2016. She took on the dual role of Vice President of the Board and Executive Director of the organization.

Having honed her craft in the hospitality industry while working in the hotels of Hawaii and Singapore, Dominique also brings with her over 20 years of experience as a realtor in Singapore. She is highly involved in charities that champion the cause of women who are disadvantaged and/or marginalized.

IMPROVEMENTS ON PREMISES AND FACILITIES

HCSA Highpoint has piloted a new programme, the Transition Living Programme (TLP), in partnership with SCORE since late 2014. Prior to this, Highpoint halfway house was running a Christian Drug Rehabilitation Programme which catered to a monthly average of about 20 residents.

To cater to the growing number of beneficiaries, upgrading works to increase the number of toilets and dormitories were carried out and completed in 2016. This also caters to the expanded scope to provide clinical services, support groups, counselling and house meetings as well as supervision for the clinical teams.

The improvements included repainting all buildings within the compound of HCSA, re-fencing the perimeter, renovation of toilets to increase the number of cubicles and improved amenities; wash basins, soap and paper dispensers, and stainless steel cubby holes. New dormitories were built and improvement done on existing ones; the installation of new ceiling-height wardrobes & shoe cabinets for residents, increase in number of lights, fans and electrical power points. The canteen, laundry area and Multi-Purpose Hall received new floorings.

Improvements to office facilities increased efficiency and effectiveness at work while the installation of audio and video facilities was done in the observation rooms for counselling sessions.

Six adjoining individual offices closer to the halfway house were also renovated to create a conducive and open office for the corporate services. The corporate office was able to move nearer to the halfway house office, allowing the sharing of resources, improving communications, and facilitating the support rendered by the corporate services to the halfway house.

After the completion of facilities upgrade, HCSA Highpoint had a building dedication last December. The event was attended by government partners, long-time supporters, beneficiaries (residents of our halfway house), and officiated by Mayor Denise Phua. Guests were given a tour of the newly renovated premises and learnt more about the services that HCSA Highpoint provides for beneficiaries. The event was rounded off with a hearty lunch where stories were exchanged.



1. Repainted Multi-Purpose Hall with new flooring

2. Residents get new wash basins, soap and paper dispensers

3. New installations in residents' toilets

4. Increased storage space for beneficiaries.

CARING FOR BENEFICIARIES

HCSA Dayspring and HCSA Highpoint are programmes of HCSA Community Services. Through your support, teenage girls experiencing trauma, single parents and ex-offenders are empowered to find renewed purpose for a more abundant life.



HCSA HIGHPOINT

HCSA Highpoint halfway house first started in 1995 to help drug addicts rebuild broken lives. It has provided a safe and substance-free home to help and support homeless male ex-offenders and those in recovery from substance use.

Today, the transitional residence focuses on offering homeless and newly released prisoners a safe place to re-start their lives through a secular programme which aims to restore the function of the individual in critical life domains, especially in the areas of sustained employment and community residence. Through the programme, residents increase their self awareness, resolve problems that have perpetuated their repeated incarceration and enhance their coping capabilities with risk factors. Where possible, families are engaged to facilitate reconciliation.

CORE SERVICES

- Counselling
- Support Group
- Recovery meetings/House meetings
- Case management

AUXILLIARY SERVICES

- Early Recovery Treatment - this intensive intervention service is for residents identified with behavioural challenges
- Work Therapy
- Family Engagement
- Smoking Cessation
- Community Service Project
- Recreational activities

Forming an alumni, a growing number of discharged residents are returning to join our weekly support group meetings. Non-residential support services are being developed for discharged residents and released prisoners who do not require our residential facilities. These services continue to support them in their transition through evidence-based interventions that enhance their sense of resilience and reduce their chances of re-offending.

As of December 2016, HCSA has reached more than 1,000 drug addicts and ex-offenders.

HCSA DAYSPRING RESIDENTIAL TREATMENT CENTRE

In 2006, Dayspring was set up under the umbrella of HCSA to help women and girls at risk. Many lives have been positively impacted, through counseling by professionals, relevant life skills training and networking events. In March 2011, Dayspring Residential Treatment Centre was officially opened by the then President SR Nathan. It aims to provide a safe and healing living environment for teenage girls who have been repeatedly abused. Through the application of effective clinical therapies, the girls become healthy individuals, who are able to successfully reintegrate with their schools, families and society. The centre was relocated to a bigger place at 234 Turf Club Road to care for a bigger group of girls and was officially opened in July 2014 by Dr Tony Tan, the President of Singapore.

With a larger area in the new premises, a Transition Home was set up to serve girls who have completed the treatment programme and waiting to be reunified with families.

We are a pioneer programme in Singapore focusing on the small group clinical approach, which includes:

- 14 to 18 months of Dayspring's residential programme
- Transition home and community-based after-care
- Trauma System Therapy (launching in 2017)
- Six Phase Value System
- Alternate schooling
- Family support

OBJECTIVES OF 2016

■ Staff Team

To build and maintain a team of clinical and residential staff who possesses strength of character, skills and professionalism who can then provide quality residential therapeutic services to the residents. This will be an on-going process and includes the part-time staff and volunteers.

■ Clinical Service

Clear individual intervention treatment plan with effective evaluation including working with families.

■ Residential Service

To provide high quality residential services that create a safe and healing environment where residents will not only work through their trauma but also develop characters of resilience and discipline, and cultivate the values of respect, responsibility and honesty.

■ Aftercare Service and Transitional Home

To facilitate reunification of the residents with their families after the programme and provide effective aftercare services to promote resilience and independent living.

As of December 2016, Dayspring Residential Treatment Centre has served 64 teenage girls and families.



HCSA DAYSPRING NEW LIFE CENTRE

In October 2014, Dayspring launched the New Life Centre to provide timely, non-judgmental and holistic help to women with unsupported pregnancies so that they can make the best choices for themselves, their children (born and unborn) and loved ones. It comprises of a residential service where women stay in to receive the care they need pre- and post-birth as well as support service in the areas of adoption, fostering, counseling, parenting, medical needs, legal needs, and more.

As of December 2016, Dayspring New Life Centre has benefited 18 residents, 19 non-residents and 29 newborns.

PARTNERING WITH THE COMMUNITY

Our work would not have been possible without various partnerships and community engagement over the past twenty years. As we continue to fulfill the community's needs and desires, we are seeking opportunities for greater community engagement and involvement. This is only possible with an increase in volunteers and corporate partnerships, one of the ways to ensure continued sustainability.

OUR VOLUNTEERS

Through our team of dedicated volunteers and staff, HCSA has rendered community services to the poor, needy and elderly in Clementi. The outreach impacts over 800 people of diverse races, languages and religions. Outreach to the elderly poor living in one-room flats are achieved through befriending visits, cleaning of homes, recreational hobby clubs and exercise therapy. Tuition classes are provided for children from poor and needy families. School outreach programmes inculcate social values into the youth-at-risks to make right decisions. Monthly fellowship meetings are organized at Simei Care Centre where volunteers befriend the mentally challenged residents with care and concern.

HCSA also provides community services to the elderly poor living in rented flats at Aljunied Crescent, including visits and giving out ang pows and hampers during festive seasons like Chinese New Year and Hari Raya Puasa.

Our corporate partners have also generously provided skills-based volunteering and giving of products to our beneficiaries. Here is a glimpse of them in action with our beneficiaries.

COMMUNICATING WITH OUR STAKEHOLDERS

The importance of regular communication and engagement with our various stakeholders cannot be underestimated. Benefits include better chances of being considered by grantors as well as individual donors,

and increased brand and programmes awareness. The impact of information technology has significantly changed how people communicate and be engaged over the years. Thus HCSA is stepping up its digital communication with various stakeholders through an upcoming revamped website and increased engagements on social media (Facebook). Through these 2 main channels, HCSA aims to:

- Engage donors and volunteers with stories and events
- Encourage charitable giving
- Inform the community and communicate with public about its work
- Embed videos and photo galleries to maintain user interest and improve search engine ranking



A recipient of an ang pow during Chinese New Year.



Motherswork: Christmas Gifts
Thank you Motherswork for fulfilling the Christmas wishes of HCSA Dayspring's mothers and their babies. What a truckload of joy you brought to them.



Ignite Tennis
Our residents enjoy free weekly tennis clinics from Ignite Tennis.



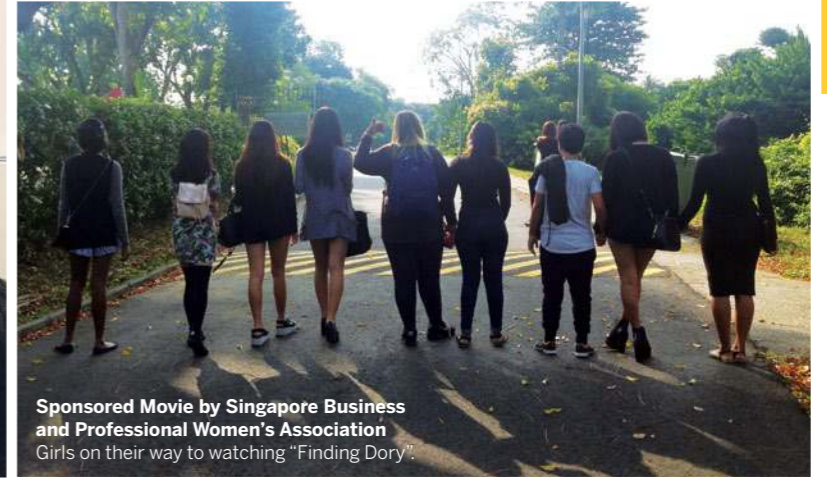
Build Your Dream Day with Marina Bay Sands
Residents were encouraged to let their dreams run wild in an educational programme organised by Marina Bay Sands.



LUXAsia Foundation and The School of Make-Up
Thank you for showing our girls how to use make-up to enhance their facial features, and gifts of the make-up tools!



Let's SEW INTO IT
Residents were taught how to sew from the experts at Sew Into It.



Sponsored Movie by Singapore Business and Professional Women's Association
Girls on their way to watching "Finding Dory".



Lifebulb Hub
A new start-up with a heart for charity. Lifebulb Hub organized boardgames with a learning point for our residents on four Sundays.



REACH Operation Broken Wing
Our partner organization, REACH, engaging our residents in their community based programmes and activities.



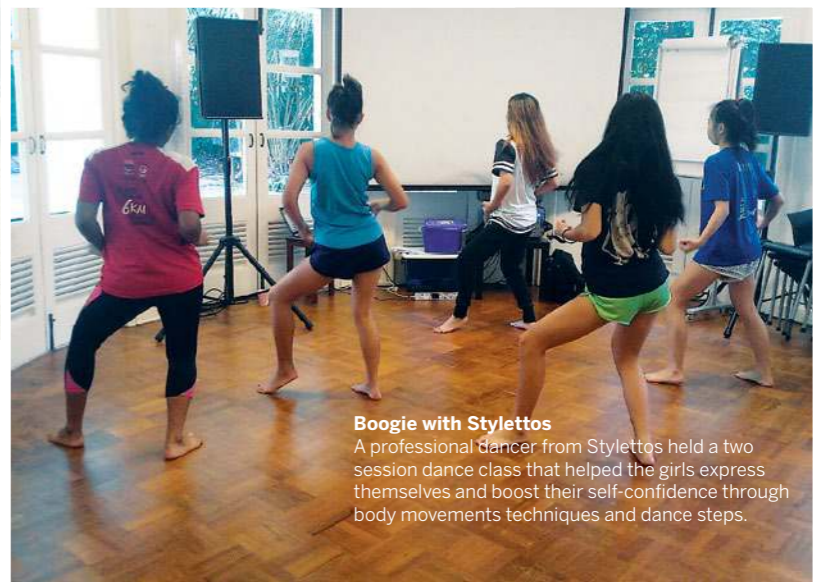
Attending Brel Show with Sponsorship by SingTheatre
The girls were invited to the Brel Show with a chance to meet the artists.



STEM Tinkering with Discovering Without Borders
Yen from Discovering Without Borders conducted a series of activities to impart the girls with knowledge and skills on Science, Technology, Engineering and Math (STEM).



Allen & Overy LLP
Law firm, Allen and Overy, donated and set-up our Garden Gazebo, along with a commitment to a monthly befriending programme with our residents.



Boogie with Stylettos
A professional dancer from Stylettos held a two session dance class that helped the girls express themselves and boost their self-confidence through body movements techniques and dance steps.

FUNDRAISING FOR BENEFICIARIES

Our Community Engagement Team is responsible for raising awareness and funds for the programmes and services of HCSA. We are extremely grateful for the financial support and endorsements given by foundations, corporations and individuals in 2016, thus allowing us to continue serving all our beneficiaries.

Here are some highlights showcasing the generosity of some partners in 2016.

LEE FOUNDATION

We are grateful for the continuous support received from Lee Foundation. Their kind generosity towards our causes is deeply appreciated.

MRS SWEE WONG FOR AN ENCHANTED EVENING 2016

An Enchanted Evening is a charity dinner, concert and dance helmed by a compassionate volunteer who advocates for the plight of the underprivileged. Mrs Swee Wong has organized this event for the 11th time and proceeds raised benefit both HCSA and Methodist Welfare Services. The event held at Ritz Carlton brought many together to support the critical services and programmes that we offer.



(Top) Mrs Wong (second from left in the first row) with Guest of Honour, Mr Heng Swee Keat, Minister for Finance, and guests. (Right) Guests enjoying the dance floor.



TAN CHIN TUAN FOUNDATION

Tan Chin Tuan Foundation has generously supported us with a grant that assists in the hire of teachers/tutors for Dayspring's Alternate School. This has translated into an improvement in the beneficiaries' studies. We also thank Ms Chew Gek Khim and Ms Yap Su-Yin for the art piece and inspiring words that continue to encourage our beneficiaries.



The framed art piece and inspirational note on display at Dayspring.

CITIBANK AND VISA WORLDWIDE

A big thank you to the employees of Citibank and Visa Worldwide. They have brought fun and laughter to our residents in a 6 months programme: be it making (and eating) ice-cream, planning "escape" routes in horror themed set up or learning financial planning in the form of Praxis. It has been a great journey and joy having these partners with us.



THE BRITISH ASSOCIATION OF SINGAPORE (BA)

BA has been supportive of Dayspring not only in their giving, but also featuring us regularly in their monthly magazine, The BEAM.



(Top) With Kate Burke, Charities Coordinator (2nd from left) and Volunteers at the BA's Volunteers Appreciation Tea Event. (Bottom) The Community Engagement team at the British Association's 60th Birthday Garden Party on 1 October.

SUBWAY AND UNITED AIRLINES

Subway and United Airlines organized a Corporate Community Day, *Building a Bright Future Together*, to raise funds for HCSA Dayspring. Proceeds were presented to HCSA during an outing organized for the residents on 22 October.



The then US Ambassador, Kirk Wagar, giving a speech at the beginning of the activities.



(Left) His Excellency, Scott and Anne Wightman, ladies from Barclays Bank and representatives of Dayspring. (Bottom) A resident of HCSA Dayspring performing at "Women in Music".

BARCLAYS BANK

The wonderful ladies of WIN (Women's Initiative Network) at Barclays Bank, have been strong supporters - organizing fundraising events internally to raise awareness and funds for our causes. A huge thank you to them for giving us platforms and opportunities to showcase our work.

On 7 December, Barclays and British Chamber of Commerce organized an exclusive event, *Women in Music*, creating an opportunity for a Dayspring resident to perform. It was an honour to have Mrs Anne Wightman, the wife of the British High Commissioner to Singapore, host us at this event.



BLACKROCK

BlackRock organized a Bake Off fundraising initiative on 5 May.



(Top) Ms Dawn Lee, Community Engagement Manager, with representatives from BlackRock for the cheque presentation. (Left) An amazing home baked spread at the fundraiser.



100 PEOPLE DOING GOOD

HCSA was one of the four charities being invited to a charity event organized by 100 People Doing Good on 1 June. The event helped to connect expats in Singapore with local causes.

Ms Adelene Wee, Community Engagement Director, sharing about HCSA.



Branding expert, Catherine Chai at her book launch



FROM BLAND TO BRAND BOOK LAUNCH

Ms Catherine Chai of BROCC Consulting, the consultant behind our rebranding, added another accolade to her distinguished resume by being author of her first book, *From Bland to Brand*. Proceeds from the sales of her book were donated to HCSA. Congratulations for being author of your first book on 3 August 2016. Here's to many more!

FOOTBALL WITH A HEART

Dayspring was one of the beneficiaries for Football With A Heart 2016, organised by Singapore Pools. The cheque presentation was held at the Celebratory Dinner on 3 June.



Ms Dominique Choy, Executive Vice President of HCSA, at the cheque presentation.

GOVTECH SINGAPORE

GovTech Singapore organised *Food from the Heart* on 16 December. Proceeds raised through the sales of food and beverage were donated to HCSA.



Staff of GovTech were attracted by the handmade items done by residents of HCSA Dayspring.

IRISH CHAMBER OF COMMERCE CHARITY GOLF EVENT

HCSA shared about its programmes and services at the Irish Golf Event on 2 December.



Mr Conor McCoolle, President of the Irish Chambers of Commerce, presenting their gift to us.

UPCOMING PLANS

TRAINING KITCHEN

Each year, about 9,000 ex-offenders are released from prison and many of them face difficulty reintegrating into society.

The beneficiaries of Highpoint halfway house are high-risk ex-offenders. Over 90% of them have a history of drug abuse/addiction, 70% are over fifty years old, lowly educated and have few relevant skills or work experience. This hampers their ability to secure long-term employment. Without the independence and self-esteem that employment provides, their chances of ending up back in prison are a lot higher, and the costs to themselves, their families, communities, and the country – adds up.

The link between unemployment among ex-offenders and recidivism is clear. Helping offenders prepare for, find and keep their jobs, is critical in their reintegration journey.

Singapore has a vibrant and thriving Hospitality and F&B scene. In 2015, there were over 6,800 establishments in the F&B industry, an increase of 10% since 2001. Demand for skilled manpower has correspondingly increased significantly over the past five years. Even as demand for skilled manpower has increased, the Singapore government is tightening the inflow of foreign workers as part of the broader shift towards higher productivity.

HCSA presently has a large and unused kitchen which can be converted into an on-site F&B Industry Training Kitchen. The Singapore Workforce Development Agency (WDS) has pledged their support to train and provide Singapore Workforce Skills Qualifications (WSQ) certification on-site for HCSA beneficiaries and others who will be trained at this facility.

We hope to extend training at the HCSA Training Kitchen to not just ex-offenders staying at the halfway house, but also to other beneficiaries under HCSA's programme (the abused teenage girls and single parents), VWO partners from the rest of Singapore, and the poor and needy residents living in the Central CDC/ Kolam Ayer area.

In order to achieve our intended outcomes, the curriculum and training programme must meet the following criteria:

- Relevant skills-based training valued by the industry
- Industry recognized certification
- Areas of partnerships include sponsorship of bursaries, internship offers and signing up for a corporate team building bakeoff. We invite you to partner with us on this exciting project which will help those who have been overlooked by society to have a second chance and regain their independence and self-esteem

THERAPEUTIC GROUP HOME

Come August 2017, Dayspring Residential Treatment Centre (RTC) will upgrade its care standard to that of a Therapeutic Group Home (TGH). TGH seeks to provide high quality care and targeted, specialized treatment to meet the needs of children and young persons (CYPs) who exhibit severe emotional, behavioural and/or sexual issues and to facilitate the transition of these CYPs back to their families (or other appropriate permanency options) and the community within 18 months. Existing premises at 234 Turf Club Road will be renovated to fulfil requirements under the enhanced care standard.

SPIN INITIATIVE

With effect from 1 April 2017, the former New Life Centre will expand its services with SPIN (Single Parents INformed, INvolved and INcluded), a new initiative for single parent families. SPIN will provide improved access to resources through an interactive website and an ally network of volunteers, thus enabling single parents who have limited support to make informed decisions and strengthen their social support network.



20TH ANNIVERSARY CHARITY DINNER

To commemorate its 20th anniversary, HCSA Community Services organized a charity dinner on 24 September at Shangri-La Hotel. Our first Board Advisor, Dr Cheong Choong Kong (former CEO of Singapore Airlines and Chairman of OCBC Bank), was our Guest of Honour for this milestone event. A total of 470 guests joined us at this celebration.

(Top) HCSA Community Services: Board members and staff of HCSA Highpoint, HCSA Dayspring and HCSA Corporate Office. (Bottom Left) Ms Jacintha Abisheganaden gave performance tips to a resident, followed by a duet with her. (Bottom Right) Ms Nikkie Muller, our emcee, started the evening with an opening number and invited Dr Cheong to dance - lovely!

OUR CARING DONORS

HCSA Community Services would like to express and acknowledge our gratitude and thankfulness to the following foundations, corporations and individuals for their unwavering support and generous donations of \$ 2.625 Million in 2016

100 People Doing Good	Betr Barista Pte Ltd	Chiang Loo Fern	Dominique Choy	Geraldene Tours (Singapore)	Joanne Kong	Lee Kim Tah Pte Ltd	Michael Cheung
3D Networks Singapore Pte Ltd	Betty Tan	Chin Chen Keong	Douglas Neihart & Maureen	Gifford Sng	Joe Wee	Lee Kwee Jin	Michael Kum
7-Eleven	BlackRock	Chin Yuen Loke	Douglas & Michelle Harrison	Goh Giap Lung	John Massey	Lee Lung Nien	Michael Syn
A D Martin	Bob & Kelly Parr	Chow Yoke Keng	Earthport PLC Stripe	Goh Han Loo	John Ng	Lee Siam Kheng	Michalla Aheham
Aaron Lee & Namiko	Boo Chin Tuan	Christina Tan	Eddie Tan & Wendy	Goh Lay Har	Johnny See	Lee Siew Yung	Michelle Connolly
Adeline Heng	Bottle XO International Ltd	Christine Scheef	Edith Lee	Goh Puay See	Jonathan Cheong	Lee Soo Jen	Michelle Tan
Adeline Lim	Broc Consulting Pte Ltd	Christine Wong	Edna Ko	Gordon Wong	Josh Tan	Leong Hon Meng	Mike Wright
Adrian Yeo	Bureauserve Pte Ltd	Christopher Lien	Edric Pan	GovTech Singapore	Joyce Ho	Li Hung	Mikhail Ereemeev
Ah Keng	Calvin Lim	Chua Puay Hian	Edward Lim	Green Avenue Pte Ltd	Jurgen Klooser	Liew Kok Oon	Minyoung Kim
Alice Tan	Candice Lim	Chua Yeow Kiang	Elian Foong	Gregory & Patricia Vijayendran	Kah Lam Hardware Engineering Pte Ltd	Liew Pey Yin	Mohana Suppiah
Allalloy Dynaweld Pte Ltd	CapitaLand Hope Foundation	Chue Soh Hoon	Elizabeth Wee	GroupM Asia Pacific Holdings Pte Ltd	Kan Wai Yan	Lim & Tan Securities Pte Ltd	Mohit Maheshwari
Allen & Gledhill LLP	Carole Ng	Cindy Lim	Elsie Sim	Haniffa Pte Ltd	Kang Bee Leng	Lim Ah Hock	Motherswork
Alman Mollachan	Caroline Hu	Citibank Singapore	Eng Bak Hern	Harjadi Hartono	Karen Chan	Lim Bee Chin	Movvelo Cristelle
Aloha Dental Clinic	Carolyn Vanous	City Optics	Eng Hwee Cheng	Hazard Control Engineering Pte Ltd	Karen Yam	Lim Boh Chuan	Multi-Chem Ltd
Andrew Khoo	Catherine Chai	Cleantec Engineering (S) Pte Ltd	Entrepot Marketing Pte Ltd	Heng Wen Xiu	Karine Gauthier	Lim Ching Chuan	Murugaiyan Rajkumar
Andrew Wightman & Anne	Catherine Livingston	Clinton Ang	Eric Ang	Hidehiko Kojima	Kathy DeCamp	Lim Heng Giok	Nancy Tham
Ang Boon Hee	Cecilia Soong	CMC Asia Holdings Pte Ltd	Eric Tiong	Ho Bee Foundation	Keawta Arsasawan	Lim Huey Yuee	Natasha Lai
Ang Mui Keow	Chai Chin Loon	Colouroursouls	Ernst Hemmer	Ho Ching	Keith Ng	Lim Mui Khi	National Council of Social Service (NCSS)
Angela Lee	Chan Cheow Hoe	Community Of Praise Baptist Church	Esther Goh	Hock Tong Bee (Pte) Ltd	Kerwin Teng	Lim Yaw Chyn	Network for Electronic Transfers(Singapore) Pte Ltd
Angela Ong	Chan Fook Kay	Corly Pearlman	Esther Lim	Hougang Sec School Drama Production	Keu Penang Food	Liong Mee Sau	Ng Hsueh Mei
Angeline Jansen	Chan Tsew Laun	CYF	Evans Rowan	Hydrochem (S) Pte Ltd	Kevin Lim	Lisya Alallu	Ng Soo Bin
Angeline Tan	Chan Wai Yee	Dana Lim	Explomo Technical Services Pte Ltd	Ingrid Hanson	Khoo Boo Leong	Loh Tze Yong	Ng Teck Kiong
Annie Lim	Chan Wie Pek	Daniel Sim	Faith Leong	International Answering Service	Khoo Boon Hui	Loo Kuen Feng	Ngoh Siok Eng
Annie Ng	Chan Yew Fook	Danielle Mary Van de Velde	Faith Methodist Church	Irene Ang	Kim Lang Khalil	Low Gek Suan	Nguyen Phi Yen
Anvisage Gifts	Chandra Artadi	Danny Lim	Fajar	Irene Lee	Kim Morrissey	Ly Tran	Nicholas Maey
Arina International Holding Pte Ltd	Chang Yunn Yuh	Danny Ow	Felicia Pang	Irish Chamber of Commerce	Kingsmen Creatives Ltd	Mabel Yap	Noreen Chan
Asia Pacific Breweries (S) Pte Ltd	Changi Baptist Church	David Chew	Flora Lee	J Lim	Kiyomi Nishi	Magdeline Sng	Norman Wong
Avijit Agarwal	Charles Loh	David Hu	Fock Ee-Ling	Jackie Seah	Ko Hui Huy	Marina Bay Sands Pte Ltd	NTUC FairPrice Foundation Ltd
Avnish Ashvin Desai	Charmaine Chow	David Leadsom	Freddie Leow	Jacqueline Khoo	Ko Joon Chin	Mark & Charissa Buchanan	OCBC Bank
Aw Soke Yee	Chay Suet Yee	David Leadson	Fuji Xerox Singapore Pte Ltd	Jacqueline Yap	Koh Boon Hwee	Mark Cullane	Olivier Henry
Baker Road Methodist Church (Women Society of Christian Svc)	Chen Meng Nee	Davoe Creative Pte Ltd	Gan Giap Leong	James Mok	Koh Chan Guan & Karen	Mark Hudspeth	Olivier Salmon
Barberrousse Philippe	Cheng Hui Noi	Deborah Ho	Gareth & Teresa Thomas	James Ow	Kong Ming Teck	Mark Van Der Ploeg	OMD Singapore Pte Ltd
Barclays Bank Plc	Cheng Pai Ling	Deirdre Loy	Gemma Rake	Janice Ang	Kue Chwee Jiun	Mary George Sudha	Ong Boon Kwee
Benjamin Ng	Cheng See Tau	Deirdre Murugasu	George Butron	Janice Chan	Kwek Ai Sueh	Mary Seet	Ong Cheow Kheng
Bethany Emmanuel Church	Cheong Yoke Sim	Delene Lee	George Lim	Jason Ng	Kwek Wei Ling	Mary Tan	Ong Pin Kin & Shirley
Bethesda (Bedok Tampines) Church	Cherie Lim	Deutsche Bank	Gerald & Norma Chan	Jason Tang	Lai Hock Meng	Maureen Fung	Ong Shi Hui
	Chew Chiu Har	Digby Warren	Gerald Lim	Jean Nasr	Lai Mun Kuan	Mavis Lim	Ong Wee Chen
	Chew Kwee San		Gerald Tan	Jennifer Gan	Lam Kin Chong	May Ng	Ong Yeow Chon
	Chia Choon Hoong			Jeremy Ng	Lau Kum Yee	Meganathan Arumugam & Levisaha	Ooi Koon Hean
	Chia Hern Hiok			Jesslyn Tan	Lawrence Chan	Melanie Mei	OYP Services Pte Ltd
					Lee Foundation Singapore	Mellford Pte Ltd	Paige Lee
					Lee Jhong Seuk	Menon & Co	Pamela Lim
					Lee Kay Ing	Meritor HVS (S) Pte Ltd	Pang Fei Ling
					Lee Keen Whye	Mervyn Sirisena	Pang Toh Kang
					Lee Kia Tiow		

Pantec Engineering Pte Ltd	Singapore Turf Club	Tham Chee Soon	Wee Tze Wee
Paromita Ghosh	Singapore United Airlines	The British Association of Singapore	Wendy Tay
Patricia Chong	Sonia Ng	The City	Wesley Methodist Church
Patricia Wan	Soo Hung Fah	The Community Foundation of Singapore	Wilfredo Reyes
Patrick Han	Spectrumech Engineering Services Pte Ltd	The Excimer Centre Pte Ltd	William Tok & Mavis
Patrick Thio	StarHub Ltd	The Fitness Protocol	Wilson Wang & Patricia
Paul Johnson	Sterling Law Corporation	The Rightway Corporation Pte Ltd	Winnie Chin
Penny Lee	STSKF Pte Ltd	The Silent Foundation Ltd	Woffles Wu
POSB (DBS Bank Ltd)	Subway Systems Singapore Pte Ltd	Theresa Evanoff	Wong Jiuan
PriceWaterHouseCoopers Professional Services Pte Ltd	Sumitri Mirnalini Menon	Thio Yu Jin	Wong Kan Seng
Radiana Soh	Sun Chao Seng	Thomas Goh	Wong Meng Yeng & Helena
Rain Trees Kindergarten Pte Ltd	Susan Chong	Tiffany Leng	Wong Ngit Liong
Raymond Bo	SymAsia Singapore Fund-Luxasia Foundation	Tildy Erlong	Wong Wai Peng
Raymond Iam	Tam Chee Chong & Alice	Timothy Goh	Wong Wai Yen
RBC Ministries Asia Ltd	Tan Bee Teck	Tina Chen	Woo Chi Jen
Refine Construction Pte Ltd	Tan Bee Wan	Ting Siew Tau	Woo Tchi Chu
Rising Point Movers	Tan Cher Liang	Tio Phaik Hoon	Woon Kim Wah
RSM Chio Lim LLP	Tan Chew Hoe	Toa Payoh Methodist Church	Yam Li Yee
Sally Lees	Tan Chian Khong	Toh Bao En	Yee Ai Sin
Samantha Choo	Tan Chin Tuan Foundation	Toh Ee Ming	Yee Woon Yim
Samantha Lo	Tan Choon Kwee	Toh Lim Ngho	Yeo Jih-Shian
Samia Clausius	Tan -Ding Yew Teik	Tony & Karen Tan	Yeo Milac
SAS 100 Women Club	Tan Eng Khoon & Beatrice	Touch Community Services	Yi Kai Development Pte Ltd
SATS Ltd	Tan HaiKang	Tracey Oh	Yinglin Chua
Seah Jade	Tan Hock Lye	Tricia Ho	Yio Chu Kang Chapel Ltd
Sean McNult	Tan Hsuan Boon	Tricia Leong	Yip Poh Yoke
Serene Mahaffy	Tan Khuan Seng	Trillion So	Yong Boon Fatt
Servepro Services Pte Ltd	Tan Kia Jin	Trinity Christian Centre Ltd	Young Chimmy Co
Shangri-La Hotel Singapore	Tan Kim Seng	United Airlines	Yude Toh
Shannie Ibhana	Tan Siew Heng	United Engineers Ltd	Yuen Si Qi
Shek Ming Jen	Tan Siew Pin	V C John	Yuen Yim Theng
Shirley Williams	Tan Soon Nan	Victor Khaw	Yuko Nobuoka
Shrikant Sharad Joshi	Tan Toon Ling	Vincent Lim & Faith	Yuliya Vasudev
Siew Man Kok	Tan Xue Ting	Vincent Tan	
Silverlakegroup Pte Ltd	Tang Wee Loke	VISA Worldwide PL	
Sim Choon Beng	Tay Hui Tiong	Viven Ooi	
Sim Siew Tin	Tay Lay Hong	Vivienne Khoo	
Singapore Corporation of Rehabilitative Enterprises	Tay Wee Leong	Walter Dales	
Singapore Paints & Contractor Pte Ltd	Teng Chee Leng	Wang Kai Yuen	
Singapore Pools (Pte) Ltd	Teng Heng Chew	Wayne Gordon	
Singapore Totalisator Board	Teo Ling	Wee Teck Wang	
	Ter GuoHong Nigel		
	Terence Tan		

BOARD MEMBERS



Vincent Lim
President



Dominique Choy
Executive Vice President



Eng Heng Long
Secretary



Arumugam Meganathan
Assistant Secretary



Tony Lim
Treasurer



Rev. George Butron
Assistant Treasurer



Patrick Han
Member



Sylvia Lee
Member



Tina Lim
Member



Dr. Deirdre Murugasu
Advisor



Wong Meng Yeng
Advisor

COMMITTEES

HCSA has six committees to assist the Board in covering key areas of management and improve our overview of management and accountability to stakeholders. All committees have written terms of reference, which are approved by the Board.

HIGHPOINT HALFWAY HOUSE COMMITTEE

Chairperson

Rev. George Butron

Members

Vincent Lim
Anthony Lye
Timothy Das

DAYSPRING MANAGEMENT COMMITTEE

Co-Chairs

Tina Lim
Dominique Choy

Members

Ruth Tie
Jackie Yap
Emily Han
Caroline Hu
Cathy Livingston
Delene Lee
Dorothy Ng
Kim Lang Khalil
Adelene Wee

FINANCE COMMITTEE

Chairperson

Tony Lim

Members

Vincent Lim
Rev. George Butron
Dominique Choy
Dorothy Ng

HUMAN RESOURCE COMMITTEE

Chairperson

Sylvia Lee

Members

Dominique Choy
Caroline Hu
Dorothy Ng

PROJECT AND REDEVELOPMENT COMMITTEE

Chairperson

Vincent Lim

Members

Tony Lim
Dominique Choy
Deirdre Murugasu

FUNDRAISING COMMITTEE

Chairperson

Vincent Lim

Members

Dominique Choy
Rev. George Butron
Patrick Han
Dorothy Ng
Jennifer Heng
Adelene Wee
Dawn Lee
Daniel Kumar

FINANCIAL HIGHLIGHTS

STATEMENT OF FINANCIAL ACTIVITIES

INCOME	2016(\$)	2015(\$)
VOLUNTARY INCOME		
Donations	356,586	321,701
Government grants	777,872	1,471,889
MSF subvention	375,898	384,576
Residential rental and maintenance	44,353	88,252
	1,554,709	2,266,418
ACTIVITIES FOR GENERATING FUNDS		
Fund-Raising	1,675,096	1,385,594
Rental income/utilities recoveries	696,184	798,190
Hi-Thrift and removal business	88,772	241,944
	2,460,052	2,425,728
Other Income	186,953	95,583
Investment Income	709	1,389
	4,202,423	4,789,118
EXPENSES	2016(\$)	2015(\$)
COST OF ACTIVITIES FOR GENERATING FUNDS		
Fund-raising	164,155	151,895
Other income generating activities	944,472	1,015,158
	1,108,627	1,167,053
Program Cost	2,794,440	2,338,017
Governance Cost	44,331	13,830
Total Expenses	3,947,398	3,518,900
Surplus for the year	255,025	1,270,218

STATEMENT OF FINANCIAL POSITION

	2016(\$)	2015(\$)
ASSETS		
NON-CURRENT ASSET		
Property, plant and equipment	574,900	350,376
CURRENT ASSETS		
Trade and other receivables	453,779	631,341
Fixed deposits	1,460,000	544,114
Cash and bank balances	2,007,700	2,553,820
	3,921,479	3,729,275
Total Assets	4,496,379	4,079,651
FUNDS AND LIABILITIES		
Accumulated funds	3,787,137	3,532,112
Current Liabilities	709,242	547,539
Total Funds and Liabilities	4,496,379	4,079,651

The above is a summary of the audited accounts by Lo Hock Ling & Co. A full set of the financial statements can be obtained from www.hcsa.org.sg

The reserves policy of HCSA is to maintain a reserve, after the government's subsidies and subvention, sufficient for at least 3 years of operating expenses.

CORPORATE GOVERNANCE

HCSA is in compliance with the Code of Governance for Charities and IPCs. HCSA's Governance Evaluation Checklist for the period of 1 Jan 2016 to 31 Dec 2016 can be viewed via the Charity Portal at www.charities.gov.sg.

Roles and Responsibilities of Board of Directors

The Board acts in the best interest of HCSA to fulfil its mission of empowering the vulnerable to find purpose for a more abundant life. It also ensures there are adequate resources for the operations and programmes of HCSA and that such resources are effectively and efficiently managed; that there are processes in place to ensure HCSA complies with all applicable laws, rules and regulations, and there is an appropriate code of conduct, which upholds the core values of HCSA and processes to ensure compliance with the code.

Day-to-day management of HCSA is delegated by the Board to the management team headed by the Executive Vice President/Chief Executive Officer(CEO). Initiation of new programmes and activities, changes in current programmes and significant transactions require the approval of the Board. The Board also reviews and approves the annual budget prepared by the management.

Composition of our Board of Directors

The Board strives to ensure that Board members, as a group, have core competencies in areas such as accounting and finance, management, strategic planning, human resource, technology and that it incorporates a degree of diversity. All Board members must be independent. Independence refers to not having any family, employment, business and other relationship with HCSA, any related companies or their officers that could interfere or be reasonably perceived to interfere, with the exercise of the Board member's independent judgment made in the best interest of HCSA. The Executive Board Vice President/CEO is also the Vice President of the Board and attends all Board meetings. In addition, other members of management are invited from time to time to attend and make presentations at Board meetings.

HCSA has committees with documented terms of reference. These committees provide oversight in the following areas – Highpoint halfway house rehabilitation programme, Dayspring programme, Fundraising, Finance, Human Resource and Facilities and Development. The committees report to the Board regularly. The Board meets regularly and there were seven (7) Board meetings in 2016.

The Board believes that to be effective, it should not be too large, whilst at the same time, ensuring that there is a sufficient range and diversity of expertise and viewpoints. As at end of the financial year, the Board had 9 members.

HCSA sets a maximum limit of four consecutive years for the Treasurer. The Chair of the board is not a staff member. Board members conduct regular self-evaluation to assess own performances.

Conflict of Interest

There are documented procedures for Board members and staff to declare actual or potential conflicts of interest. Board members and staff are expected to avoid actual and perceived conflicts of interest, where they have personal interest in business transactions or contracts that HCSA may enter into, or have vested interest in other organisations that HCSA has dealings with. They are expected to declare such interests as soon as possible, abstain from decision-making and not vote or participate in matters where they have a conflict of interest.

Strategic Planning

The Board reviews and approves the vision and mission of HCSA. They are documented and communicated to its members and the public. Annual strategic planning meetings are conducted to review the strategic plan for HCSA to ensure that the programmes and activities are in line with its objectives.

Human Resource Management

The Board approves the documented human resource policy of HCSA. The Human Resource Committee exercises policy oversight of the human resource matters in HCSA and ensure that there are systems for regular supervision, appraisal, professional development of staff and also procedures to address grievances and resolve conflicts.

Risk Management Practices

HCSA has imbued a culture of risk management being everyone's responsibility and this is built into our processes. Starting with good governance, we established distinct roles of responsibilities and accountability with clear measurable outcomes. This allows good risk-management processes to be put in place. Such processes include personal data protection processes across the organization and reliable business continuity plans that allows us to mitigate risks.

Reserve Policy

HCSA has a Reserve Policy to provide clarity in the management of our reserves and assures stakeholders that we are well managed and have a strategy for building up reserves of up to three years, that is, the unrestricted funds that are freely available for operating purposes in order to ensure long term sustainability.

Financial Management and Controls

The Board ensures that adequate internal controls for financial matters are in place and reviews its financial policies, procedures, processes, key programmes and events to ensure that there are adequate resources for the operations and programmes of HCSA and that such resources are effectively and efficiently managed.

The Finance Committee reviews the Financial Policies and Procedures of HCSA and makes recommendations to the Board for its approval. It also reviews HCSA's financial performance and annual budget of operating and capital expenditure for the Board's approval. The Committee ensures that HCSA is in compliance with requirement in Financial Reporting Standards (FRS), the Recommended Accounting Practices for Charities (RAP6) and the Code of Governance for Charities and Institution of a Public Character (IPCs).

The Finance Committee's primary function is to assist the Board in fulfilling oversight and fiduciary responsibilities to act in the interest of HCSA's donors and stakeholders. The Committee reviews the efficiency and effectiveness of HCSA's material internal controls, including operational and compliance control, risk management and adherence

evaluation, ascertaining the adequacy of HCSA's corporate governance, policy and procedures and the extent of adherence thereto.

HCSA has a Whistleblowing Policy that provide employees with accessible channels for reporting suspected fraud, dishonest practices or other similar matters.

Fundraising Practices

HCSA has in place processes and practices to ensure that all fundraising activities are honest, ethical and uphold the public's confidence in fundraising and charities. The Board ensures that all materials used for fundraising contain relevant and accurate information and do not contain any misrepresentation or material omission. HCSA ensures that funds and donations are used in accordance with donors' intentions and the specific purpose as communicated when soliciting for donations. Processes are in place to ensure that donors' confidentiality is respected. Any information or records of donors are kept strictly confidential at all times.

Disclosure and Transparency

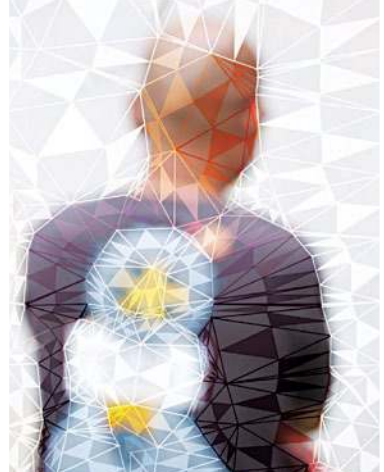
HCSA makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.

All Board members serve on a voluntary basis. No staff is involved in setting his or her own remuneration. The Human Resource Committee reviews and approves employee compensation and benefit packages, including the performance bonus recommended by the management.

HCSA discloses in its annual report the annual remuneration of its three highest paid staff, who receive remuneration.

Public Image


HCSA is committed to lawful and ethical behavior in all its activities and requires that Board members and employees conduct themselves in a manner that complies with all applicable laws, regulations and internal policies, upholds the core value of HCSA and accurately portrays its image to HCSA's stakeholders, donors and the public.



HCSA

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Programmes of
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Member of

