



# LOOKING UP, LIFTING UP

**ANNUAL REPORT 2021**



# CONTENT



# About HCSA Community Services

3

HCSA Community Services (HCSA) is a charitable organisation with the Institution of Public Character (IPC) status and a member of the National Council of Social Service.

As a family of dedicated staff, volunteer teams, corporate and community partners, we serve some of the most vulnerable in society, giving them hope for a better future.

Our beneficiaries include vulnerable individuals such as ex-offenders, single parents facing limited support, and teenage girls who have suffered complex traumatic experiences.

Our mission to empower and provide hope to the vulnerable is achieved through our signature programmes:

## HCSA Highpoint Halfway House

Helping Ex-Offenders Rebuild Lives



## HCSA Dayspring Residential Treatment

Giving Hope to Abused Teenage Girls



## HCSA Dayspring SPIN

(Single Parents INformed, INvolved, INcluded)

Empowering Single Parents Facing Limited Support



## HCSA Academy Culinary Training Centre

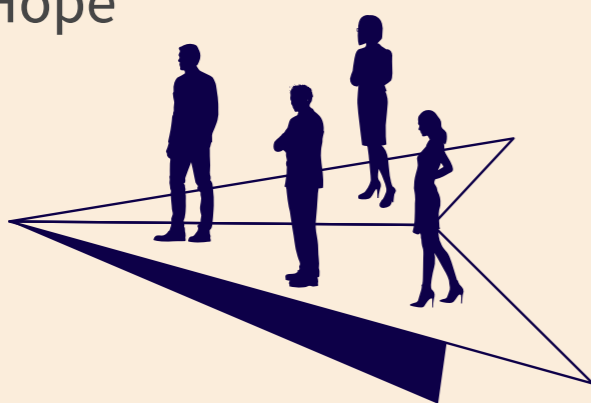
Preparing Workplace Ready F&B

Professionals



## Vision

To Give A Future And A Hope



## Mission

Empowering the vulnerable to find purpose for a more abundant life



## Values



**Excellence** - We embrace challenges and give our best effort in whatever we do



**Teamwork** – We support each other and work together to achieve great things



**Honour** – We respect one another as individuals and value the capabilities and contributions of each person



**Integrity** – We are honest and truthful even when it is inconvenient, costly, or painful



**Compassion** – We listen deeply to understand, feel and identify with the needs of others



**Servanthood** – We serve others with love and selflessness



**HCSA Highpoint Halfway House** (HCSA Highpoint) provides a safe and substance-free residential shelter for homeless male ex-offenders, newly released prisoners, and those in recovery from addiction. Through a transitional living programme, residents are empowered to attain more permanent housing, gainful employment, and financial independence, to live a productive addiction-free life, and successfully reintegrate into society.



**HCSA Dayspring Residential Treatment Centre** (HCSA DRTC) is a Therapeutic Group Home that offers a caring, safe, and healing environment to help teenage girls who have suffered the complex trauma of physical, sexual or emotional abuse. Through the application of certified clinical therapy sessions, the Centre strives to help these girls become healthy individuals who can successfully reintegrate into their schools, families, and society.



**HCSA Dayspring SPIN** (Single Parents INformed, INVolved, INcluded) started as an initiative in collaboration with the National Council of Social Service, which aims to support caregiving and improve the quality of life for single parents or lone caregivers who are unsupported or facing limited support. SPIN empowers single parents to be resilient and self-reliant, and to help them attain increased capacity in caregiving/parenting, improve their social support, psychological well-being and increase their access to practical resources.



**HCSA Academy Culinary Training Centre** (HCSA Academy) aims to empower vulnerable individuals with the professional skills required to secure stable employment in the F&B industry, giving them a new lease of life and a level playing field to support themselves and their families. As a WSQ-approved Training Organisation (ATO), the Academy offers a 6-week course based on the Food Services skills framework by SkillsFuture Singapore, culminating in the highly coveted WSQ Higher Certificate in Food Services (Culinary Arts).

# President & CEO's Message

5



**Tony Lim**  
Board President



**Kim Lang Khalil**  
Chief Executive Officer

It's been two years since COVID-19 was declared a pandemic by the World Health Organisation. We've weathered multiple trials and tribulations as a community – from mandatory mask-wearing, a circuit breaker, navigating the constant flux of safe management measures, and varying phases of heightened alerts. Every time the world showed glimmers of recovery, the outbreak of different variants dampened our early optimism.

Yet, despite the struggles, our collective human spirit continued to shine, reminding us of our interdependence, resilience, and the importance of camaraderie. As such, the theme for our annual report this year is “Looking Up, Lifting Up,” a reflection of HCSA's raison d'être.

2021 also marked HCSA's 25th anniversary – 25 years of giving a Future and a Hope to the most vulnerable in our society. Despite celebrations being a largely muted affair owing to the on-going pandemic, the support from our donors, partners, and volunteers enabled us to continue delivering quality services to our beneficiaries. For one, the pandemic amplified the importance of lifelong learning, so we organised various educational and upskilling activities throughout the year to help them stay relevant.

HCSA Academy launched its alumni skills enhancement programme to encourage its graduates to continue upgrading their culinary know-how with our trainers. HCSA DRTC and HCSA SPIN also organised workshops on various topics to empower our single parent families and teenage girls with knowledge that could help them with more informed decision making. That aside, A.I.M. society members from HCSA Highpoint were also recognised in the inaugural Yellow Ribbon Awards in celebration of their journeys of second chances.

To ensure HCSA could continue delivering these quality services to our beneficiaries, we took concerted steps to enhance our organisation's capability. Since embarking on our quest towards digital transformation in 2019, we continue to make significant progress in our ways of working, such as standardising collaborative platforms and centrally managing all networks and devices for improved security.

Besides hardware, it was also crucial that our “heart-ware” be well-maintained, updated, and healthy. We embarked on a pilot coaching programme for our people managers to help them improve their management and leadership skills. Recognising the importance of constructive feedback, we have adopted the 360-degree feedback approach as well and responses to this new approach have thus far been encouraging.

Being mindful of the mental and emotional well-being of all our staff during these trying times, we wanted to ensure everyone was supported and still felt connected with one another. We continued to run hybrid organisation-wide events that enabled these interactions and foster stronger bonds between teams. Our heartfelt gratitude to our HCSA team – for stepping up, forging ahead, and always doing their best together.

For most – if not all - charities, sustainability was a major concern further amplified by the pandemic. We are immensely grateful for the unwavering support of our donors, partners, and volunteers. Because you gave, we could continue empowering and supporting those who need it most.

As we write this, the world is beginning to open-up again. Community Safe Management Measures (SMMs) in Singapore have eased, and travel is becoming possible once more. This represents an exciting time for HCSA Community Services too as we seek to continue growing in the new year. As we look forward to a year of new beginnings and challenges, we thank God for His continuous provision and guidance, and we thank you for continuing to journey with us.

To a better, brighter tomorrow,

Handwritten signature of Tony Lim in black ink.

Tony Lim  
Board President

Handwritten signature of Kim Lang Khalil in black ink.

Kim Lang Khalil  
Chief Executive Officer



# Meet the Team

6

## BOARD OF DIRECTORS



**Tony Lim**  
Board President

First appointed to board: 2016



**Dominique Choy**  
Vice-President

2009



**Delene Lee**  
Treasurer

2018



**Vincent Lim**  
Assistant Treasurer

First appointed to board: 2008



**George Butron**  
Secretary

2009



**Ooi Hoe Seong**  
Assistant Secretary

2017



**Timothy Das**  
Member

First appointed to board: 2019



**Kim Lang Khalil**  
Member

2019



**Yeo Jih-Shian**  
Member

2017



**Francis Ding**  
Member

First appointed to board: 2021



**Brandon Phay**  
Member

2021



# Meet the Team

7

## SENIOR MANAGEMENT



**Kim Lang Khalil**  
Chief Executive Officer



**Dorothy Ng**  
Chief Operating Officer



**Ong Lay Wah**  
Assistant Director,  
Finance



**Colin Liaw**  
Director,  
Digital Transformation



**Adelene Wee**  
Director, Partnerships



**Andrew Ong**  
Assistant Director,  
Partnerships



**Samantha Lo**  
Assistant Director,  
Corporate Services



**Shawn Lim**  
Head of Programme,  
HCSA Highpoint



**Maria Chua**  
Head of Home, HCSA  
Dayspring Residential  
Treatment Centre



**Chrystella Lo**  
Deputy Head of Home,  
HCSA Dayspring  
Residential Treatment  
Centre



**Pauline Tan**  
Head of Programme,  
HCSA Dayspring SPIN



**Sony Haq**  
Head, HCSA Academy

## SUB-COMMITTEES

### Finance

Chair Delene Lee  
Members Dorothy Ng  
Francis Ding  
Kim Lang Khalil  
Vincent Lim

### Human Resource

Chair George Butron  
Members Dominique Choy  
Amy Teo  
Caroline Hu

### Highpoint Management Committee

Chair Timothy Das  
Members Yeo Jih-Shian  
George Butron

### Audit & Risk

Chair Ooi Hoe Seong  
Members Dorothy Ng  
Francis Ding

### Nomination Committee

Chair George Butron  
Members Dominique Choy  
Kim Lang Khalil

### Dayspring Management Committee

Chair Dominique Choy  
Deputy Chair Tina Lim  
Deputy Chair Delene Lee  
Secretary Jacqueline Yap  
Members Adelene Wee  
Cathy Livingston  
Dorothy Ng  
Emily Han  
Ruth Tie  
Tong Mien Yik

### Property & Development

Chair Tony Lim  
Member Vincent Lim

### Academic Board

Chair Dominique Choy  
Members Brandon Phay  
Dorothy Ng  
Kim Lang Khalil  
Sony Haq  
Yeo Jih-Shian



# 2021 At A Glance

## HCSA HIGHPOINT HALFWAY HOUSE



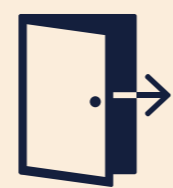
**122** homeless ex-offenders served



**87** number of residents who secured employment  
2020: 83



**68%** secured employment and permanent housing



**39** planned discharges  
2020: 36  
Planned discharges refer to residents who have stayed in programme for more than 60 days, and secured long-term accommodation and gainful employment upon leaving HCSA Highpoint



**22** ex-offenders enrolled in after-care programme



**5** recidivism cases  
2020: 4

### In-care



**15** support group sessions held

**31** members attend weekly support group sessions (on average)

### Aftercare (A.I.M. Society)



**65** members (as of end 2021)



**26** new members



# 2021 At A Glance

9

## HCSA DAYSPRING RESIDENTIAL TREATMENT CENTRE



**15** abused teenage girls served



**3** graduations into after-care/step-down care



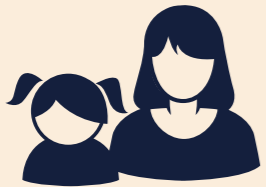
**100%** achieved sustained reintegration



**89%** of residents have ownership and are engaged in their own treatment



**23** members in alumni group



**86** single-parent families supported



**172** single-parent children served



**105** single parents matched with befrienders/specialised allies (since 2017)



**36** alumni (closed) members were engaged



**37** active befrienders



**37** graduates



**1,800** SGD as average starting salary for graduates



**7%** attrition



**72%** of graduates placed in F&B jobs and/or returned to school



**78%** of graduates who remained in job or school for min. 6 months

# 2021 At A Glance

10



## Volunteer Engagement



**353** volunteers contributed their time and skills to at least one activity



**289** new volunteers recruited



**201** active volunteers (definition: contributed to at least four activities in a year)



**5,035** hours of volunteering



**228** total events/activities supported by volunteers

## Fundraising



**375** individuals, **56** foundations, corporations, churches and other organisations generously donated to us, raising

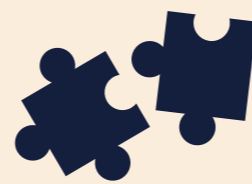
**\$1,871,475.35**

## Media Coverage



**11** times, including CNA, Channel 5, Channel 8, Channel U, Vasantham, and Capital 958FM

## Organisational Growth and Development



**2,720** hours of upskilling



**43.87** hours spent on training per employee (on average)



**50** % employee engagement score



**69** % overall employee retention score

# Our Work: Programmes & Activities

11

## DELIVERING QUALITY SERVICES

Adaptability, resilience, and the desire for improvement - these were some of the key traits our HCSA team exemplified while continuing to deliver the quality services and support our beneficiaries need.

**HCSA**  
**HIGHPOINT**  
HALFWAY HOUSE

### A.I.M. Society Celebrates Second Anniversary

Act In Motion (A.I.M.) Society celebrated its second anniversary on 1 May 2021 in a hybrid event. Attendees were treated to a rousing performance by guest artiste Pastor Jun Undag and a surprise video featuring well wishes from fellow partners like Yellow Ribbon Singapore, Singapore Anti-Narcotics Association and more.

A total of 80 A.I.M. Society members and their spouses attended the event, with 32 members receiving certificates celebrating milestones of their desistance journeys.

### Coming Together for Christmas

In accordance with then-prevailing SMMs, HCSA Highpoint hosted its annual Christmas celebration on 18 December 2021. A total of 100 guests comprising in-care residents, A.I.M. Society members and their families came together for an evening of festivities and good cheer.



### Yellow Ribbon Awards 2021

The inaugural Yellow Ribbon Awards 2021 is a new award ceremony that recognises individuals and organisations in celebration of their journeys of success, collaborations and second chances. 11 A.I.M. Society members were recognised as Advocates of Second Chances (Overcomers) for remaining crime-free for 3 years and turning their lives around in one or more ways such as being gainfully employed or furthering their education.

HCSA also received the Advocate of Second Chances (Community Partners) award.



# Our Work: Programmes & Activities

12

## DELIVERING QUALITY SERVICES



### Launch of HCSA DRTC's alumni group - Owena

To encourage HCSA DRTC graduates and former staff to continue to support and stay connected with the programme, Owena, its alumni group, was established on 10 October 2021. Owena, which means “young warrior” in Welsh, currently has 23 members as of end 2021. The group has planned a series of events and activities for 2022 to maintain regular engagement with its members.

### HCSA DRTC Graduates Furthering Their Education

For many of our HCSA DRTC residents, achieving academic excellence and integrating back into school life can be a trying time. Since graduating from HCSA DRTC, Kat (not her real name) is now currently pursuing a bachelor's degree in nursing. Another notable graduate, Natasha, has completed her Diploma in Early Childhood Education from Ngee Ann Polytechnic. She is presently an early childhood educator.

### Keeping HCSA DRTC Residents Engaged During Recovery Journeys

CITIVISA's virtual cookie decorating workshop brought much-needed Christmas cheer. Armed with pre-made cookies and colourful piping bags, our HCSA DRTC residents flexed their creativity with guidance from CITIVISA's volunteers. The activity was well-enjoyed as the girls had fun making – and eating! – their sweet creations.



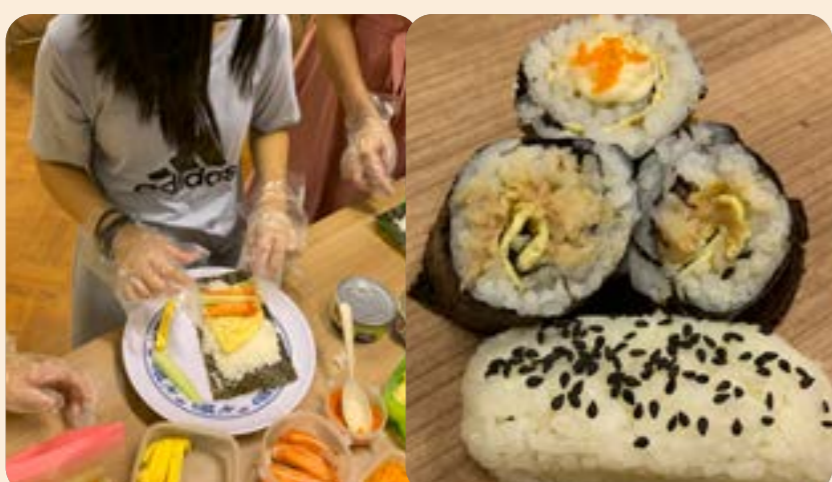
Gold Tree Foundation held a workshop in December to teach our girls financial skills and useful saving tips through interactive and relatable activities.



Beautiful People organised various recreational sessions – one of which a sushi-roll making workshop – that encouraged our HCSA DRTC residents to bond and have fun with each other.

Volunteers from National University of Singapore (NUS) conducted fortnightly recreational and/or educational activities for our HCSA DRTC residents. In particular, the mid-autumn festival session was a hit, with the girls enjoying mooncake-making and night walk with their own colourful lanterns.

Prompts.co ran workshops that focused on self-love, self-care, and self-compassion. Our HCSA DRTC residents thoroughly enjoyed these sessions as they were able to learn various self-care strategies and enhance understanding of their own self.



# Our Work: Programmes & Activities

13

## DELIVERING QUALITY SERVICES



### **Empowerment Events for Single-Parent Families to Learn, Bond, and Grow**

Together with NUS Bizad Club, Social Innovation Park, and other partners and volunteers, we hosted celebrations for Children's Day, Parent's Day, and Christmas.

These events were also platforms for our single-parent families to gain knowledge on parenting, share and interact with other single parents, and to bond with their children.

In accordance with then-prevailing SMMs, our single-parent families (and select HCSA DRTC residents) also got to meet in person while participating in the annual Community Chest's annual Heartstrings Walk along Marina Bay. In addition, various exciting activities were organised for the children, such as Social Innovation Park's 'L.E.A.D with Nature' holiday camp, cookie baking with volunteer John Lai, and interactive virtual learning run by Heartware Network.



### **Increasing Single Parents' Access to Information and Resources**

Providing easy access to practical information and resources is a crucial step in empowering our single parent families to be resilient and self-reliant. Over the course of 2021, we organised and ran a total of seven virtual talks and workshops together with SMU Pro Bono Centre and volunteer Eunice Gan (wellness coach and trainer). Topics discussed at these workshops included psychological health and legal processes.

Counselling services were also piloted in 2021, with 16 parents receiving psychological support through counselling.

### **Delivering Festive Blessings**

As part of our annual Chinese New Year 'Fu Dai' and Hari Raya celebrations, we delivered goodie bags to a total of 31 families. These goodie bags were perfect for the various celebrations!

# Our Work: Programmes & Activities

14

## DELIVERING QUALITY SERVICES



### Launch of Alumni Skills Enhancement Programme

To encourage continuous learning and provide professional networking opportunities for our alumni, the skills enhancement programme was launched in October 2021. As of December 2021, 24 HCSA Academy alumni have participated in these workshops.



### Corporate Workshops

Besides the flagship WSQ Higher Certificate in Food Services (Culinary Arts), HCSA Academy helps corporates to better understand soft commodities and other food products by conducting product training. Sales staff from the food services division unit at NTUC Origin Healthcare received a curated training on sugars, rice, and oils in order to market their products better.



### Continued Partnership with C3A

HCSA Academy's partnership with Council for Third Age (C3A) continued on strongly in 2021, engaging 34 senior volunteers over eight cooking events.



### On-the-job training (OJT) for trainees

As part of the curriculum, HCSA Academy trainees undergo on-the-job training (OJT) to acquaint them formally to a real-life work place environment. A total of 16 OJT events were held, of which three were physical events in accordance to then-prevailing SMMs. The remaining 13 events were pivoted to bento meal preparations and subsequent deliveries to corporate supporters.

### Aftercare support

Following graduation, trainees are provided with aftercare support to help ensure they are adapting well to the F&B industry and new roles. As of 2021, seven alumni members benefitted from this aftercare support and secured higher job positions and salaries through referrals from HCSA Academy.

# Our Work: Programmes & Activities

15

## ENHANCING ORGANISATIONAL CAPABILITY

In 2021, HCSA continued its digital transformation journey towards becoming a more modern workplace.

We also embarked on new processes and programmes to ensure our staff remain well-equipped with hardware and 'heartware'.



### Digital Transformation

#### Standardisation of collaborative tools

Programmes and departments across HCSA aligned on using common platforms for collaboration, such as Microsoft Teams, SharePoint, and OneDrive. HCSA's networks and devices are now centrally managed for improved security as well.



#### Cloud-first

We adopted a cloud-first strategy and transitioned key corporate software applications from on-site set ups to a secure hosting on Azure cloud.



#### NCSS Tech Booster grant programme

Working alongside external consultants in the NCSS Tech Booster grant programme, HCSA mapped out and gathered requirements for case, donor, and volunteer management. These will serve as valuable input towards CRM 2.0, a client relationship management system planned for 2022.



### Human Resources

#### 360 Feedback

In 2021, HCSA implemented the 360-degree feedback for appraisals. The goal is to encourage an open culture of giving and receiving feedback from beyond staff's reporting officers, and for staff to see from different perspectives and experiences. Though challenging in some ways, staff have generally been receptive to this new process, and some have shared that it has been helpful for their own development.



#### Coaching Our People Managers

Selected people managers embarked on a pilot coaching programme to improve on their management and leadership skills. Through coaching, our people managers have shared that they were able to reflect on their leadership, and better manage various work situations and interactions. A second run of this coaching programme will be held in 2022 and be available to all HCSA staff.

# Our Work: Programmes & Activities

16

## ENHANCING ORGANISATIONAL CAPABILITY

### Employee Engagement

SMMs may have oscillated throughout 2021, but with our HCSA staff's support, we held an assortment of events that enabled our different departments to interact and engage with each other.



#### HCSA Go! 2021 – Jan 2021

HCSA Go!, our annual townhall, was held on 15 January 2021. It set the vision for the year ahead and aligned all staff towards the strategic pursuit of the organisation's overall goals.



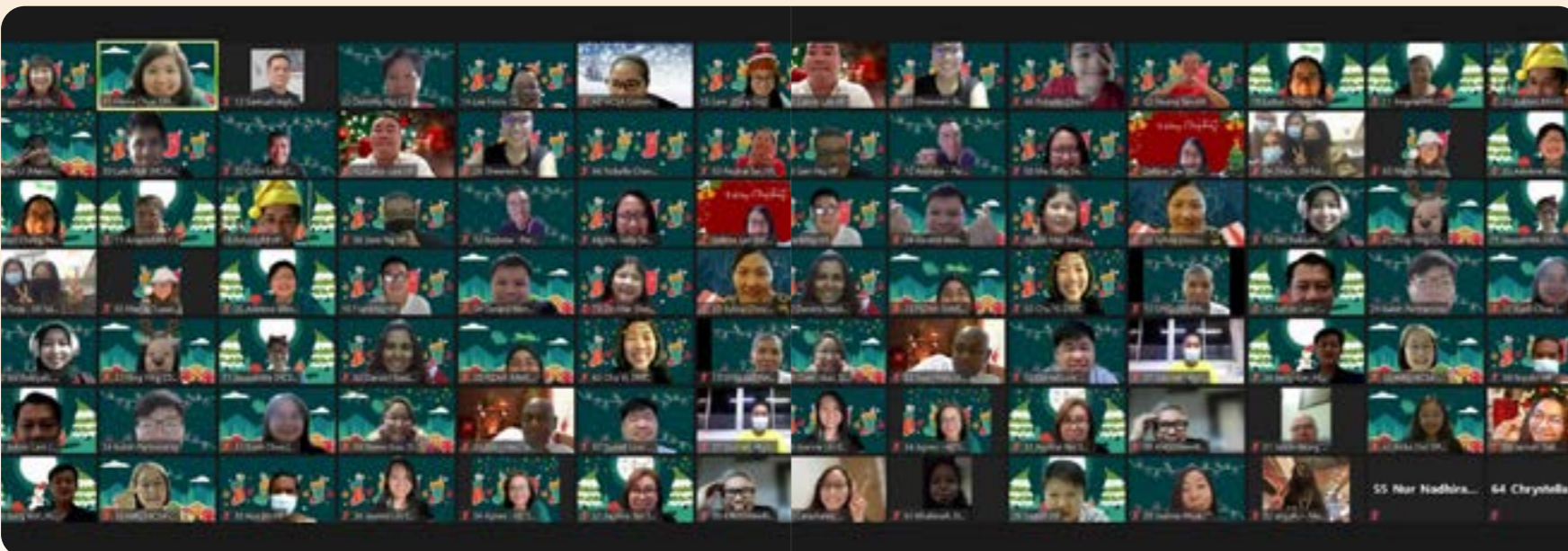
#### Tea with CEO

'Tea with CEO' sessions were initiated in 2021 as our CEO, Kim Lang Khalil, wanted to engage and connect more with staff on the ground. Although these sessions had to eventually be put on hold following P2HA restrictions, staff who had attended earlier ones shared that they enjoyed them and were happy to get to know fellow colleagues from other departments.



#### HCSA Chats – Apr (The Culture We Create) and Oct (The Future of Work) 2021

Borne out of not having sufficient time for dialogue during organisation-wide events, HCSA Chats was launched in 2021. An informal event aimed at encouraging staff to raise concerns, issues, or topics related to the set theme, HCSA Chats had two half-day runs in 2021 – April and October 2021. Staff feedback on these discussions have generally been positive, saying that they find HCSA Chats "dynamic", "engaging", and "insightful".



#### HCSA Celebrates – Dec 2021

We took to Zoom for our annual Christmas celebration on 10 December 2021, and organised SMM-compliant get-togethers within each department to reflect upon the year. Whatever the mode, it was a good time of fellowship and a reminder we conquered yet another challenging year together as one HCSA.



# Our Work: Programmes & Activities

17

## IMPROVING SUSTAINABILITY

Meaningful partnerships with community, corporate, and religious groups enhance and fortify HCSA's efforts for our beneficiaries. The resources and expertise of such partners enable us to connect and serve better.



## Partnerships and collaborations

### GivePlease - More Seamless Way to Give Digitally

In collaboration with GivePlease, a leading payment technology company specialising in seamless giving, HCSA introduced a new digital platform that makes donating a secure and convenient experience for donors.

Utilising technology, the inconvenience from traditional donation boxes is completely removed through kiosk-enabled payment installations that accept donations digitally. In addition, this giving platform is approved by GovTech and connected with SingPass via a QR Code for instant donor enrolment with automated email and SMS tax receipts.



### Singapore Exchange Limited (SGX)

Another year of pandemic restrictions meant the SGX Bull Charge charity run was held virtually once more. But this did not hamper the enthusiasm of HCSA's staff, beneficiaries, and volunteers, who joined other participants in Singapore and across other major cities worldwide to clock in miles as a show of support.



In line with then-prevailing SMMs, Sony Haq, our Head of Academy represented HCSA in the Chief Challenge too. In total, we received a generous donation of \$340,105.13 from the proceeds raised during this event.

### Hongkong Land 2021 Partnership

HCSA is proud to have found a generous and supportive partner in Hongkong Land to provide our beneficiaries across HCSA DRTC, HCSA SPIN, and HCSA Academy with the means to uplift the lives of numerous abused teenage girls, single-parent children and at-risk youths.

Our beneficiaries under HCSA DRTC and HCSA SPIN have benefited from greater and better access to supplementary schooling and tuition, as well as gained access to digital notebooks to facilitate online learning. In addition, more at-risk youths had access to scholarships to enroll in HCSA Academy's WSQ Higher Certificate in Food Services (Culinary Arts) and gained employable culinary skills and certification to kick start a sustainable career in the F&B sector with our industry partners.

Our teenage girls at HCSA DRTC also benefitted from the professional expertise and insights of Hongkong Land's employees through its Community Engagement Program Career Coaching Workshop.

# Our Work: Programmes & Activities

18

## IMPROVING SUSTAINABILITY

### Academy Scholarship Programmes

HCSA Academy is thankful to continue to receive scholarship support from the following partners:

1. Tan Chin Tuan Foundation
2. The Majority Trust
3. Ishk Tolaram Foundation
4. Octava Foundation
5. Rotary Club of Singapore



Their sponsorship has enabled trainees hailing from disadvantaged backgrounds to cover the cost of course fees, training materials, and uniforms, and allowed them to successfully complete their training and gain their WSQ Higher Certificate in Food Services (Culinary Arts). A majority of our graduates go on to secure gainful employment through job placements with our industry partners.

### Fundraising by The Closet Lover

In collaboration with The Closet Lover (TCL), HCSA co-created the 'HCSA Gladiolus Tote Bag', a specially designed tote bag inspired by the image of the Gladiolus flower, which represents strength, hope, and resilience. A portion of the proceeds from the sale of the tote bag was donated to HCSA DRTC and HCSA SPIN. In total, a total of 284 tote bags were sold, raising \$1,902.80 for the above-mentioned programmes.



### ChariTrees 2021

HCSA was part of the ChariTrees 2021 annual fundraising event, where specially designed Christmas trees acknowledging community heroes and donors were lit up along the Marina Bay precinct. In support of HCSA's work, The Rice Company Limited donated \$1,500 through Mind the Gap 200.



### Fundraising by Le Craftsmen and Creative Jewellery Studio

With support from Gold Tree Foundation, Le Craftsmen and Creative Jewellery Studio banded together and assembled a team of jewellery designers to contribute unique pieces of fine and fashion jewellery for sale. All proceeds were donated to HCSA and Singapore Red Cross. Through this event, Le Craftsmen raised a total of \$2,644 for HCSA.



# Our Work: Programmes & Activities

19

## IMPROVING SUSTAINABILITY

### Donations from SG Cares Giving Week 2021

As part of SG Cares Giving Week 2021, SG Cares organised several projects in partnership with various corporates and sponsored care packs and goodie bags for our beneficiaries.

Through its 'Adopt a Bag' initiative, HCSA received a total of 113 food ration bags from SAFRA and delivered these to our beneficiaries homes with the help of volunteers. 20 corporate volunteers from the Singapore Economic Development Board (EDB) provided 150 care packs filled with healthcare and personal grooming items to our residents at HCSA Highpoint and HCSA DRTC. Our single parent families from HCSA SPIN also received care packs from A\*Star corporate volunteers.



### Support from church partners

HCSA Highpoint celebrated Christmas with its beneficiaries through three festive events held by our church partners. These events, held in line with SMMs, were organised by Community of Praise Baptist Bible Church, The Bible Church Singapore, and Thomson Road Baptist Church. These events helped spread much needed Christmas cheer to our beneficiaries.



### 'Donate Your SRV' campaign with One Faber Group

As part of their CSR initiatives, One Faber Group organised a 'Donate Your SingapoRediscoverers Vouchers' campaign to fund 'experience' outings for our beneficiaries at Mount Faber and Sentosa. Through the generous donation of the public, over 10 beneficiary families from our HCSA Highpoint and HCSA SPIN programmes enjoyed 'Gai Gai' tours.

### Resumption of 'Lunch & Learn' corporate engagement sessions

We resumed our Lunch & Learn engagement sessions virtually in 2021 as a way for our longstanding partners, collaborators and donors, and corporate employees to understand our programmes on a deeper level – and to thank them for their continued support for HCSA.

In September 2021, we invited corporate employees from Empact for one such session. To enhance the engagement process, we brought in our HCSA DRTC team and an alumna where they shared insights and a testimony of her experience, respectively. Bento meals prepared by our HCSA Academy trainees were also delivered to Empact's corporate employees.



# Our Work: Programmes & Activities

20

## IMPROVING SUSTAINABILITY

### Volunteer Engagement

#### Achievements

We were awarded a certificate of achievement for completing the NCSS Volunteer Management Capability Development Consultancy Project 2021.



#### Regular trainings for volunteers

We also conducted five types of trainings to equip our volunteers with the appropriate skills and knowledge to help support our beneficiaries better.

Training topics revolved around:

- Social service in Singapore
- Crisis management
- Healthy youth development: Types of abuse
- Managing trauma responses in the moment
- Communication

Our volunteers shared that they found the information and framework provided in these trainings helped them to navigate the unexpected.



*“The volunteer trainings were informative and insightful.”*  
Brenda Ng, HCSA SPIN volunteer

*“Having frameworks and understanding how to use it really helps to navigate the unexpected.”*  
Ashima Thomas, HCSA volunteer

## Fundraising Campaigns

### HCSA 25th Anniversary Fundraising Campaign

As part of its 25th anniversary celebrations, HCSA launched its HCSA 25th anniversary fundraising campaign through various online donation platforms: HCSA website, Giving.sg, and Give.Asia. The fundraiser was held in support of HCSA’s programmes that have helped provide transformative support to its beneficiaries of ex-offenders, abused teenage girls, single parents, and at-risk vulnerable in our community over the past 25 years.

Through the generous support of our donors and partners, HCSA raised \$230,102. This amount was also matched dollar-for-dollar by the Tote Board and the Singapore government as part of the Enhanced Fund-Raising Programme (EFR).

### Gift25ive Campaign

In conjunction with our 25th Anniversary fundraising campaign, HCSA launched ‘Gift25ive’, a virtual Christmas fundraiser to tap on the season of giving. Upon making a donation, donors had the opportunity to ‘hang’ a virtual decorative ornament on a virtual Christmas tree, and to share a message of encouragement to our beneficiaries. A total of \$81,010 was raised during the ‘Gift25ive’ campaign.



### Long-term Volunteer Partnerships with Corporates

Our corporate supporters continued to lend their support and organised a wide range of events to help our beneficiaries

These companies have volunteered on a regular basis to befriend, assist, and plan for our beneficiaries:

- Acting Up
- Adam Khoo Learning Technologies
- Beautiful People
- Bedok Methodist Church
- Children’s Society
- Citi-Visa
- City on a Hill
- NUS Bizad Club
- NYP
- PROMPTS
- SGX
- SMU Pro Bono Centre
- Thomson Road Baptist Church

### Celebrations

To honour and thank our volunteers for their hard work, we held our annual volunteer appreciation virtually on 3 December 2021. We were honoured to have the event graced by Ms. Denise Phua, Mayor, Central Singapore District.

# Stories of Hope

21

## BENEFICIARY TESTIMONIES

**HCSA**  
**HIGHPOINT**  
HALFWAY HOUSE



**Kim Sun**

***“Families are meant to be together, and I’m thankful to be reunited with mine.”***

Feroz’ five-year incarceration strained his relationship with his family. “My wife and I were divorced, and I could only see my kids when they came to visit me in prison. However, I wanted them to see that I was trying to change,” he explained.

“The HCSA Highpoint team were always there with a listening ear when I shared troubles like these with them. Because of their support, it really encouraged me to mend the relationship with my family,” he said. With HCSA Highpoint’s help, Feroz also managed to secure employment and accommodation.

Feroz shared that HCSA Highpoint organised many social events for residents and alumni, some of which encouraged either spouses or families to join in. In fact, he shares one of the events – a walk at Mount Faber – the programme organised helped alter the way his daughter initially viewed him and changed their relationship for the better.

“The route of the walk wasn’t easy, so I had to hold my wife’s hand to guide her along the journey. My daughter, who was initially against our reconciliation, saw then how I cared for her mother, and changed her mind,” he shares fondly.

Eventually, Feroz and his family reconciled, with him and his wife even reuniting in a simple re-solemnisation ceremony. “When we moved into our new flat, I told my family: ‘This is not just a house, but a home.’ I strongly believe that being a family means that we have to open up to one another,” he said.

“Families are meant to be together, and I’m thankful to be reunited with mine after being apart for so long.”



**Feroz**

***“I’m grateful to have the support of HCSA Highpoint throughout my recovery journey.”***

At 17, Kim Sun ran away to join a secret society in the pursuit of fame and money. What followed was decades of him going in and out of prison for various crimes. “The incident I regret most in life was when my father once knelt in front of me, begging me to be a better person,” he confessed.

The turning point for Kim Sun came during his mum’s visit when he was serving time for what was then another prison sentence. “She said that due to her ailing health, it could be the last time that I got to see her. I got really scared, because I didn’t get to say goodbye to my wife before she passed on too. My family was too disappointed to bail me out back then, but I don’t blame them at all,” he shares.

During his residency at HCSA Highpoint, Kim Sun was fueled with determination to change for the better. Having similar shared experiences and struggles with fellow residents motivated him to stay true on his recovery journey; while at the same time, gradually mending the broken ties he initially had with his family.

“It took me six years to rebuild my relationship with them, and they all say that I’ve changed for the better. Most importantly, my mum jokes that my change has made her happier than winning the lottery! I thank the Lord for giving me the chance to be a filial son and atone for my mistakes. I am also grateful to have the support of HCSA Highpoint throughout my recovery journey” he said.

# Stories of Hope

22

## BENEFICIARY TESTIMONIES

**HCSA  
DAYSPRING**  
RESIDENTIAL TREATMENT CENTRE



**Rachel\***

***“I want to be the kind of person... that the staff in Dayspring were to me; people who were my safe space and listened to me.”***

Growing up, Chelsea's\* most basic needs were often neglected. As a result, she suffered from depression and malnourishment up until her early teens. At 7, Chelsea contemplated suicide, thinking it was the only way she could get attention. “Because I thought at least someone would pity me and pay attention to me,” she said.

After her mother committed suicide and her father was found to be preying on young girls, Chelsea was taken out of her father's custody. In September 2019, she was eventually placed in HCSA DRTC. During her time at HCSA DRTC, Chelsea resumed attending secondary school and was also put through a structured holistic programme that included Emotional Regulation (ER) drills and behavioural education.

Chelsea has since graduated from the programme and is now waiting to enrol into a polytechnic. In the future, she hopes to be able to work with children and teenagers who have suffered from the same experience she's had. “I want to give back to the people who have raised me and shaped me so well,” she shares. “I also want to be the kind of person that the kids need, the kind of person that the staff in HCSA DRTC were to me; people who were my safe space and will listen to me.”



**Chelsea\***

***“Since being in HCSA DRTC, my confidence has grown, and I know what I want to do in life.”***

After years of living in foster care, Rachel\* had spiralled into depression and self-harm. Throughout her life, Rachel struggled with feelings of worthlessness and kept a lot of negative emotions hidden away. At 14, she was brought to HCSA DRTC.

Initially, she was reluctant to share about her problems with her care team. However, with their patience and care, Rachel eventually opened up. “At first, in HCSA DRTC, I felt a lot of pressure. But they slowly tried to understand me,” she revealed. The two years she spent at HCSA DRTC gave her hope and helped her foster a more positive outlook in life.

“Since being in HCSA DRTC, my confidence has grown, and I know what I want to do in life,” said Rachel. She is currently pursuing a course in social work at the Institute of Technical Education and will be graduating soon. In the future, she hopes to give back to society and help others too, especially those with special needs.

# Stories of Hope

23

## BENEFICIARY TESTIMONIES



**Yeni Zulaika**

### ***“It’s been a blessing to know the HCSA SPIN support network”***

Hannah first connected with HCSA SPIN in 2017.

She was assigned to a social worker and several befrienders, who supported her at different times, such as during the pandemic as she looked after her children and continued her job search. When schools implemented home-based learning (HBL), HCSA SPIN provided grocery support to the family, so Hannah could focus most of her energy on the HBL arrangement.

Resolute in challenging the stereotypes about single mothers, Hannah desires to live her life with dignity and give her best to her children. She has also become increasingly compelled to give back by helping other women facing similar situations.

Through the Social Service Institute, she signed up for an online course on befriending skills. She also completed a confidence curriculum course with local charity Daughters of Tomorrow (DOT), which assists low-income women.

Today, Hannah is a befriender in the HCSA SPIN network. Through DOT and HCSA SPIN, she also offers support to two young women in her neighbourhood. In addition, she has started a fellowship with the Ministry of Social and Family Development.

“It has been a blessing to know the HCSA SPIN support network,” she says. “It’s also a great way for single parents to build up peer support amongst each other.”



**Hannah Kasture**

### ***“Like every mother, I want to see my kids grow up to be happy, independent, good people and successful in their unique ways.”***

Yeni Zulaika, single mother of four children, is a shining example of smiling through life’s ups and downs. Following the divorce from her then-husband, Yeni channelled all her energy into giving her kids a better life. “This crisis was not going to be the end of my life,” she said with full conviction. “No, it would be the beginning of my life for me and my kids.”

A social worker who attended to her case introduced her to HCSA SPIN, where its volunteer-driven network offered Yeni emotional, social, and practical support. Yeni also expresses her appreciation for the outings and workshops the programme organises for the children to take part in and have fun.

During Yeni’s journey with HCSA SPIN, she was matched with Jennifer, a volunteer. The latter helped watch out for Yeni’s family, and even celebrated festive occasions like Christmas with them. “It brought me joy to see the smiles on my children’s faces as they played with their new friends and eagerly opened presents,” Yeni recalls.

Since her case closed in 2019, Yeni has become an alumni member of HCSA SPIN. She has participated in various events the programme has organised and shares her life story with others. She is grateful to HCSA SPIN for extending care to her even after the closure of her case.

“Like every mother, I want to see my kids grow up to be happy, independent, good people and successful in their unique ways. I hope my life shows them that it is possible to overcome struggles with tenacity and a positive attitude.”

# Stories of Hope

24

## BENEFICIARY TESTIMONIES



**Lee Tau Choon**

***“The trainers that taught me were very patient and caring. They were passionate about their work, and that inspired me.”***

The constant struggle with school and being bullied affected Charis’ confidence and eventually took a toll on her mental health, confidence, and self-esteem. “When I dropped out of school, my life seemed meaningless. I didn’t have any dreams and had nowhere to go,” she said. However, fueled with the determination to carve her own path to success, Charis decided to sign up for the WSQ Higher Certificate in Food Services (Culinary Arts) course by HCSA Academy after it was recommended by her secondary school counsellor.

Charis completed the 6-week course successfully and attained the professional skill sets she needed to kickstart a career in this line. With the continued support and guidance from the Academy team upon graduation, she was also able to secure a suitable job that allowed her to pursue her passion.

She acknowledges “working in the kitchen may be challenging, but if one has the passion for it, one will enjoy the process. Being taught by patient and knowledgeable chefs has slowly helped to build confidence in myself and my culinary skills.”

Charis’ passion, perseverance, and discipline paid off. She has blossomed into a competent team member at a local bakery and has been entrusted to guide new staff. She is also currently pursuing a Diploma in Food Services (Culinary Arts).



**Charis Liang**

***“HCSA Academy helped me to upgrade my skills. The trainers’ patient guidance also gave me the courage to move on and do the course well.”***

Following his discharge from prison, HCSA Academy graduate Tau Choon intended to work as a tower crane operator. However, Covid-19 threw a spanner into his plans.

As he always had a keen interest in cooking and having previously ran his own food stall, Tau Choon decided to enrol into the WSQ Higher Certificate in Food Services (Culinary Arts) at HCSA Academy. “My goal is to cook for my loved ones. It also helps with my dream of having a higher educational qualification,” said Tau Choon.

He recalled his lessons at HCSA Academy with fondness and expressed appreciation for the trainers’ patience and tireless encouragement.

“It’s important to get the foundation right before working as kitchen crew in any restaurant,” he added. Tau Choon’s focus and discipline in the kitchen also helped him be a better culinary professional – he was promoted to Team Leader after a year of working at Astons Specialties!



# Giving Hope

25

## VOLUNTEER TESTIMONIES

***“During the pandemic, I had space to pause and think about what made me happy, and volunteering was on top of the list.”***

“I am a storyteller and media consultant. Through my business, I work with people and companies to help tell their stories. I also conduct trainings and workshops on ethical storytelling.

Before the pandemic, I was an active volunteer for many different causes. But when I started my own business, I had to focus a lot of my time running it, and volunteering took a back seat. During the pandemic, I had space to pause and think about what made me happy that I hadn’t been doing enough of, and volunteering was on top of the list. I came across HCSA when I googled for volunteer organisations; the organisation’s mission resonated with me and was what motivated me to sign up.

I currently volunteer with HCSA at least twice a week, with my primary focus on leading and tending HCSA’s food garden. Aside from that, I assist with administrative and operational tasks - from helping to run ‘Get To Know You’ orientation sessions for new volunteers, to writing for HCSA’s newsletters.

The orientation sessions have been the most memorable part of my volunteer journey with HCSA thus far. I relish connecting (albeit virtually) with people from diverse backgrounds who share a common desire to give back to the community. Working on HCSA’s food garden is also a joy as I love gardening.

I enjoy volunteering with HCSA as it has given me opportunities to contribute my skills and knowledge for good causes in Singapore – in a small way, at least!”



**Ashima Thomas**



**Er Wei Ting**

***“Volunteering has strengthened our mission in wanting to do more for youths.”***

“My name is Wei Ting and I work in the advertising tech space, doing sales and business development. As a passionate advocate for mental health, I started Prompts.co, a social enterprise centered around the promotion of mental health and wellness amongst youth via purposeful tools and products.

I work closely with Jolin, a health and fitness enthusiast who is also a member of Prompts. We volunteer at HCSA DRTC mostly during the school holidays, where we help organise workshops that equip the HCSA DRTC girls with tools to navigate challenges they may encounter in life. We’re also working on a mental health storybook project with HCSA DRTC, where we hope it helps the girls be more comfortable with sharing about their experiences and recovery journeys.

Our volunteer experience with HCSA has been a memorable one so far. It touches our heart whenever the girls express their appreciation to us for being there for them. It is also humbling to hear that despite all they’ve been through, they still desire to give back to society one day.

Volunteering with HCSA has made us realise the nuances of working with youths and has strengthened our mission in wanting to do more for them.”

# Giving Hope

26

## VOLUNTEER TESTIMONIES



**Aderyn Kang**

***“The culture at HSCA is one that’s supportive and collaborative, specially towards volunteers.”***

“My name is Rachel, and I am currently a final year undergraduate at the National University of Singapore. I started volunteering with HCSA in 2020 and am usually involved in events and short-termed projects.

I like volunteering with HCSA because the organisation’s culture is supportive and collaborative towards volunteers. Over the years, the Highpoint team has been very encouraging to me, and I appreciate how they work tirelessly to provide opportunities to engage and interact with us volunteers.

Through volunteering, it has helped me better appreciate those who work in the social services sector. I have also gained many friends and experiences that will continue to shape my life.”



**Rachel Tay**

***“(As a volunteer), it’s inspiring to see Highpoint alumni return for events because they want to give back to the place that supported them during their tough times.”***

“My name is Aderyn, and I am awaiting to commence my studies in sociology at National University of Singapore (NUS). I have been a volunteer with HCSA since December 2018. I typically provide the Highpoint and corporate services team with administrative or logistical support for events.

I have a keen interest in social issues so in a way, wanting to volunteer came quite naturally for me. Volunteering with HCSA allowed me to better understand the complexities of these social issues and motivated me to contribute in whatever way I could. It has also given me a connection to a great community.

I’m particularly inspired by HCSA Highpoint’s alumni because most steadfastly continue to return for events and catch up with fellow former residents and the HCSA Highpoint team. Witnessing this mutual appreciation and support is humbling and I’m glad to be part of it too.”

# Giving Hope

27

## VOLUNTEER TESTIMONIES



**Miti Garg**

***“As a semi-retiree, volunteering has given me something useful to do and I like knowing that I’m spending my time valuably.”***

“I am a semi-retiree; So I divide my time between writing, mentoring, and volunteering. I have been a project-based volunteer with HCSA and contribute as an emotional wellness coach and trainer.

As part of my role, I conduct talks on diverse wellness topics for HCSA SPIN members. I also produce content for them that focuses on methods of building emotional resilience. It’s a good feeling when the members respond positively to these talks and tell me that they have learnt something new that can help them.

I enjoy volunteering at HCSA very much. Knowing that my time is spent valuably and that I am putting my skills and experience to good use by helping those in need is what motivates me to keep volunteering.”



**Eunice Gan**

***“I was inspired to volunteer at HCSA when I saw a close friend of mine go through a painful and difficult divorce.”***

“My name is Miti and I am an associate faculty member at educational institutes. I have been volunteering with HCSA since 2019 and am currently a lead volunteer with HCSA SPIN.

I was inspired to volunteer with HCSA when I saw a close friend of mine go through a painful and difficult divorce. Seeing how she struggled to manage her job alongside raising her children made me want to help other single mothers who were also going through the same thing.

A memorable volunteering experience thus far was when some of the HCSA SPIN members were game for an impromptu meet-up at West Mall. It was lovely to spend time with the single parents and their children and getting to know one other.

Volunteering has made me realise that circumstances can change in any one’s life, being there for each other is what makes life worth living for.”



# Thank You

28

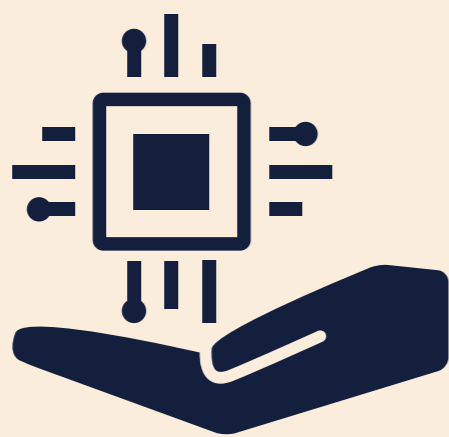
We would like to express our heartfelt appreciation and gratitude to the following corporations, foundations, institutions, and religious groups for their immense support. Your kindness and generosity has enabled us to continue working with and helping the vulnerable that we serve.

- Adam Khoo Learning Technologies Group Pte Ltd
- Allen & Overy LLP
- Bedok Methodist Church
- Bethany Emmanuel Church
- Bible Church Singapore
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- Charities Aid Foundation America
- Chew How Teck Foundation
- Communique Live Asia Pte Ltd
- Community Chest
- Community of Praise Baptist Church
- Creative Jewellery Studio
- DCH Auriga Singapore Pte Ltd
- Diamond Butler SG Pte Ltd
- Diamond Cutter Wisdom Pte Ltd
- Diamond Love Foundation Ltd
- E&S Blessing
- Empact Singapore Pte Ltd
- EtonHouse Community Fund
- Gilead Sciences
- Grace House Kindergarten Pte Ltd
- Hazcon Enterprises Pte Ltd
- Heartware Network
- Hongkong Land (Esplanade) Pte Ltd
- Innovation Workshop Pte Ltd
- Ishk Tolaram Foundation Ltd
- Jebsen & Jessen Technology Pte Ltd
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- Refinitiv
- Rotary Club of Singapore
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- Singapore Bukit Panjang Hokkien Konghuay
- Singapore Exchange Limited (SGX)
- Singapore Senior Golfers Society
- Singapore Totalisator Board
- SMU Pro Bono Centre
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- The RICE Company Limited
- The Rightway Corporation Pte Ltd
- The Singapore Island Country Club
- Theo10
- Thomson Road Baptist Church
- Touch Community Services
- Traxx Trading Pte Ltd
- Twelve Baskets Full
- Tzion Legacy Foundation
- UK Online Giving Foundation
- VGC Technology Pte Ltd
- Victory Life Christian School Ltd



# Vision for 2022

29



## The Year Ahead

2022 will be an exciting and dynamic year for HCSA. With its theme aptly titled 'We're All In T.H.I.S (Transforming HCSA Inside-Out, Step-by-Step) Together', we continue our mission to empower the vulnerable whilst transforming ourselves into a high-performing, innovative and sustainable organisation.

### Delivering quality services with counselling and social mobility:

In line with the Ministry of Social and Family Development (MSF) dedicating 2022 as the Year of Celebrating SG Families (YCF), we will be implementing an enhanced service model for HCSA SPIN where counselling service will be offered.

STEP UP, a mentoring programme designed to improve social mobility amongst beneficiaries and increase their self-confidence, will also commence.

### Enhancing our organisational capability through digital transformation:

#### Client Relationship Management (CRM) 2.0

A single unified platform to streamline management on donors, volunteers, and case data is currently in the pipeline. Through CRM 2.0, our aim is to keep relevant stakeholders better informed on organisational performance against targets and objectives.

#### Digital upskilling

All staff members will undergo relevant training to strengthen their digital competencies. Technical resources will also be readily available for self-learning. A Robotic Process Automation will also be piloted in 2022 in a bid to digitise tasks in HR, Finance and other administrative areas.

### Strengthening our organisation's sustainability by:

#### Accelerating contactless giving options

In collaboration with GivePlease, a payment technology company, HCSA has introduced contactless giving via Smart Mobile POS terminals to make the giving process more secure and convenient.

#### Developing social enterprise via HCSA Academy

Following our selection into raISE Singapore's REIMAGINE programme, we will be actively developing HCSA Academy to operate similar to a social enterprise, but without the need for a separate business entity.



# Corporate Governance

30

HCSA Community Services (HCSA) was established on 12 March 1997 governed by its constitution as a society. Its Constitution complies with the requirements of the Societies Act and is set up under its Sector Administrator, the Ministry of Social and Family Development (MSF). HCSA is also a Charity and Institute of a Public Character (IPC), registered under the Charities Act, Chapter 37. HCSA complies with the guidelines for Basic, Intermediate and Enhanced tiers of the Code of Governance issued by the Charity Council. HCSA's Governance Evaluation Checklist for the period of 1 Jan 2021 to 31 Dec 2021 can be viewed via the Charity Portal at [www.charities.gov.sg](http://www.charities.gov.sg).

## Roles and Responsibilities of Board of Directors

The Board acts in the best interests 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 Chief Executive Officer (CEO) who is also a Board member. Initiation of new programmes and activities, changes in current programmes and significant transactions require the approval of the Board/Management Committee. 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 law, finance, management, strategic planning, human resource, technology and that it incorporates a degree of diversity. All board members, except the CEO, are 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 interests of HCSA. Though the CEO is also a member of the Board, she does not participate in discussions or decision-making if there is any conflict of interest. The CEO does not determine her own remuneration. The President of the Board is not a staff of HCSA.

The Board comprises members from diverse backgrounds with expertise in various industries and professions. The average length of service on the Board is 5.5 years.

Given that the Board is small with only one or two members contributing to a specific expertise, HCSA has retained three members who have served more than 10 consecutive years.

Given that more than half of the Board has served for 5 years or less, these board members continue to serve while developing a viable succession plan for the Board through leadership transition and to ensure the necessary skill sets are represented on the Board.

**HCSA sets a maximum limit of four consecutive years for the Treasurer.**

**As at end of the financial year, the Board had 11 members.**

HCSA has committees with documented terms of reference. These committees provide oversight in the following areas - Audit and Risk Management, Finance, Dayspring Programmes, Highpoint Halfway House Programme, Academy, and Human Resources.



# Corporate Governance

31

## 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. Strategic planning meetings are conducted every year 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 and 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 organisation and reliable business continuity plans that allows us to mitigate risks.

## Reserve Policy

HCSA has a Reserve Policy that provides clarity in the management of our reserves. The reserve is an unrestricted fund balance set aside for unexpected events, loss of funding or income and large unbudgeted expenses. The policy applies to that part of HCSA's income funds that are freely available for its operating purposes. It excludes endowment and restricted funds. This policy serves to assure stakeholders that the reserves is well-managed and HCSA has a strategy for building up reserves of up to one year, that is, the unrestricted funds that are freely available for operating expenses, 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 (IPC).



# Corporate Governance

32

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.

Except for the CEO who is also on the Board, all board members serve on a voluntary basis. No staff is involved in setting his or her own remuneration. The Board reviews and approves employee compensation and benefit packages, including the performance bonus recommended by the Management.

HCSA discloses in its annual report its three highest paid staff in bands.

There is no paid staff who are close members of the CEO or Board Member, who receives more than \$50,000 during the year.

## **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.

## **Personal Data Protection Act**

In compliance with the Personal Data Protection Act 2012, HCSA will not share any personal details with a third party without one's consent, and all personal data is kept strictly confidential.



# Financial Statements

33

## SUMMARY OF FINANCIAL ACTIVITIES

<b>INCOME</b>	<b>2021 (\$)</b>	<b>2020 (\$)</b>
MSF subvention	1,550,944	1,416,110
Rental income/utilities recoveries	1,412,656	1,402,539
Grant from government agencies	2,075,495	1,265,917
Donations/Fundraising	1,311,924	1,062,573
Other government grants: Jobs Support Scheme	111,923	564,382
: Rental Relief	44,561	266,867
: Others	286,423	124,101
Course fees	224,229	156,384
Amortisation of deferred capital grants	-	67,645
Residential rental	55,769	44,166
Miscellaneous income	13,266	24,302
Investment income	13,482	19,311
<b>TOTAL INCOME</b>	<b>7,100,672</b>	<b>6,414,297</b>
<b>EXPENDITURE</b>	<b>2021 (\$)</b>	<b>2020 (\$)</b>
Charitable activities and programme cost	4,813,235	4,416,773
Costs of generating funds	1,389,757	1,172,417
Fund-raising	69,920	23,751
Governance cost	26,374	24,252
<b>TOTAL EXPENDITURE</b>	<b>6,299,286</b>	<b>5,637,193</b>
<b>Net surplus/(deficits) for the year</b>	<b>801,386</b>	<b>777,104</b>

## STATEMENT OF FINANCIAL POSITION

<b>ASSETS</b>	<b>2021 (\$)</b>	<b>2020 (\$)</b>
<i>Non-Current Assets</i>		
Intangible assets	31,733	59,827
Property, plant and equipment	169,988	261,320
Right-of-use assets	151,876	929,604
	353,597	1,250,751
<i>Current Assets</i>		
Trade and other receivables	488,841	345,858
Fixed deposits	1,101,699	1,088,267
Cash and bank balances	5,202,577	4,418,212
	6,793,117	5,852,337
<b>TOTAL ASSETS</b>	<b>7,146,714</b>	<b>7,103,088</b>

# Financial Statements

34

## FUNDS AND LIABILITIES

<b>FUNDS</b>	<b>2021 (\$)</b>	<b>2020 (\$)</b>
<i>Unrestricted funds</i>		
General fund	5,373,510	4,560,654
Training Kitchen fund	135,001	71,333
	5,508,511	4,631,987
<i>Restricted funds</i>		
Silver Volunteer fund	130,138	44,763
SPIN fund	(285,408)	46,087
NCSS OD fund	79,702	283,981
NCSS Invictus fund	58,600	58,600
Yellow Ribbon Emergency fund	7,750	5,200
NCSS Tech Booster Fund	64,000	-
NCSS EVMFS	(9,036)	-
Gilead Science Grant	94,447	-
Allen Overy Step Up Fund	50,000	-
HKL Grant	173,300	-
	363,493	438,631
<b>TOTAL FUNDS</b>	<b>5,872,004</b>	<b>5,070,618</b>
<i>Non-Current Liabilities</i>		
Lease Liabilities	-	155,800
<i>Current Liabilities</i>		
Deferred Income	287,218	283,307
Lease Liabilities	155,800	790,203
Other payables	831,692	803,160
	1,274,710	1,876,670
<b>Total Liabilities</b>	<b>1,274,710</b>	<b>2,032,470</b>
<b>TOTAL FUNDS AND LIABILITIES</b>	<b>7,146,714</b>	<b>7,103,088</b>

### ANNUAL SALARY BAND FOR OUR TOP THREE EXECUTIVES

Annual Salary Band  
\$100,001 to \$200,000

2021 (\$)	2020 (\$)
3	3

Except for the Chief Executive Officer who is a board member, the President and members of the Management Committee are volunteers and do not receive any monetary remuneration for their service.

### Reserve Policy

HCSA has a Reserve Policy to ensure that the level of reserves is adequate to sustain HCSA for a period of one year of operations.

The reserve is an unrestricted fund balance set aside for unexpected events, loss of funding or income. This excludes restricted, endowment and designated funds.



## How You Can Help

Be part of our mission to empower the vulnerable  
and give them hope for a brighter future!

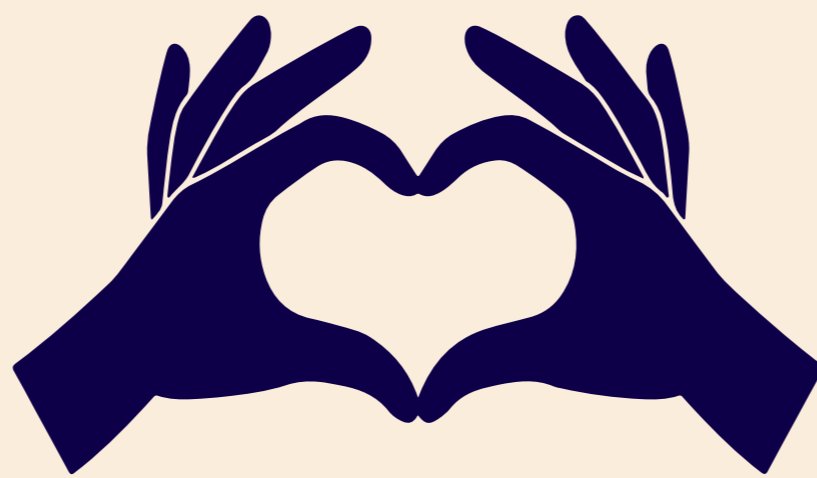


### Volunteer With Us

Each year, HCSA works closely with hundreds of different volunteers to empower the vulnerable and provide them hope for a better future.

Whether you're an individual looking to volunteer your time or a group looking to make a difference, we want you! We welcome volunteers from all walks of life, as long as they're excited about our vision.

Reach out to us at [givehope@hcsa.org.sg](mailto:givehope@hcsa.org.sg)



### Be Our Donor

Charities like us require millions in funds annually in order to operate smoothly and serve our beneficiaries. Your steadfast support helps ensure we continue to give a future and hope to our vulnerable groups. All monetary donations are entitled to a 250 per cent tax deduction. Scan the QR code to donate.



***Thank you to all our donors,  
volunteers, and partners for your  
continued support!***




## HCSA Community Services

Address: 1 Lorong 23 Geylang, Singapore 388352

Tel: +65 6745 3532

Email: [enquiry@hcsa.org.sg](mailto:enquiry@hcsa.org.sg)

 [www.hcsa.org.sg](http://www.hcsa.org.sg)

 HCSA Community Services

 @hcsacommunityservices

 HCSA Community Services