



**IT'S  
WHAT'S  
ON THE  
INSIDE  
THAT  
COUNTS**

**ANNUAL REPORT  
2017**

## OUR VISION

# To Give A Future And A Hope

**“For I know the plans I have for you,” says the LORD. “They are plans for good and not for disaster, to give you a future and a hope.”**

Jeremiah 29:11

## OUR MISSION

# Empowering the vulnerable to find purpose for a more abundant life

HCSA Community Services, a charitable organisation with Institution of Public Character (IPC) status and a member of the National Council of Social Service (NCSS), started in 1996 as a halfway house for recovering drug addicts and ex-offenders. Today, our work has expanded to include teenage girls who have experienced the trauma of repeated abuse and single parents with limited support.

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

Our mission to empower these vulnerable populations is achieved through our signature programmes:

### **HCSA Highpoint**

Helping Ex-Offenders Rebuild Lives

### **HCSA Dayspring Residential Treatment Centre**

Giving Hope to Abused Teenage Girls

### **HCSA Dayspring SPIN**

(Single Parents INformed, INVolved and INcluded)

Empowering Single Parents with Limited Support

### **HCSA Academy**

Preparing Workplace Ready Professionals

## OUR VALUES

**E**xcellence

**T**eamwork

**H**onour

**I**ntegrity

**C**ompassion

**S**ervanthood



# MESSAGE FROM PRESIDENT



**Vincent Lim**  
President  
HCSA Community Services

*“For more than 20 years, HCSA Community Services has set out to transform the lives of men and women in need, helping them move out from a life of despair into one where they have a future and a hope. The foundation of our work lies the restoration of families.”*

**H**CSA Highpoint had its humble beginnings in 1994, in a HDB flat owned by Pastor Timothy Das. Today, it is a professionally-run programme which has helped close to a thousand men with a history of addiction and incarceration reintegrate into society.

Similarly, HCSA Dayspring started out as a shelter in the late Alice Heng's condominium unit, and has since evolved into a centre which provides a safe haven for abused teenage girls. It applies effective clinical therapies to assist them to become healthy individuals who are able to successfully reintegrate into their schools, families and the community.

For more than 20 years, HCSA Community Services has set out to transform the lives of men and women in need, helping them move out from a life of despair into one where they have a future and a hope. The foundation of our work lies in the restoration of families.

Single parent families are often an overlooked demographic. In April 2017, we launched a new initiative, in collaboration with the National Council of Social Service (NCSS) called HCSA Dayspring SPIN (Single Parents INformed, INvolved and INcluded), which provides improved access to resources through an ally network of volunteers and an interactive website, thus empowering and enabling single parents with limited support to make informed decisions and strengthen their social support network.

I am pleased to report that as of 31 December 2017, SPIN has benefitted 30 members with the support of 68 volunteers.

At HCSA Community Services, we are constantly looking at ways we can improve the quality of care for our beneficiaries. As of November 2017, Dayspring Residential Treatment Centre has upgraded to an enhanced care standard of a Therapeutic Group Home, which seeks to provide high quality care and targeted, specialised treatment to meet the needs of children and young persons with severe emotional, behavioural and/or sexual issues.

In addition, the long-awaited HCSA Academy Culinary Training Centre was launched on 8 May 2018. The Centre will help equip our beneficiaries, as well as other vulnerable individuals, with certified WSQ skills in the food & beverage industry. This will help to level the playing field and improve job prospects for these beneficiaries, giving them hope for a better future.

I am also pleased to share that in line with Singapore's move towards a Smart Nation, HCSA is also embarking on a Smart Village project – working with various stakeholders to showcase how ICT technologies can improve and transform the way that we work, live, learn and play in a social services community setting. Ultimately, we hope to position HCSA as a forward-looking pioneer and role model in using digital technologies to impact lives in the social services sector.

Our heartfelt thanks to our partners, volunteers, donors and sponsors for your constant support, which has been crucial for HCSA Community Services as we continue to give our beneficiaries a future and a hope.

# MESSAGE FROM CEO



**Dominique Choy**  
Executive Board Member & CEO  
HCSA Community Services

*“Just like there’s no perfect recipe in cooking; similarly, there’s no perfect programme to help someone get back on their feet. At HCSA Community Services, we remain committed to putting in our best for our beneficiaries, so that they too can hope for a bright future.”*

A major challenge we face at HCSA Community Services is garnering support for our cause. With the plethora of charities in Singapore, donors are spoilt for choice when it comes to deciding which charities to support. For many corporations and individuals, the decision often boils down to several common factors: familiarity with the organisation, popularity in the local scene or trusted track record.

While most other social service organisations focus on helping one particular group – HCSA serves three distinct types of beneficiaries – ex-offenders, abused teenage girls and single parents with limited support. This unique mix has often posed a challenge in terms of creating a strong unifying brand and identity to promote our causes, regardless of how meaningful they may be.

Yet, this obstacle is incomparable to what our beneficiaries face. The ex-offenders at HCSA Highpoint, for example, are often unjustly discriminated against because of their criminal record. Not only do they face stigma from society, but also fear and distrust from even their own family members. Highpoint offers these ex-offenders a safe place to restart their lives – through a transitional living programme which empowers them to attain more permanent housing, gainful employment and financial independence. The aim is to allow them to live an addiction-free life and successfully reintegrate into society.

While it is heartening to note the number of ex-offenders being employed has increased with the years, there are a number of employers who are still hesitant. After all, as the old adage states, a leopard never changes its spots. This is where HCSA Academy, our latest programme, comes into the picture. By equipping our beneficiaries with nationally-recognised F&B certifications,

the Academy hopes to level the playing field for them, so that they have the means to become employable and support themselves and their families.

Teenage girls who have suffered the trauma of repeated physical, sexual or emotional abuse often exhibit signs of depression, aggression, and even self-harming and suicidal tendencies. HCSA Dayspring Residential Treatment Centre provides a caring, safe and structured environment equipped with effective clinical therapies to help them become healthy, positive-minded individuals who can successfully reintegrate into their schools, families and society.

The single parents we serve at HCSA Dayspring SPIN (Single Parents INformed, INVolved and INcluded) often lack emotional, physical and financial support. Conceived in recognition of the growing and complex problems faced by single parents and their children, SPIN provides improved access to resources through an ally network of volunteers and an interactive website. This in turn helps them to achieve resilience, independence and strengthening of their social support networks.

Just like there’s no perfect recipe in cooking; similarly, there’s no perfect programme to help someone get back on their feet. At HCSA Community Services, we remain committed to putting in our best for our beneficiaries, so that they can have a future and a hope.

Ultimately, irrespective of their individual struggles, they are no different than us. All they need is a second chance, and some help, to turn their lives around for the better. After all, it’s what’s on the inside that counts – every step towards contributing to their cause, however small, will go a long way for them.

# BOARD OF DIRECTORS



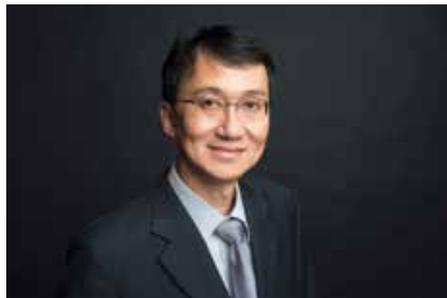
**Vincent Lim**  
President



**Tony Lim**  
Vice-President



**Rev George Butron**  
Secretary



**Eng Heng Long**  
Assistant Secretary



**Yeo Jih-Shian**  
Treasurer



**Arumugam Meganathan**  
Assistant Treasurer



**Dominique Choy**  
Executive Board Member & CEO



**Sylvia Lee**  
Member



**Ooi Hoe Seong**  
Member



**Dr Anthony Lye**  
Member

# SENIOR MANAGEMENT

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**Dominique Choy**  
Executive Board Member & CEO



**Dorothy Ng**  
COO



**Adelene Wee**  
Director  
Partnerships & Communications



**Kim Lang Khalil**  
Director  
HCSA Dayspring



**Paul Kwek**  
Deputy Director  
HCSA Highpoint



**Khoo Wee Bin**  
Director, Culinary Training & Executive Chef  
HCSA Academy Culinary Training Centre



# COMMITTEES

## 2017/2018

HCSA has five 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.



**AUDIT AND RISK COMMITTEE**  
Ooi Hoe Seong (Chair)  
Yeo Jih-Shian  
Dorothy Ng

**HR COMMITTEE**  
Sylvia Lee (Chair)  
Caroline Hu  
Dominique Choy  
Dorothy Ng

**FINANCE COMMITTEE**  
Yeo Jih-Shian (Chair)  
Arumugam Meganathan  
Vincent Lim  
Dominique Choy  
Dorothy Ng

**DAYSPRING COMMITTEE**  
Tina Lim (Co-chair)  
Dominique Choy (Co-chair)  
Ruth Tie  
Caroline Hu  
Jacqueline Yap  
Cathy Livingston  
Delene Lee  
Emily Han  
Adelene Wee  
Dorothy Ng

**IT COMMITTEE**  
Eng Heng Long (Chair)  
Vincent Lim



# 2017 HIGHLIGHTS

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APRIL

## LAUNCH OF DAYSPRING SPIN

HCSA Dayspring SPIN (Single Parents INformed, INVolved and INcluded) is a new initiative in collaboration with the National Council of Social Service (NCSS), for single parents and lone caregivers who lack, or have limited emotional, physical or practical support. SPIN provides improved access to resources through an ally network of volunteers and an interactive website, thus empowering and enabling single parents with limited support to make informed decisions and strengthen their social support networks.



SEPT

## NIGHT OF HOPE GALA

HCSA held its annual Night of Hope Gala in aid of single parent families, abused teenage girls and ex-offenders at the Singapore Marriott Tang Plaza Hotel on 9 September. Themed "Arabian Night - A Whole New World" the fundraising dinner was graced by Mr Amrin Amin, Parliamentary Secretary, Ministry of Home Affairs & Ministry of Health, and hosted by celebrity and Dayspring's Ambassador of Fun, Nikki Muller.



JUNE

## FIRST HCSA DAY

It was the first time HCSA staff got together for a teambuilding and sharing session, where they celebrated meaningful milestones together. A dialogue session with the Board and Management also gave staff the opportunity to ask questions and share their thoughts.

SEPT



OCT

## INITIAL WORK ON HCSA ACADEMY

Building works for the HCSA Academy Culinary Training Centre commenced, paving the way for its launch in May 2018 to much fanfare. The Centre offers a training module based on the F&B industry skills standards by SkillsFuture Singapore (SSG), to ensure the employment and employability of our beneficiaries and other vulnerable individuals.

OCT

## FIRST BOARD & MANAGEMENT RETREAT

Mr Alan Sim, the Principal Organisation Development Lead/Consultant with the Public Service Division and Prime Minister's Office, facilitated the first HCSA Board & Management Retreat, where the five strategic objectives for the next five years were discussed and planned. We are grateful to him for sharing his thoughts and benefited from his wealth of consulting experience both in the public and private sector.



## PRESIDENT OF SINGAPORE VISITS HCSA DAYSRING

President Halimah Yacob visited HCSA Dayspring shortly after being sworn in as Singapore's eighth President. Accompanied by MPs Christopher De Souza and Alex Yam, she toured the Dayspring Residential Treatment Centre's newly-renovated premises, the only Home in Singapore that provides trauma-informed care treatment to teenage girls.

NOV

## UPGRADE TO THERAPEUTIC GROUP HOME

Dayspring Residential Treatment Centre was upgraded and transited to a Therapeutic Group Home service model for older girls with high needs and risks. The Therapeutic Group Home builds on the foundation of the Therapeutic Milieu - a service model consisting of two evidence based practices used in residential treatment centres, namely Trauma Systems Therapy (TST) and Residential Management System (RMS).



# CARING FOR OUR BENEFICIARIES

## DAYSPRING RESIDENTIAL TREATMENT CENTRE

HCSA Dayspring Residential Treatment Centre offers a caring, safe and structured environment to help teenage girls who have suffered the trauma of repeated physical, sexual or emotional abuse. Through the application of certified clinical therapy sessions, the centre strives to raise these girls to become healthy individuals who can successfully reintegrate into their schools, families and society.

In 2017, Dayspring Residential Treatment Centre successfully upgraded its quality of care by transiting to a Therapeutic Group Home service model for older girls with high needs and risks.

The Therapeutic Group Home builds on the foundation of the Therapeutic Milieu implemented in the centre since it began operations in 2011. The service model consists of two evidence based practices used in residential treatment centres, namely Trauma Systems Therapy (TST) and Residential Management System (RMS).

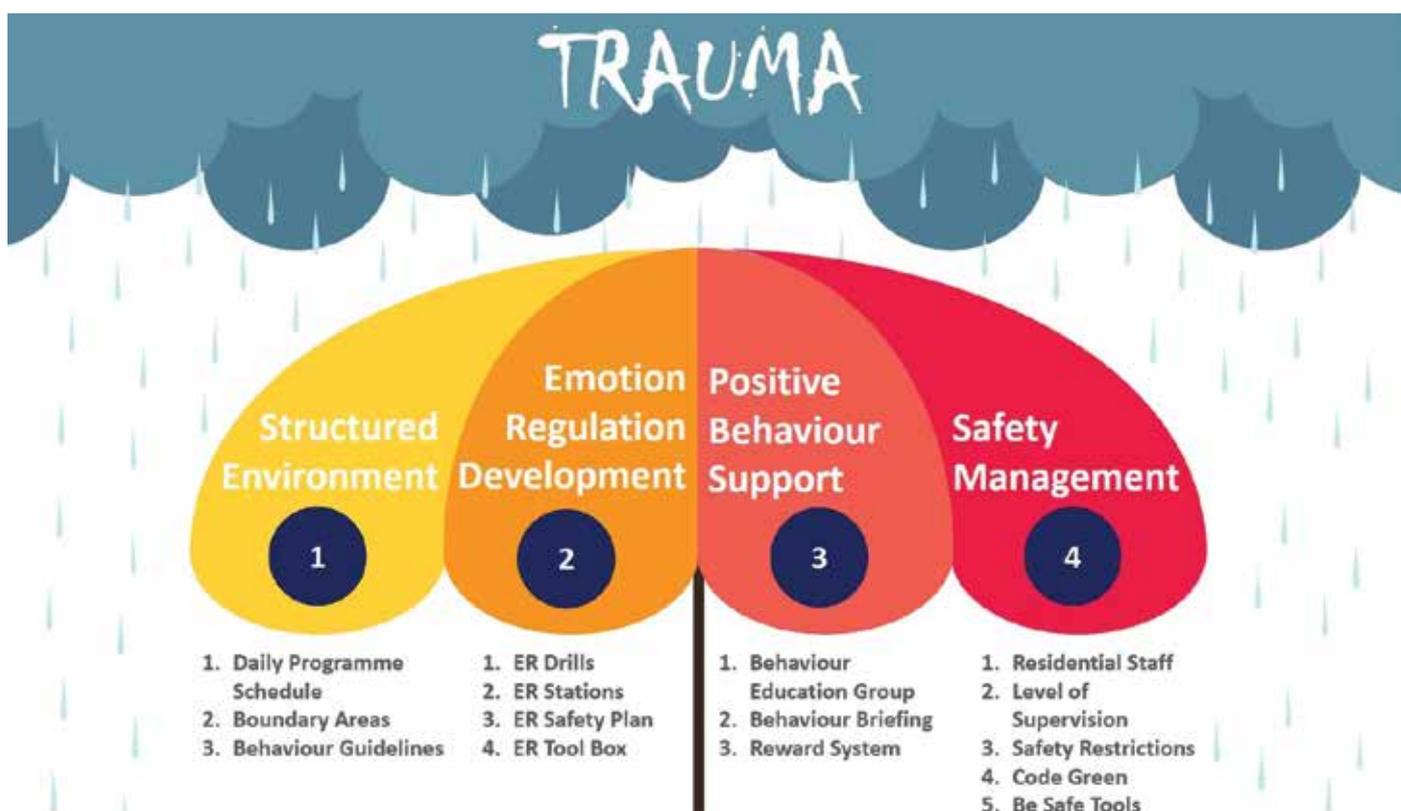
TST conceptualises the development of a 'Trauma System', which comprises two main elements:

- A traumatised child who is not able to regulate emotional states, and
- A social environment and/or system of care that is not sufficiently able to help the child contain this dysregulation.

It treats traumatic stress in children and adolescents as well as addresses the child's social environment and/or system of care. It is designed to provide an integrated and highly coordinated system of services through specific understanding of the nature of traumatic stress in a child. The essence of TST is dual pronged; to help the child gain control over emotions and behaviour via enhancing his/her capacity to regulate emotion, and diminish the ongoing stresses and threats in the social environment via building the capacity of significant others in the child's environment to help the child control his/her emotional and behavioural responses.

Residential Management Support (RMS) uses Positive Behaviour Intervention Support (PBIS) through the Trauma-informed lens. PBIS is a research-based, person-centred framework focused on decreasing problem behaviour and increasing quality of life. PBIS is conducted in a Milieu Therapeutic environment, a scientific structuring of the environment in order to affect behavioural changes and to improve the psychological health and overall social functioning of the individual.

### A SUMMARY OF RMS IS CAPTURED BELOW:





## OUTREACH

As of 31 December 2017, SPIN has benefitted 30 members with the support of 68 volunteers.



## SPIN (SINGLE PARENTS INFORMED, INVOLVED AND INCLUDED)

With effect from 1 April 2017, the former New Life Centre expanded its services with SPIN (Single Parents INformed, INvolved and INcluded), a new initiative in collaboration with the National Council of Social Service (NCSS) for single parents and lone caregivers who lack, or have limited, emotional, physical or practical support.

SPIN provides access to resources through an ally network of volunteers and an interactive website empowering single parents to make informed decisions and strengthen their social support network.

### CORE SERVICES:

#### Needs Assessment

- A social worker will provide face-to-face communication with the parent in their home or an agreed location to assess their needs. The social worker will be in close contact with the single parent for up to a period of 12 months.

#### Befriending

- As of 31 December 2017, we have successfully matched 23 members with 29 volunteers and conducted 8 training sessions for our volunteers.
- Trained volunteers will be matched with a parent in need. Through their interactions, the volunteers can provide support to the parent with greater accessibility to community resources, information and advice pertaining to family and financial matters, as well as building strong community networks and open channels of dialogue.

#### Workshops & Activities

- As of 31 December 2017, we held three empowerment sessions and organised five social activities for our members with support from volunteers and corporate partners.
- Regular activities for parents to enrich and encourage them throughout their parenting journey – these sessions are child-friendly.

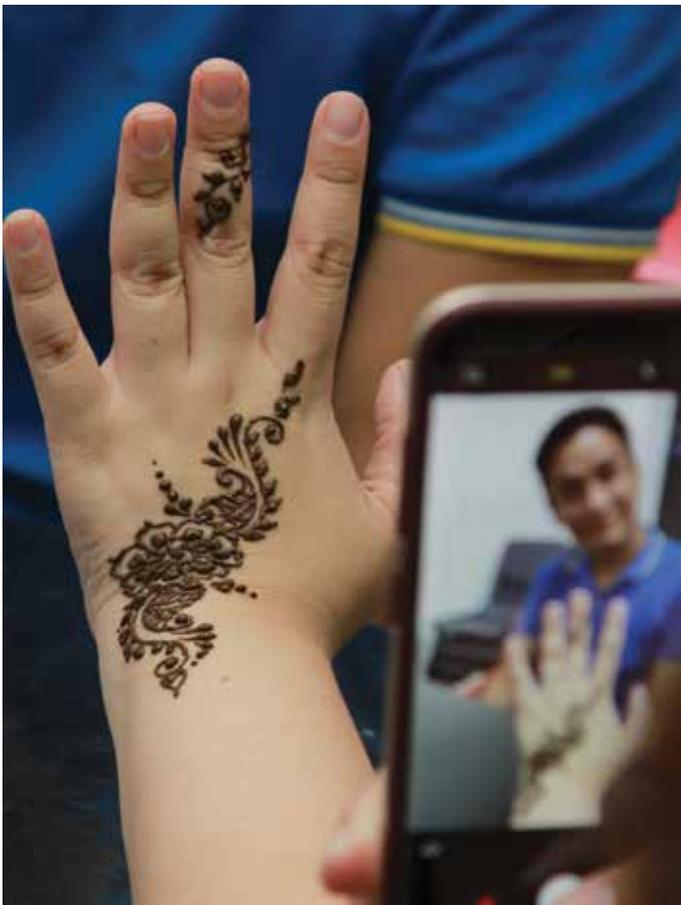
#### Respite Services

- This is to allow parents to schedule free time without their children for up to four hours on a case by case basis. Children can be dropped off at SPIN office while the parent attends to his/her personal activities.

#### Interactive Portal

- Launched on 18 December 2017, the portal (<http://www.hcsaspin.sg/>) is a resource tool with live chat capabilities which provides real time response.

Other support services include areas of pre- and post-birth considerations, counselling, parenting, childminding, medical/legal needs, providing preloved items and more.



## HCSA HIGHPOINT

First started in 1996 as a halfway house to help former drug offenders recover from a lifestyle of substance abuse and addiction, HCSA Highpoint has expanded in the last two decades, providing a safe and drug-free haven to support and shelter homeless male ex-offenders and those in the process of rehabilitation.

Today, the residence focuses on offering opportunities for ex-offenders of all race and religion to regain their self-acceptance and self-confidence, through a transitional living programme. This programme empowers them to attain more permanent housing as well as employment and financial independence, in order to maintain a life free of addictions and successfully reintegrate into society.

### CORE SERVICES:

- **Counselling**
- **Support Group**
- **Recovery Meetings/House Meetings**
- **Case Management**
- **Early Recovery Treatment**  
(an intensive intervention service for residents identified with behavioural challenges)
- **Work Therapy**
- **Family Engagement**
- **Recreational Activities**

Going forward, HCSA Highpoint is looking into developing non-residential support services for discharged residents and released prisoners who do not require its 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.



# OUR STORIES

## LIGHT AT THE END OF THE TUNNEL

The physical and mental torment started when I was seven years old. The constant barrage of verbal abuse and bodily harm inflicted on me chipped away what little self-esteem and dignity I had left.

The situation was no better in school – my schoolmates would taunt me with images of prostitutes and associate my mother with these women of the night. I was bullied and ridiculed daily, and I could not escape the torment I received as much as I tried.

My anguish and shame intensified when my own biological father began to sexually abuse me at the age of 14. I could not seek refuge at home or at school, and was terrified to voice my situation to anyone for fear no one would believe me. I kept to myself and all too often I would cry in the shower. It was no surprise I

became afraid of being alone with my father. Sometimes, I would stay out as late as possible and would only return home when my mother was around or when he had gone to bed, all in the hopes of avoiding any contact with him.

Self-mutilation was my only relief; I cut myself as I hated my life so much. It became an addiction, so much so I would carry a blade wherever I went. Even that was not enough; there were times I would go so far as to bang my head on the wall so violently till I lose all awareness of being alive.

Fortunately, I was referred to HCSA Dayspring Residential Treatment Centre by Child Protection Services in the Ministry of Social and Family Development (MSF), after my school discovered what I was going through. With the treatments I received in Dayspring,

I worked on reducing my aggressive outbursts and overcoming my self-destructive habits.

Over time, I started to embrace life again and felt safe for the first time, becoming mindful of my feelings and managing to regulate my emotions when things got rough. I also learned cognitive skills to take things one step at a time and not jump to conclusions. Together with a psychologist from MSF, I slowly worked on letting go of my past trauma.

I graduated from Dayspring's therapeutic programme in April 2017 and am currently living in another children's home. I am grateful for my stay at Dayspring because it was a safe haven, and also showed me that I am not alone.



## FROM DEPRESSION TO DETERMINATION

My name is Eva; I am 39 years old and a single mother to four beautiful children. I went through a painful and emotionally abusive relationship for almost nine years. Everyone wishes for the bride and groom to experience a happy and perfect life after the wedding, but in my case, happiness never existed, and I never knew how it felt like to be loved for who I am. The relationship I had with my husband was a tumultuous one. It started out when he introduced me to illegal substances and demanded sexual favours in exchange for monthly maintenance for our children. Thankfully, we have since separated as he was having an extra-marital affair with a social escort.

The darkest moment of my life was in 2010; I could not see the end of the tunnel because nothing ever went right for me. I was unemployed, penniless and without a home. Reluctantly, I sent all my four children to live with my ex-husband as I couldn't afford to raise them on my own. It was during this period that I spent my nights in public areas such as bus stops, void decks, and parks.

I felt lost and useless to the point that I wanted to end my life with 20 sleeping pills and a razor, but was caught before committing the act. I was incarcerated for nine months for possession and consumption of illegal substances. During the pre-release phase, I was selected to attend a makeup course which I did very well. Upon my release, my appeal for a rented flat was approved, and for the first time in my life, I was happy. While I was back on my own feet, it was an uphill battle

with discrimination when I was applying for jobs. As a result, short-term employment was all I could find.

I came to know about SPIN through my good friend Bavani. I was distrustful of the counsellors and volunteers; but I was so wrong. Instead, I had never received so much support and empathy before. I felt genuine happiness with Yen, Joan, April, Maya and Jessica, just to name a few of the volunteers and staff.

I learned about self-compassion, acceptance and was motivated to stay afloat at the lowest point in my life. They helped changed my perception of life by being positive; and to appreciate that beauty comes from within. SPIN went beyond just being there for me – they also helped me secure a job with my current employer.

As for my children, I managed to win custody of my youngest daughter who is 13 years old while my eldest daughter (who is 19) is in the process of moving back to live with me. Meanwhile, my 18-year-old son and 17-year-old daughter live with my ex-husband.

I am so blessed to have the SPIN team in my life, and in turn, would also like to help and reach out to those who think that happiness is elusive and not theirs to have. Each failure is not an obstacle but a stepping stone, each piece of advice is not an insult but a guide to better myself.





## STANDING TALL IN THE FACE OF ADVERSITY

As a toddler, I was given away to a Malay family. At the age of seven, I was left under the care of my adopted grandparents. This marked the start of my history of physical abuse - I was beaten relentlessly for the smallest mistake. The beatings were frequent and painful, with my uncle beating me during the day and my grandparents continuing the torture at night. The only respite I had was when I was in school.

Once, my grandmother was so furious with me and caned me so hard, it took four grown men to hold her back before she finally passed out. I was full of sorrow and broken – I did not know what I had done in my lifetime to deserve such treatment. Maybe I was an outlet for their frustration? I was sent to a boy's home at the age of 15 and from then on, it was a life of addiction, gangs and prison. My life spiralled out of control and I was in and out of prison on three occasions for substance abuse. No one visited me when I was in prison, not that I cared.

Upon my release for the third time when I was 44 years old, I was admitted to HCSA Highpoint as I had nowhere else to go. That was my turning point; although everyone else shunned and saw me as a "gone case", Highpoint accepted me with open arms.

For the first time in my life, kind words were spoken to me. I was so touched by the guidance, care and trust my recovery coach showed me – he guided me through my negative emotions and counselled me whenever I felt down. With the support from HCSA Highpoint, I am no longer bitter or ashamed of my childhood and have curbed substance abuse altogether.

HCSA Highpoint even supported me in furthering my education – I worked hard and managed to obtain a Diploma in Leadership and People Management. Never in my wildest dreams did I imagine a recalcitrant individual like myself can have a bright future. It was through faith, love, trust and guidance I received at HCSA Highpoint that I could manage to turn my life around.

I am currently an after-sales driver at an automotive dealership. I hope that someday, I will be able to give back to society by helping other ex-addicts in their struggles. If I can stand tall and walk proudly in the face of adversity, I am certain that they can do the same.



# PREPARING WORKPLACE READY F&B PROFESSIONALS



## HCSA ACADEMY CULINARY TRAINING CENTRE

HCSA Academy Culinary Training Centre will be officially launched in May 2018. An Approved Training Organisation (ATO), the Academy offers a robust six-week course based on the Food Services skills framework by SkillsFuture Singapore (SSG).

Led by Chef Khoo Wee Bin, Director, Culinary Training & Executive Chef who possesses over 25 years of local and international culinary experience, the culinary training programme ensures that trainees are guided and taught to perform in a real working kitchen. It follows a skill-training adult-pedagogy with hands-on learning of the craft in the Academy kitchen, with job placements facilitated upon successful completion of the course.

Graduating trainees will receive the highly coveted **WSQ Higher Certificate in Food Services (Culinary Arts)**. The Singapore Workforce Skills Qualifications (WSQ) is a national credential system that trains, develops, assesses and certifies skills and competencies for the workforce.

The Academy aims to empower and enable HCSA's beneficiaries and other vulnerable individuals with the professional skills required to secure stable employment in the F&B sector, giving them a new lease of life and a level playing field to support themselves and their families.





## CULINARY TEAM BUILDING AND PRIVATE DINING

HCSA Academy Culinary Training Centre's specially curated culinary programmes suit all competency levels and promise to be interactive, fun and engaging, while helping to foster team spirit and build cohesiveness. Private dining events and corporate functions may also be customised upon request.

# PARTNERING WITH THE COMMUNITY

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2018 marks the 21st year HCSA Community Services has been established. The reason we have been able to make a difference in the lives of abused teenage girls, ex-offenders as well as single parents and their children for the last two decades, is largely due to the generosity our community partners have bestowed us. Understanding the work HCSA does is not an easy one, they have provided valuable support and encouragement towards furthering efforts in garnering greater community engagement to fulfil the varied needs of these vulnerable groups and to ensure continued sustainability.

As our society today is rapidly becoming more digitally-savvy, we too have begun to embrace technology and social media, in addition to our traditional modes of communication, to develop a holistic approach towards sourcing for sponsors for our programmes and services as well as aid our Community & Partnerships team in raising awareness of the work HCSA does. We communicate, and interact with, our various partners through numerous channels, to share heartwarming success stories and upcoming events. We have also developed and adopted a CRM system to better manage our donor and volunteer network, and ramped up our presence on Facebook. In the coming year, we are

looking at revamping our website to make it more interactive and user friendly, as well as increase awareness about our programmes, services and the people we assist via a variety of social media platforms such as Instagram and LinkedIn.

The board members, staff and beneficiaries of HCSA Community Services are deeply appreciative of the journey our cherished volunteers and corporate partners have taken with us since our inception. Without them, it would not have been possible to make a difference in the lives of those we strive to care for.

Here, we have included snapshots of some of the initiatives we have organised with the help of our generous partners. While we may not be able to feature all of them here, we are always grateful to EACH and EVERY one of our partners. THANK YOU SO MUCH for your support in 2017.



## COMMUNITY PARTNERSHIPS



From left: Dr Cheong Choong Kong, Mr Vincent Lim (President of HCSA), Guest-of-Honour Mr Ong Ye Kung, Minister for Education (Higher Education and Skills), Mrs Swee Wong (Organising Chairperson), and Rev Dr Daniel Koh (Chairperson of MWS)



Unsung Superheros aka Staff of HCSA Community Services

### AN ENCHANTED EVENING 2017

An Enchanted Evening was a charity dinner helmed by a passionate volunteer who champions the plight of the underprivileged. Mrs Swee Wong organised this dinner for the 12th year and proceeds raised benefit both HCSA and Methodist Welfare Services. The event was held at Ritz Carlton, Millenia Singapore, saw donors, sponsors and guests come together to support the critical services and programmes both charities run.



All smiles from the HCSA and P&G teams after another fruitful session

### P&G DIGITAL CAMPAIGN PROJECT

Thanks to Empact for introducing P&G to HCSA, we were able to create our very first digital campaign with their guidance. Both teams spent a few months working together on an intensive, fast paced project which went through the ABC's of marketing. Our team learnt first hand what was required to construct a full campaign from conceptualisation to execution. We were proud to have successfully launched our FaceBook page which garnered many likes and a growing fan base. It was definitely a steep learning curve, but the knowledge we gained was invaluable.



From left: Organising Chair Adelene Wee (as Captain America), HCSA's President Vincent Lim (as Superman), Guest-of-Honour NVPC's CEO Melissa Kwee (with her mirror necklace), HCSA Dayspring Management Committee Member Delene Lee (in a Wonder Woman mask) and HCSA's Executive Board Member & CEO Dominique Choy (as Silver Sable)

### SUPERHEROES BALL

It was an evening of fun and laughter as we took time to thank our volunteers and supporters, many who were game enough to turn up in superhero costumes. The 200 guests who came expressed that it was such a fun and wonderful evening. Melissa Kwee, CEO of NVPC and the Guest of Honour, even wore a mirror necklace and held it up to every volunteer and said "you are looking at a superhero". Brilliant! Kudos to our HCSA team who were dressed in style to welcome the guests.





*Celebrating Mother's Day at Peranakan House*

### **MOTHERS' DAY CELEBRATION**

Together with their mothers, beneficiaries and staff from HCSA Highpoint and HCSA Dayspring were treated to sumptuous Peranakan fare and serenaded by the Dayspring girls and Shirley the singing chef. Mothers went away with lucky draw prizes and handmade soaps from the DRTC girls, making for a most memorable experience.



*Our volunteers presenting the cash gift and goodie bag to a grateful recipient*

### **HEARTWARMERS VOLUNTEER GROUP**

Together with the Heartwarmers Volunteer Group, HCSA provided community services to the elderly poor living in rented flats in Aljunied Crescent during festive celebrations such as Chinese New Year and Hari Raya Puasa. Each family received a cash gift and goodie bag brimming with essential groceries.



*Blown away by the fabulous LinkedIn Asia Pacific office at Marina Bay Financial Centre*

### **VISITING LINKEDIN**

It was a lovely treat for our beneficiaries to visit LinkedIn's amazing office. With lunch and a workshop to share their dreams and ambitions with Women@LinkedIn volunteers, the occasion proved to be a joyous one with many participants taking the opportunity to learn about each other.



*Great camaraderie between Credit Suisse, Macquarie and the HCSA teams*

### **PROJECT ATHENA WITH CREDIT SUISSE AND MACQUARIE**

Thanks to Conjoint Consulting, HCSA was chosen for this project, code named "Project Athena", helped by volunteers from Credit Suisse and Macquarie. There were three parts to this initiative: Team A assisted us by examining and analysing data from our donor base while Team B and C took a closer look at our new project, the HCSA Academy Culinary Training Centre, and fine-tuned its business model and sustainability options.





Workshop by Citi conducted at SPIN's Turf Club Road premises

### CITI GLOBAL COMMUNITY DAY 2017

While it was routine for volunteers from Citi to take time out of their busy schedules to interact with our beneficiaries, this was the first time Citi held their Global Community Day and nominated HCSA Dayspring as their charity of choice. As part of the programme, workshops were conducted at both our centres for beneficiaries to improve and hone their interview and public speaking skills.



HCSA's Executive Board Member & CEO Dominique Choy (3rd from left) with Mr Oliver Bettin (MD of DB) and representatives from the other charities at the cheque presentation award

### DEUTSCHE BANK (DB)

After three years of undergoing rigorous and robust processes DB has in place for their charity/corporate social responsibility practices, HCSA Community Services was finally chosen as one of the four charities to receive their support. We are grateful for this honour and now have opportunities for DB volunteers to get more involved with.



Janice O'Connor (far left) presenting prizes to the winners of the Table game; that included HCSA's Executive Board Member & CEO Dominique Choy (second from right)

### LADIES GATSBY DINNER 2017

Thanks to Janice O'Connor and her group of friends who made HCSA Dayspring their chosen charity for their Gatsby Christmas event. The ballroom at the British Club was beautifully decorated and each lady came dressed to have a fitting finale to the year. This Gatsby event was simply Gorgeous, Gregarious and Glamorous, and we are most grateful to be involved.



A single mom enjoying a much-needed hand spa

### UNITED AIRLINES AND SUBWAY FUN DAY

HCSA Dayspring SPIN members and their families enjoyed themselves at the United Airlines and Subway Fun Day, which was held in conjunction with AmCham's 15th Corporate Community Day 2017. While the single mothers indulged in much-needed pampering in the form of manicures, pedicures, facials, foot soaks and shoulder massages, their children, accompanied by staff volunteers from United Airlines and Subway, went wild in the indoor playground at Kidz Amaze @ SAFRA Toa Payoh. Following a delicious lunch, each family was presented with a \$100 NTUC voucher while each child received a \$25 Popular voucher and a goodie bag.



| Christmas hampers made with love

### VISA CHRISTMAS HAMPERS PROJECT

A big Thank You must be extended to Visa for partnering us for our Christmas Hampers project. Our beneficiaries were involved in making soaps and putting together these hampers. The message that accompanied these hampers spoke volumes of Visa's support of HCSA:

*At Visa, we want to celebrate this occasion and thank you for your continued support and partnership. This year, we are also taking this opportunity to support a meaningful cause. HCSA Dayspring is a non-profit organisation that works with both abused teenage girls and single parents to give them support and help re-integrate into society. Visa has been supporting HCSA Dayspring through charitable contributions and volunteer initiatives for the last two years as part of our social responsibility efforts. This year, we have engaged Dayspring to help produce handmade soaps and prepare this beautiful Christmas hamper to send to our clients and we hope you will appreciate the efforts of these young girls and single parents.*

*On behalf of everyone at Visa, we wish you and your loved ones a Merry Christmas and a Happy New Year!*



| Nikki Muller and her friend Benjamin Kheng after a jamming session with DRTC girls and HCSA staff

### NIKKI MULLER

A special shout out goes to Ms Nikki Muller for being nominated as Dayspring's Ambassador of FUN to the Dayspring girls. Despite her busy schedule, Nikki makes it a point to connect with our teenage girls and meets with them every month to have FUN. On some occasions, she also brings along her friends, like Benjamin Kheng and Jill Marie Thomas, to have jam sessions as well as organised outings with the girls ... all in the name of bringing laughter to their lives!



| A happy mother and child, thanks to Motherswork

### MOTHERSWORK

Holidays are usually hard to celebrate as many of SPIN's single parents may not be able to afford buying presents for their children. But thanks to Motherswork and their customers, it was a magical Christmas as they made basic wishes come true for 23 of our beneficiares. Thank you for meeting their needs and putting smiles on faces of the moms and their children.





## EMPOWERMENT SESSIONS

Empowerment sessions on discovering one's job journey to gardening and self-care, job interviews and positive parenting skills, were held for SPIN members. Quarterly group meet-ups were organised in the form of workshops and sharing sessions with activities for children.

## VOLUNTEER ENGAGEMENT

Orientation and training sessions were conducted to equip volunteers with information on the social service landscape and to learn basic helping skills to support them in the befriending journey with SPIN members.



**THANK YOU GOBBLERSHOP**

GobblerShop has been providing SPIN members with groceries through its monthly donation drive "Project ROSE" from July to December 2017, in addition to job opportunities on a flexi-hours basis. SPIN members also had a memorable time with GobblerShop volunteers during the Christmas celebration event.

**STEM WORKSHOP WITH YEN AND VOLUNTEERS**

Yen Siow, a longtime Dayspring supporter, and her team of volunteers have been volunteering weekly as a follow-up to her STEM Tinkering workshop organised last year, which focused on cultivating Science, Technology, Engineering and Math Skills. This year, Yen conducted a social enterprise project with the Dayspring girls, creating T-shirts and soaps for sale.



### **FAMILY FUN DAY WITH THE PONIES @ BUKIT TIMAH SADDLE CLUB**

Dayspring Residential Treatment Centre held its first Family Day of 2017 at the Bukit Timah Saddle Club. It was a day dedicated to our girls and their family members, where they bonded over equine activities such as learning how to groom, lead and ride horses!



### **FLORAL BOUQUET WORKSHOP WITH SKINNYBLOOMS**

SkinnyBlooms partnered with Dayspring in teaching the girls to make floral bouquets for the Mother's Day Lunch Event. Each girl learnt how to make a tiny dried flower bouquet boutonniere and gave these to their mothers.



### **FORTNIGHTLY WORKOUT SESSIONS WITH PUSH, PULL, GIVE**

Push, Pull, Give is a social enterprise that offers personal training and fitness classes to individuals as well as customised activities to corporations to cater to their corporate social responsibility and fitness objectives. Their social mission is to provide scholarships for young adults to finance their fitness education and raise awareness of the situation of disadvantaged youths.

Push, Pull, Give has been providing weekly fitness classes and activities with the Dayspring girls and continues to explore various ways to build their physical, mental and emotional capacities through physical fitness.



### **CHRISTMAS PARTY WITH YEN AND VOLUNTEERS**

Yen and volunteers put together a lovely Christmas feast and bought school bags and toiletries hampers for each of our girls. Each volunteer family was in charge of putting together the hamper that was later chosen by each Dayspring RTC resident.



### **BEFRIENDING FAMILIES WITH THE DAYSPRING GIRLS**

Befriending Families is an important volunteer area at Dayspring where families, or singles are matched with Dayspring residents. They model how healthy families can be like and embrace girls in their family life and homes during the volunteering period.



### **BACK TO SCHOOL HAIRCUTS BY JESSIE FROM KOVAN HAIR SALON**

The Dayspring RTC girls got back to school hair makeovers by Jessie from Kovan Hair Salon just before returning to school in 2018.



### **GO-KART WITH NIKKI MUELLER**

Nikki Mueller, producer, presenter, host, actor, singer and emcee for HCSA's annual fundraising gala for two years in a row, brought the Dayspring girls for an exciting and fun-filled day at the go-karting arena.



### **EQUINE THERAPY @ EQUAL ARK**

The Dayspring girls had a blast during the equine therapy sessions with EQUAL ARK. These sessions included learning teamwork, resilience and emotion regulation through equine activities such as horseplay, horsemanship and a special inclusion of forest walk elements during the two weeks.



### MONTHLY SOCCER GAME AT HIGHPOINT

Every first Saturday of the month, HCSA Highpoint organises a soccer friendly, which sees volunteers from New Creation Church Outreach pitting their skills against Highpoint residents and staff. Once, we had 70s Kallang Roar soccer star Quah Kim Song join us - he even got hold of a sponsor to provide jerseys and soccer balls for HCSA Highpoint residents.



### CHRISTMAS PARTY AT HIGHPOINT

Christmas came early at HCSA Highpoint, with over 100 residents, alumnus, family members, interns volunteers and staff coming together to celebrate the festive season.

# DONATION BOX PROJECT



*Our donation box is small but mighty! Small enough to place on a counter and secured with a locked chain, and mighty as the funds raised can certainly help the beneficiaries we serve.*

This year, HCSA embarked on a pilot project to raise awareness of our work amongst the public. We are grateful our supporters have agreed to place our donation boxes at their retail outlets island-wide.

We have the approved license from the National Council of Social Service (NCSS) to carry out this project and our staff collect the donations in the boxes on a regular basis throughout the year.

We are appealing to other like-minded organisations who are willing to give us a small space on their counters at their retail outlets, cafes or restaurants to place our donation boxes. This small gesture would mean providing us another avenue to raise critical funds for our various programmes.

### Our Donation Boxes can be found at these locations:

Astons Restaurants	Luminous Dental Clinics
Creamier Gillman Barracks	Mothers Work
Happy Seafood Restaurant	Peranakan Singapore
Kooks Creamery	Sunday Folks

**If you are interested in partnering us in this meaningful project, please drop us a line at [enquiry@hcsa.org.sg](mailto:enquiry@hcsa.org.sg) or call 6326 0458.**

**Your support means so much to us.**

# FINANCIAL HIGHLIGHTS

## SUMMARY OF FINANCIAL ACTIVITIES

INCOME FROM GENERATING FUNDS	2017(\$)	2016(\$)
Government grants	1,388,381	777,872
MSF subvention	483,447	375,898
Donations/Fund-raising	1,955,235	2,008,551
Rental income/utilities recoveries	1,214,032	696,184
Residential rental	43,523	44,353
Other income	93,223	186,953
Amortisation of deferred capital grants	40,856	23,131
Investment income	3,489	709
Hi-Thrift and removal business	-	88,772
<b>TOTAL INCOME</b>	<b>5,222,186</b>	<b>4,202,423</b>

EXPENSES	2017(\$)	2016(\$)
Charitable activities and programme cost	2,996,955	2,497,084
Costs of generating funds	537,976	609,541
Lease rental	730,975	632,287
Fund-raising	205,459	164,155
Governance cost	33,554	44,331
<b>TOTAL EXPENSES</b>	<b>4,504,919</b>	<b>3,947,398</b>
<b>NET INCOME FOR THE YEAR</b>	<b>717,267</b>	<b>255,025</b>

## STATEMENT OF FINANCIAL POSITION

ASSETS	2017(\$)	2016(\$)
<b>NON-CURRENT ASSET</b>		
Property, plant and equipment	955,532	574,900
<b>CURRENT ASSETS</b>		
Trade and other receivables	1,037,834	453,779
Fixed deposits	2,155,000	1,460,000
Cash and bank balances	1,412,534	2,007,700
<b>Total Assets</b>	<b>5,560,900</b>	<b>4,496,379</b>
<b>FUNDS AND LIABILITIES</b>		
Unrestricted funds	4,342,811	3,787,137
Restricted funds	161,593	-
<b>Total Funds</b>	<b>4,504,404</b>	<b>3,787,137</b>
Non-Current Liabilities	150,660	7,635
Current Liabilities	905,836	701,607
<b>Total Liabilities</b>	<b>1,056,496</b>	<b>709,242</b>
<b>Total Funds and Liabilities</b>	<b>5,560,900</b>	<b>4,496,379</b>

## ANNUAL SALARY BAND FOR OUR TOP 3 EXECUTIVES:

ANNUAL SALARY BAND	2017	2016
\$100,001 to \$200,000	3	-

# CORPORATE GOVERNANCE



The Board acts in the best interest of HCSA and its donors to fulfil its mission of giving a Future and a Hope to the vulnerable and empower them to find purpose for an abundant life.

HCSA is in compliance with the Code of Governance for Charities and IPCs. HCSA's Governance Evaluation Checklist for the period of 1 Jan 2017 to 31 Dec 2017 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 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 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 accounting and finance, management, strategic planning, human resource, technology and that it incorporate 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 CEO is also an ordinary member 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 – Governance and risk management, Highpoint halfway house rehabilitation programme, Dayspring programme, Fundraising, Human Resource, Finance and Human Resource. The committees report to the Board regularly. The Board meets regularly and there were seven (7) Board meetings in 2017.

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 10 members.

HCSA sets a maximum limit of four consecutive years for the Treasurer. The Chair of the board is not a staff. Board members conduct regular self-evaluation to assess its 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. In 2017, the board conducted its strategic and planning meeting on 15 Oct 2017.

## 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

HSCA 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, except the CEO, 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.

## 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.



# HOW YOU CAN HELP



Make a cash donation to support our causes and programmes



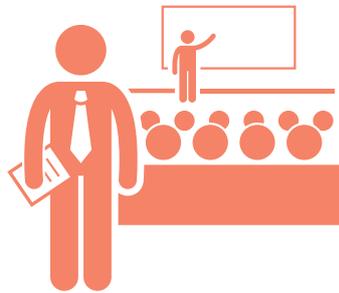
Adopt us as a beneficiary



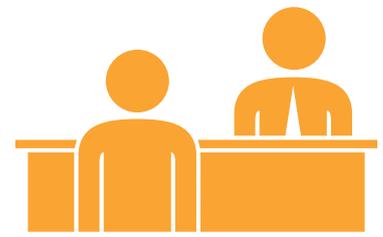
Organise fundraising activities in support of HCSA Community Services



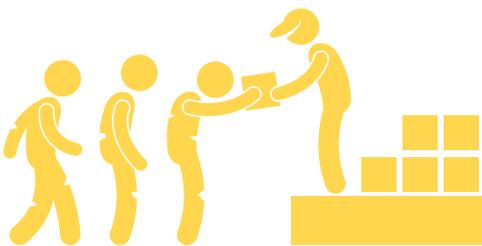
Offer skills-based pro-bono expertise



Organise educational and skills-based workshops, excursions or events to encourage and motivate our beneficiaries



Offer job opportunities to our beneficiaries



Sign up as a volunteer!

HCSA Community Services is an Institution of Public Character (IPC). All donations will receive 2.5 times tax deduction.

For more information, please contact:

**Adelene Wee** (Director, Partnerships & Communications)

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## THANK YOU TO OUR DONORS, SPONSORS, VOLUNTEERS & FRIENDS





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