

NOBODY GETS LEFT BEHIND



2019/2020 ANNUAL REPORT

About HCSA Community Services



HCSA Community Services (HCSA) is a charitable organisation with the Institution of a 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 continue to serve some of the most vulnerable in society, to give them a future and a hope.

Our beneficiaries include ex-offenders, single parents with limited support, teenage girls who have suffered the complex trauma of abuse, and other vulnerable groups. Our mission to empower these vulnerable populations is achieved through our signature programmes:



HCSA Highpoint Halfway House
Helping Ex-Offenders Rebuild Lives



HCSA Dayspring Residential Treatment Centre
Giving Hope to Abused Teenage Girls



HCSA Dayspring SPIN (Single Parents INformed, INVolved, INcluded)
Empowering Single Parents Facing Limited Support

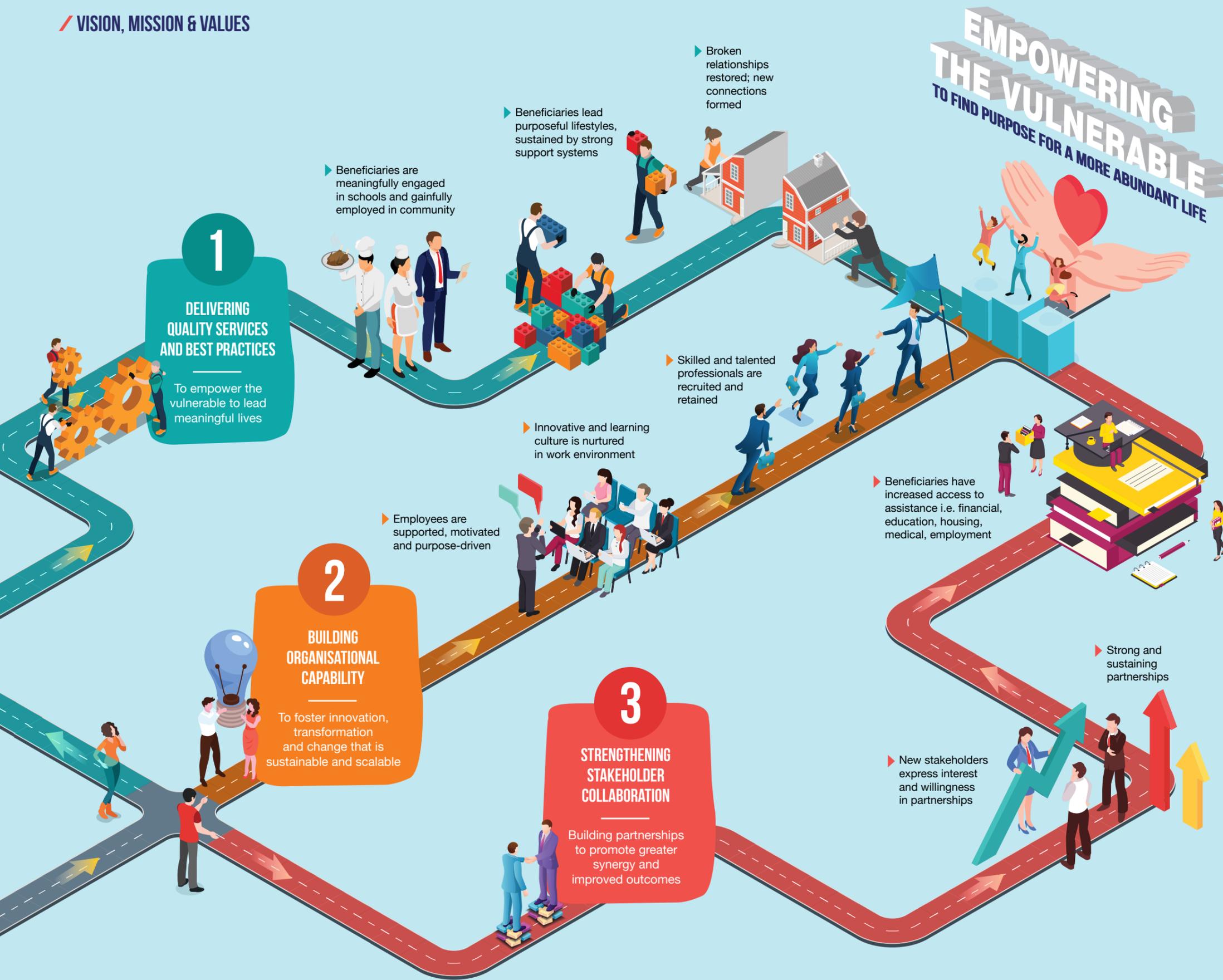


HCSA Academy Culinary Training Centre
Preparing Workplace Ready F&B Professionals

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Vision, Mission & Values

VISION

TO GIVE A FUTURE AND A HOPE

MISSION

EMPOWERING THE VULNERABLE TO FIND PURPOSE FOR A MORE ABUNDANT LIFE

VALUES

- EXCELLENCE
- TEAMWORK
- HONOUR
- INTEGRITY
- COMPASSION
- SERVANTHOOD

Message by President & CEO



TONY LIM
BOARD PRESIDENT

“HCSA seeks to continually improve and enhance the quality of the services that we provide, so as to better serve our clients and impact their lives positively.”

Since 1996, by the grace of God, HCSA Community Services has been giving a future and a hope to the marginalised in society – ex-offenders, teenage girls who have suffered the trauma of abuse, single parents facing limited support and vulnerable individuals looking to increase their employability through certified culinary skills training.

HCSA HIGHPOINT

HCSA HIGHPOINT HALFWAY HOUSE

is a residential shelter which helps homeless male ex-offenders, newly-released prisoners and those in recovery from addiction, empowering them to attain more permanent housing, gainful employment and financial independence.

HCSA DAYSPRING RESIDENTIAL TREATMENT CENTRE

HCSA DAYSPRING RESIDENTIAL TREATMENT CENTRE

is a Therapeutic Group Home for teenage girls who have suffered the complex trauma of abuse, helping them to become healthy individuals who can then reintegrate into their schools, families and society.

HCSA DAYSPRING SPIN Empowering Single Parents

HCSA DAYSPRING SPIN (SINGLE PARENTS INFORMED, INVOLVED, INCLUDED)

is an initiative in collaboration with the National Council of Social Service (NCSS),

which empowers single parents and lone caregivers by strengthening their social support network and improving their access to resources.

HCSA ACADEMY Preparing Workplace Ready Professionals

HCSA ACADEMY CULINARY TRAINING CENTRE

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.

Across all four of HCSA's signature programmes, a common thread that often runs through our clients' testimonies is the sense of belonging, acceptance and purpose that HCSA has given them. These testimonies continue to reflect HCSA's work in our clients' lives as well as our ongoing commitment to each and every vulnerable individual we serve.

This year's annual report theme '**Nobody Gets Left Behind**' echoes HCSA's commitment to journey alongside our beneficiaries and empower them to find purpose for a more abundant life. The vulnerable populations HCSA serve lie at the core of the work we do; and our family of staff, volunteers and partners are dedicated in providing them with the physical, practical and socio-emotional support they need.

As Singapore progresses, vulnerable populations such as ex-offenders, abused teenage girls, and single parents often fall through the cracks. It is therefore HCSA's mission to support and empower these individuals to rebuild their lives and reintegrate into their families, their communities and the society – ensuring that nobody gets left behind.

2019 saw the launch of an aftercare programme by **HCSA Highpoint**. Comprising of a six-month follow up with casework, home visits and work visits upon discharge, the aim is to create a supportive alumni network through continual communication after clients leave the halfway house, to help them navigate their lives on the outside.

HCSA Dayspring Residential Treatment Centre also had the opportunity to host members of the public and other social service sector professionals for six learning journeys over the course of the year, sharing about their services and the importance of being a trauma-informed community.



“We are thankful to our staff for their tenacity, resilience and adaptability.”

KIM LANG KHALIL

CHIEF EXECUTIVE OFFICER



Meanwhile, **HCSA Dayspring SPIN** moved into its new premises at 1 Lorong 23 Geylang and is now within the same compound as HCSA's corporate office. The new space serves as a vibrant social hub for SPIN members and volunteers to gather, learn, play and grow together in a convenient and conducive environment.

HCSA Academy celebrated its first anniversary with a one-month campaign titled **“The Making of A Culinary Hero”**, showcasing the testimonies of Academy graduates and, culminating in a recruitment video produced in collaboration with **The Doodle People**. These initiatives reached over **16,000 people**. The Academy also launched its official website (www.hcsaacademy.sg) to promote greater accessibility to the culinary courses, dining

and event packages, and other services offered.

HCSA seeks to continually improve and enhance the quality of the services that we provide, so as to better serve our clients and impact their lives positively. In line with this, we finetuned our **Strategic Thrusts** to better reflect the projected outcomes which we hope to achieve.

Our three Strategic Thrusts are:

- 1) Delivering quality services and best practices,
- 2) Building organisational capability and
- 3) Strengthening stakeholder collaboration.

Ultimately, these lead HCSA towards achieving our mission of empowering the vulnerable to find purpose for a more abundant life.

As HCSA embarks on its organisation development transformation journey, we aim to be a forward-looking and financially-sustainable social service agency providing quality services and best practices relevant to the changing needs in society. An innovative and transformative organisation governed by sound practices, led by a passionate team with the heart and capability to serve, and a diverse and committed Board with the expertise to bring the organisation towards change that is sustainable and scalable.

We are most thankful for the many corporates and individuals who have generously supported HCSA over the years, through either giving or volunteering. For consistently contributing towards making a difference in the lives of HCSA clients over the years, we recognised 10 corporates and two groups, who were presented with the inaugural **“Making A Difference”** and **“Honourable Heart”** awards respectively, by no less

TONY LIM
Board President

KIM LANG KHALIL
Chief Executive Officer



MESSAGE BY PRESIDENT & CEO

than **President Halimah Yacob** herself, as **Guest-of-Honour** at **HCSA's annual Night of Hope** fundraising gala. At a volunteer appreciation event held later that year, we also celebrated volunteers from all four programmes, with a few of them sharing how volunteerism has impacted their lives.

The coronavirus outbreak has had a massive impact on everyone's lives. It is HCSA's priority to ensure the well-being of our employees and clients, and the continuity of our programmes. As such, we have cancelled all events and minimised non-essential visits and activities. Our corporate office is telecommuting, while our residential treatment centre and halfway house, being essential services, are operating in split teams. **Our SPIN team continues to provide social and practical support to our clients** through telecommunications and food delivery. We are thankful to our staff for their tenacity, resilience and adaptability in such a short period to serve our residents, and **truly appreciate their dedication and hard work.**

Our utmost respect and appreciation goes to the healthcare workers and government for their efforts to fight this pandemic. We are grateful for their dedication and pray that God will heal and protect our nation and the world; and this crisis will soon come to an end.

Above all, we would like to give thanks to our Almighty God for His blessings upon our organisation and His continual protection and love for us.

Board of Directors

1 Yeo Jih-Shian
Vice-President

2 Dominique Choy
Vice-President

3 Tony Lim
President

4 Vincent Lim
Treasurer

5 Delene Lee
Assistant Treasurer

6 George Butron
Secretary

7 Tina Lim
Assistant Secretary

8 Timothy Das
Board Member

9 Ooi Hoe Seong
Board Member

10 Kim Lang Khalil
Board Member



Senior Management



1 Sony Haq
Academic Dean
HCSA Academy

2 Adelene Wee
Director
Partnerships

3 Maria Chua
Head of Home
HCSA Dayspring
Residential
Treatment Centre

4 Jennie Wan
Head of Programme
HCSA Highpoint

5 Dorothy Ng
Chief Operating
Officer

6 Kim Lang Khalil
Chief Executive
Officer

7 Melisa Wong
Head of Programme
HCSA Dayspring SPIN

8 Khoo Wee Bin
Executive Chef
HCSA Academy

9 Samantha Lo
Assistant Director
Corporate Services

10 Vivian Lim
Assistant Director
Marketing &
Communications

11 Dara Chee
Deputy Head of Home
HCSA Dayspring
Residential Treatment
Centre

SUB-COMMITTEES 2018/2019

AUDIT AND RISK COMMITTEE

Ooi Hoe Seong (Chair)
Dorothy Ng

IT COMMITTEE

Vincent Lim (Chair)
Delene Lee

DAYSPRING COMMITTEE

Dominique Choy (Chair)
Tina Lim (Deputy Chair)
Chrystella Lo (Secretary)
Anna Catherine Livingston
Ruth Tie
Delene Lee
Jacqueline Yap
Emily Han
Adelene Wee
Dorothy Ng

FINANCE COMMITTEE

Vincent Lim (Chair)
Delene Lee
Yeo Jih-Shian
Dominique Choy

2019 At A Glance

HCSA academy

85
GRADUATES
(AS OF 31 DECEMBER 2019)



AVERAGE STARTING SALARY OF

\$1,650

OF GRADUATES **ON PAR**
WITH THE CURRENT MARKET RATE



77%
OF GRADUATES
REMAINED IN THE
F&B INDUSTRY FOR
MORE THAN 6 MONTHS



30%
OF GRADUATES HAVE
REMAINED IN THE F&B
INDUSTRY FOR MORE
THAN 1 YEAR

HCSA HIGHPOINT



85%
OF RESIDENTS ARE
REPEAT OFFENDERS
WITH HISTORY
OF MULTIPLE
INCARCERATIONS

**PLANNED
DISCHARGES*
MORE THAN
DOUBLED**



45%
OF THOSE ADMITTED
COMPLETED
THE SIX-MONTH PROGRAM



39
ALUMNI MEMBERS
FOLLOWING LAUNCH OF
**AFTERCARE
PROGRAM**
IN APRIL 2019

* Planned discharge refers to residents securing long-term accommodation and gainful employment upon leaving HCSA Highpoint.

HCSA DAYSPRING
SPIN

CLOSE TO
40%
INCREASE
IN ACTIVE VOLUNTEERS



50%
INCREASE
IN THE NUMBER OF
EMPOWERMENT SESSIONS,
TRAINING WORKSHOPS
& SOCIAL ACTIVITIES



23

NEW ALLY FAMILIES
PROVIDING SINGLE PARENTS
WITH SOCIO-EMOTIONAL
SUPPORT

OVER
\$10,000
SAVED BY SINGLE PARENT
FAMILIES ON
ESSENTIALS
THANKS TO CORPORATE SUPPORTERS



HCSA
DAYSPRING
RESIDENTIAL TREATMENT CENTER

HELD
**6 LEARNING
JOURNEYS FOR
53 PARTNERS**
TO FOSTER A
TRAUMA-INFORMED
COMMUNITY

**FIRST
COMMUNITY**
OF PRACTICE FOR THERAPEUTIC
GROUP HOMES IN SINGAPORE
PRACTICING TRAUMA SYSTEMS THERAPY



ACHIEVED ITS
**HIGHEST
OVERALL
LICENSING
RATING OF**
93.81%



HCSA
COMMUNITY SERVICES



REACHED OVER
100,000
UNIQUE USERS THROUGH
ONLINE CAMPAIGNS

OVER
4,500
FOLLOWERS ON SOCIAL MEDIA
(FACEBOOK, INSTAGRAM AND LINKEDIN)



SHARED

54

TESTIMONIES OF BENEFICIARIES,
ALUMNI AND VOLUNTEERS



Delivering Quality Services

HCSA's four signature programmes empower our beneficiaries to lead meaningful lives and successfully reintegrate into society by journeying with them to restore broken relationships, meaningfully engage in their communities, and sustain strong support systems.

HCSA Highpoint Halfway House

LAUNCH OF A.I.M SOCIETY



HCSA Highpoint believes that recovery is an 'Act in Motion' (A.I.M) and continues even after our residents leave the halfway house. To facilitate this, we launched the 'A.I.M Society' – an aftercare programme consisting of a 6-month follow up with casework, home visits and work visits upon discharge from Highpoint. This was launched at a special ceremony honouring each alumni member in the presence of family and friends, volunteers, fellow social service agencies, and staff from Highpoint. We hope for 'A.I.M Society' to become a supportive alumni network that provides members with opportunities for self-betterment and allows them to feel supported by their case workers as they re-integrate into society.

DRUG ABUSE PREVENTION AMONG YOUTHS

As a halfway house for ex-offenders and recovering drug addicts, HCSA Highpoint advocates the importance of preventive intervention in battling drug abuse. In 2019, we embarked on an

outreach initiative, known as 'Stay Woke', to raise awareness and educate youths in Singapore on the consequences of drug abuse. The initiative was specially designed for high-risk youths and involved our Highpoint alumni members sharing about their personal experience and struggle with drugs.

Not only did this allow the youths to hear from former drug abusers themselves, it also empowered our alumni members to inspire others with their journey. All participants were given special wristbands to serve as a reminder against drug abuse.



HCSA Dayspring Residential Treatment Centre

LEARNING JOURNEYS AT DRTC



We had the opportunity to host members of the public and other social service sector professionals for six learning journeys at HCSA Dayspring Residential Treatment Centre (DRTC) where we shared about our services and the importance of being a trauma-informed community. The attendees included professionals from other Therapeutic Group Homes and Voluntary Children Homes, as well as other groups such as a team from the Institute of Mental Health, a group of education professionals from the Ministry of Education West Zone, Cluster 2 and new MSF officers from their Chrysalis Training programme.

PANELLISTS AT YOUNG PAP EXPERT SERIES "PARTNERING VULNERABLE WOMEN AND CHILDREN"



HCSA Dayspring Residential Treatment Centre (DRTC) was invited to be part of a panel at the 2nd Young PAP (YP) Expert Series: "Partnering vulnerable women and children" organised by MP Christopher de Souza (Holland Bukit-Timah GRC). We were represented by Head of Home Maria Chua and Deputy Head of Home Dara Chee who spoke about DRTC's services and the various highlights and challenges of working with abused teenage girls. Together with



other professional experts, they also shared about the life-long impact that trauma and abuse can leave on individuals if left unhelped.

HCSA Dayspring SPIN (Single Parents INformed, INvolved, INcluded)

RELOCATION TO NEW PREMISES

HCSA Dayspring SPIN said goodbye to 233 Turf Club Road and moved into a fresh new space at 1 Lorong 23 Geylang. The new location serves as a vibrant social hub for SPIN members and volunteers to gather, learn, play and grow together in a convenient and conducive environment.



GROWTH IN VOLUNTEER NETWORK



Volunteers play an important role in SPIN's delivery of services to single parent families. The growing support we have received over the years has been most encouraging. SPIN has been blessed with more volunteers coming on board to contribute towards events, workshops, and other projects such as

mentorship and home improvement. We also welcomed new ally families who continue to journey with our members and provide them with socio-emotional & practical support.



HCSA Academy

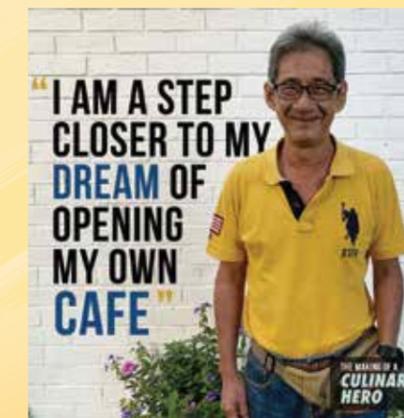
HITTING THE FIRST-YEAR MILESTONE

To celebrate HCSA Academy's first anniversary, we launched "The Making of a Culinary Hero", a one-month campaign showcasing the testimonies of our Academy candidates.

The campaign ended with a recruitment video ("The Story of Joe"), which we produced in collaboration with The Doodle People. These initiatives reached more than 16,000 people combined. In addition, the Academy was privileged to have our graduate's success story featured in the Shin Min Daily News, Mediacorp Channel 8's Tuesday Report (星期二特写) and SSO SCOOP, an e-newsletter by MSF's Social Service Office.



PROGRAMMES & ACTIVITIES



LAUNCH OF HCSA ACADEMY WEBSITE

The Academy launched its official website (www.hcsaacademy.sg) to promote greater accessibility to its culinary courses, dining and event packages, and other services. The website serves as a one-stop portal for prospective students to stay up to date with the Academy's latest happenings, learn more about the professional qualifications, modular courses or SkillsFuture courses the Academy offers, and immediately apply for them. With the new website, members of the public can also access the Academy's various private dining, team bonding or event packages, and easily submit a booking enquiry with just a few clicks.



Building Organisational Capability

As HCSA evolves, we continue to seize opportunities to foster innovation, transformation and change that is sustainable and scalable through strengthening employee capabilities and nurturing a supportive learning culture.

Organisational Development Programme

In 2019, HCSA embarked on an organisational transformation journey as one of 10 organisations selected for The Tote Board Non-Profit Sector Transformation Initiative: Organisation Development Programme. As part of the Organisational Transformation Roadmap, HCSA has identified three key areas of focus: Enhanced People Capability, Improved Business Processes, and Financial Sustainability, which will lead us from 2020 to 2023.

This journey will involve training our staff by identifying key functional & inter-functional competencies and providing a clear learning and development framework. By building HCSA's people capability, we hope to groom agile and innovative staff who execute best practices through process management. We also aim to build a robust knowledge infrastructure and work on strengthening our service and financial sustainability, thereby allowing HCSA to deliver quality services to our beneficiaries in return.

NUS-ISS Capstone Project: My Kampung

To promote greater digitalisation at HCSA, we co-organised a hackathon together with the Institute of Systems Science, National University of Singapore (NUS-ISS). As part of their capstone project, three groups of students from the Masters of Technology in IT Leadership (MTech ITL) programme were invited to "Hack a digital strategy for HCSA" by leveraging on digital technologies and solutions to help HCSA achieve our vision and mission.

We are now working with the winning team to develop an eCommerce web-based portal which will help increase HCSA's visibility by tapping on the network effect through social media. This platform will allow us to leverage on available spaces for rent within our premises, increasing financial sustainability in the long run. With this portal, we hope to better support our beneficiaries in finding long-term employment and being self-reliant by providing a platform for potential employers to view the profiles of our job-seeking beneficiaries.



Social Service Summit



HCSA was privileged to be a part of the 2019 Social Service Summit, joining other Social Service Agencies in celebrating impact through innovation. This year's Summit was extra special for HCSA as we were invited to host a breakout session to share the innovative practices we have adopted, and also had the opportunity to showcase HCSA Academy in the Agency Spotlight Poster exhibition. We were also humbled to be one of the three organisations mentioned as a case study for innovation, in the welcome address by Ms Anita Fam, President of NCSS Singapore.

Strengthening Stakeholder Collaboration

Through strengthening collaborations, as well as building strong and sustaining partnerships with new and existing stakeholders HCSA hopes to promote greater synergy and improved outcomes for the beneficiaries we serve.

Leveraging on digital platforms

The growth of HCSA's online presence has allowed us to engage and mobilise the online community by providing avenues for the public to better understand our work and get involved.

Through regular updates and original content, HCSA garnered over 3,700 Facebook followers, 700 Instagram followers and 140 LinkedIn followers in 2019. We also embarked on six online campaigns and initiatives which reached more than 100,000 people and led to the support and involvement of new stakeholders.



Engaging individual and community volunteers



'JOURNEY OF COOKING' WITH SENIOR VOLUNTEERS

As a recipient of the Silver Volunteer Fund, HCSA worked with the Council for Third Age (C3A) to engage senior volunteers to lead active and meaningful lives through a 'Journey of Cooking' with our beneficiaries. Monthly sessions at HCSA Academy saw senior volunteers cooking up a variety of local dishes together with our chefs and residents of HCSA Highpoint Halfway House. Local delicacies ranging from Hokkien Mee to Ayam Nasi Biryani were specially prepared for HCSA Highpoint residents and staff to enjoy before their weekly support group session.



WARMING HEARTS, SPREADING JOY



We have been blessed to work with an amazing group of philanthropists and their 100 strong volunteer team from Heartwarmers Volunteer Group, to spread festive joy not just to the families of ex-offenders and single parents HCSA serves, but also other low-income households residing in the Aljunied area. Their compassion and service has allowed these families to receive goody bags containing groceries and essentials, as well as 'Ang Pows' and 'Green Packets' during Chinese New Year and Hari Raya respectively.



Engaging corporate partners



BRINGING CHRISTMAS CHEER

To help the residents of HCSA Highpoint celebrate Christmas, we worked with Deutsche Bank to turn our halfway house into a Christmas Wonderland. The atmosphere was filled with laughter and cheer as the residents enjoyed the food and game booths specially set-up by the corporate volunteers themselves, as well as the carolling performance. As a strong supporter of our cause, Deutsche Bank has impacted our beneficiaries' lives through their acts of volunteerism and giving over the year. We look forward to strengthening our partnership with them.



BEFRIENDING SINGLE-PARENT FAMILIES THROUGH COOKING

We wanted to create opportunities for our corporate partners to meaningfully interact with our beneficiaries themselves. To do so, we welcomed 10 volunteers from Visa to join our single parent



beneficiaries and their children in cooking a meal at HCSA Academy. It was an encouraging sight to see volunteers and beneficiaries bonding and getting to know each other as they cooked and enjoyed a meal together.



CHAMPIONING WOMEN AND CHILDREN

As one of the five beneficiary charities of SGX Bull Charge, HCSA is grateful for the continued support SGX has shown us through their signature Charity Run, Charity Futsal and other activities organised for our beneficiaries over the course of the year. At the 2019 Charity Run, HCSA Dayspring SPIN single parent beneficiary Gracy and her daughter had the privilege to present an award to one of SGX's sponsors on

stage – a proud moment for them both. HCSA was also honoured to officiate the opening of the SGX Daily Securities Market in December, where Board Member Ms Delene Lee shared more about our work with vulnerable populations in Singapore.



SUPPORTING CULINARY SKILLS TRAINING OF BENEFICIARIES

One of the ways in which HCSA empowers vulnerable individuals to secure gainful employment and a sustainable livelihood is through our 6-week culinary training course at HCSA Academy. With the partnership of Ishk Tolaram Foundation and Culina respectively, we have enabled more of these individuals to graduate with a WSQ Higher Certificate in Food Services (Culinary Arts) and secure jobs in the F&B industry.





The financial support from Ishk Tolaram Foundation allowed 29 of our trainees to successfully complete the course, of which 70 per cent remain employed in the F&B industry while the others have either returned to school or moved on to pursue their Diploma in Culinary Arts upon graduation.

HCSA Academy was also honoured to be the charity beneficiary of Culina's 25th Anniversary event. As an F&B operator themselves, Culina wanted to support our trainees in their journey to become chefs by donating 25 per cent of their event's proceeds to the Academy.



Appreciating our partners, donors and volunteers

MAKING A DIFFERENCE

We were honoured to have President Halimah Yacob present HCSA's loyal supporters with the 'Making A Difference (M.A.D)' and 'Honourable Heart' awards during our annual Night of Hope Gala 2019. The M.A.D awards were presented to 12 corporates who had supported the sustainability of HCSA's programmes for at least two consecutive years, while the Honourable Heart awards were given to those who had supported us for 10 years or more. Together, these awards represent our gratitude towards the recipients for their dedication towards HCSA over the years.



VOLUNTEER APPRECIATION NIGHT

HCSA works closely with volunteers to empower the vulnerable populations we serve. As a way of thanking them for their support, we organised a Volunteer Appreciation Night where 50 volunteers from all four programmes gathered for a specially curated 3-course dinner at HCSA Academy. The evening's theme was 'Hats Off To You' – a reflection of our gratitude towards our volunteers for their dedication, and all guests were encouraged to come in a hat. We were humbled to hear the sharings of our volunteers as they came forward to talk about their journey with HCSA and our beneficiaries.



Showcasing our work through events at HCSA Academy

Food provides a wonderful opportunity for conversations and we wanted to use this as a platform to showcase the work we do at HCSA.



American Women's Association (AWA) Singapore

By leveraging on HCSA Academy's private dining and events services, we were able to share about our work, garner support and raise awareness for our cause among the partners and guests who graciously hosted their events at our space.

These events ranged from meetings and celebrations to product launches and fundraising events organised by partners such as American Women's Association, Asian Philanthropy Circle, Quantedge Foundation, PrimeTime Business and Professional Women's Association, and Zonta Club. On some occasions, our beneficiaries were also invited to share their stories with our guests in-person.



Asian Philanthropy Circle and Quantedge Foundation



PrimeTime Business and Professional Women's Association



Zonta Club

“To me, volunteering is not just about spending time, money or effort – it’s about changing lives.”

Danny (HCSA Dayspring RTC volunteer)

"I first got involved with DRTC two years ago (2017) as I work for a company that runs leadership and character development workshops and camps for youth. Back then, there seemed to be a lack of attention and support given to abused girls so I felt a strong pull to support them in some way and urged my company to work with DRTC.

My team and I came in with lots of ambition, having designed a full 10-week programme for the girls. But it was only after interacting with the girls themselves where we realised that what they needed was an outlet to expend their energy and play – not a structured programme. Because of what the girls have been through, we soon realised that some of them even lost the ability to ‘play’ altogether.

From then on, we did away with our original plan and gave the girls choices on what they wanted to play for each session. We even started to do really random things such as having a paper plane throwing competition – but the girls thoroughly enjoyed themselves! This went on for two years.

This year (2019), we successfully ran a camp for the girls. During the camp, I got the chance to talk to one of the girls (S*) while we were cycling. I seldom do this but curiosity got the better of me and I asked her; “So what happens for you after Dayspring?”. Her reply shook me: “Oh I’m just going to another home because I can’t go back home to mine.” I had difficulty sleeping that night as the words “Give her a family” kept ringing in my head.

This planted a seed in my heart to take things one step further to give S* a home. So, I spoke to my wife and she agreed almost immediately. I’m glad to say that we are now on the road to giving her a home! We are currently



amidst the adoption legal process, which is rather complex, but we have already established a parent-child relationship with our new daughter. For now, S* gets to stay with us from time to time as she adapts to this new family setting.

The entire process has been a roller coaster ride for all of us – though it’s been mostly fun for my two boys who now have an elder sister to play with. For my wife and I, we had to learn to navigate the effects of S*’ past experiences. Some days, it felt like we were making a lot of progress while on other days, it felt like we had taken 10 steps back. But we love S* with all our hearts – the same way we love our two boys.

My volunteering experience has really opened my eyes to what we can do as individuals. One lesson I learned was being able to know what the beneficiaries really need and not what we think they need. Sometimes, in our eagerness to contribute we forget that the focus should be on the beneficiaries – not us.

To me, volunteering is not just about spending time, money or effort – it’s about changing lives. If we can turn one life around, that’s already something great. Giving and receiving really do go hand in hand. In the giving of my time and effort to volunteer at DRTC, I have gained a sense of satisfaction and also received gratitude from the girls. And in giving S* a new family, our family has been blessed with a daughter and a sister.”

Jamal (HCSA Highpoint alumni)

“I spent half my life in and out of prison for drug-related offences. It was after National Service that I had my first taste of drugs out of curiosity, but things started to collapse when I got introduced to heroin. I kept thinking to myself: I can quit any time. Little did I know that I would only keep tumbling.

During my incarceration, I constantly gave false hope to my family – each time claiming that it would be “the last”. I even wrote them letters. But despite all of this, I would always fall back down again. It was only after my last release that I made a resolution to myself and my family that this was truly the last time.

Even though I was the black sheep of my family, my mother and brother would always come to visit me. But there was a time when my mum didn’t visit for three months. Puzzled, I later found out that she had been ill and was bedridden. This made me very anxious about my release so I could visit her. Thankfully, I managed to see my mother upon my release and spent the last three years of her life by her side.

Highpoint was a strong pillar of support for me after my release – I learned a lot about independence and how to aim towards goals in my life. The staff gave me a lot of support in my recovery and even motivated me to get my driver’s license! It was indeed a happy moment for me when I finally got my license, after having stopped the course multiple times due to drug use in the past. I felt accomplished, especially knowing that I had used my own savings to pay for the course.

Being a reserved individual, I always kept to myself and didn’t really like to mix around a lot. After coming to Highpoint, I started to open up my mind to what’s good for me – which is socialising with people. Now, I look forward to exposing myself to new people and experiences. I want to see more to my life than just ‘me’ and ‘drugs’. After all, a colourful life doesn’t need to come from drugs. There are so many other ways to feel that ‘high’, you can dance, play soccer, but drugs is not the thing.

“Highpoint was a strong pillar of support for me after my release – I learned a lot about independence and how to aim towards goals in my life.”



“ I will always remember the time when K’s son with Asperger’s apologised to me for throwing a tantrum. The sincerity of his apology was truly special to me.”*

Shermaine (HCSA Dayspring SPIN volunteer)

“I was on the lookout for volunteering opportunities when a friend introduced me to SPIN. At first, I had my reservations since SPIN was a programme for single parents and I had no parenting experience myself. But my love for children urged me to give it a try.

Since then, I’ve been a befriender to K*, a single mother of five children – two with special needs. I’ve always appreciated inclusivity and found this a wonderful opportunity to explore it. I began to realise how challenging it is for K* as a single mother, and these challenges became real whenever I brought the family out. However, I also witnessed glimpses of inclusivity when strangers showed empathy towards her special-needs children.



I try to keep in touch with K* and her children as much as possible – whether it’s bringing them out, visiting them at home, or dropping them a call. One incident I will always remember was when K’s* son with Asperger’s apologised to me after he threw a tantrum at the fire station open-house I had brought them too. This apology was very special to me because I truly felt his sincerity! It’s been a humbling yet fun experience journeying with K*. On one hand, I admire her tenacity in providing for her family; and on the other, I’m heartened that her children enjoy my presence as much as I enjoy theirs. Volunteering is indeed rewarding as you not only gain a better sense of yourself, but also get to learn from those you have helped in return.”

Kartik (HCSA Academy graduate)

“Growing up in a family that wasn’t ‘well-to-do’, I was determined to succeed in life and rise above the odds to remove myself from this cycle. But I didn’t know where else I could go, as I had been working in the delivery line since I was 16 years old. All I knew was that I wanted to upgrade myself and be recognised by society.

When I heard about HCSA Academy’s culinary course back when I was in prison, I saw it as an opportunity to embark on my long-awaited career change. I didn’t hesitate much before signing up.

After many years of doing the ‘same old thing’, I really enjoyed learning all the new things during the culinary course – from different cuts and cooking methods to a variety of cuisines. My most memorable moment was the On-the-Job Trainings where we had to cook for and serve real customers! It was intense, but taught me how the real working world would be like.

Joining this course has been an eye-opening and beneficial experience for me. It’s a good starting point for anyone who wants to go into the culinary line. After all, the chefs are always open to guide trainees whenever we have any doubts or uncertainties.

Thanks to the Academy, I was able to get a job as a restaurant trainee chef. This has paved the way for my new career in the culinary world and I am thankful for that. My goal is to come back to HCSA in 10 years’ time to teach others like myself who are willing to learn and looking for a new lease of life.”



“ The Academy has paved the way for my new career in the culinary world. My goal is to come back to HCSA in 10 years’ time to teach others like myself.”

Corporate & Community Partners 2019



We would like to express our gratitude to the following Corporate and Community Partners who have made a difference in the lives of beneficiaries the past year.

THANK YOU

A & Saturday

ACG Co Pte Ltd
 Alive Community Network (Paint of Love)
 Aloha Dental Pte Ltd
 Amazon Web Services
 American Women Association
 Amorepacific Singapore Pte Ltd
 Anb Furnishing Pte Ltd
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Empower2Free LLP
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 Kok Heng Landscaping Pte Ltd
 Kong Meng San Phor Kark See Monastery
 Ksisters Pte Ltd
 Kwan Im Thong Hood Cho Temple
 Lee Foundation Singapore
 Lee Kim Tah Foundation
 Little Bunnies (The Outdoor Classroom) Pte Ltd
 Macquarie Group Foundation
 Marina Bay Sands Pte Ltd
 Mark And Scribe Pte Ltd
 Mellford Pte Ltd
 Menon & Co
 Ministry of Social and Family Development
 Morning Sun Foodstuff Pte Ltd
 Mothers Work Pte Ltd
 National Council of Social Services
 National Gallery Singapore
 Ngee Ann Polytechnic
 Pantec Engineering Pte Ltd
 Park Bench Delicatessen Pte Ltd

PrimeTime Business and Professional Women Association

Quantedge Foundation (Singapore) Ltd
 Rotary Club of Singapore
 Royal Women
 S&J Market Pte Ltd
 Salon Dor La Mode
 Savvy Collective Pte Ltd
 Servepro Services Pte Ltd
 Shun Yi Cheng Contract Eng Pte Ltd
 Sigi Beauty Pte Ltd
 Singapore Bukit Panjang Hokkien Konghuay
 Singapore Corporation Of Rehabilitative Enterprises
 Singapore Exchange Limited
 Singapore Management University
 Singapore Paints & Contractor Pte Ltd
 Singapore Refinery Company
 Singapore Totalisator Board
 SP Group Pte Ltd
 Spectrumech Engineering Services Pte Ltd
 Takasago Singapore Pte Ltd
 The Brave Assembly LLP
 The British Association Of Singapore
 The Esplanade Co Ltd
 The Olive 3 (S) Pte Ltd
 The President's Challenge 2018
 The Rightway Corporation Pte Ltd
 Traxx Trading Pte Ltd
 UK Online Giving Foundation
 Victory Life Christian School Ltd
 Visa Worldwide Pte Ltd
 Weekend Sundries Pte Ltd
 Woh Hup (Pte) Ltd
 Zonta Club

Corporate Governance

HCSA Community Services (HCSA) was established on 12 March 1997 governed by its Constitution as a society. 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 Enhanced tier of the Code of Governance issued by the Charity Council. HCSA's Governance Evaluation Checklist for the period of 1 Jan 2019 to 31 Dec 2019 can be viewed via the Charity Portal at www.charities.gov.sg

Roles and Responsibilities of Board of Directors

The Board acts in the best 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.

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

As at end of the financial year, the Board had 10 members.

HCSA has committees with documented terms of reference. These committees provide oversight in the following areas – Audit and Risk management, Finance, Dayspring Programme, Highpoint Halfway House, Fundraising and Training Academy. The committees report to the Board regularly. The Board meets regularly and there were six (6) Board meetings in 2019.



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 ensures 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 to provide clarity in the management of our reserves and to assure 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 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).

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 the exact remuneration of the CEO and also its three highest paid staff in bands.

Public Image

HCSA is committed to lawful and ethical behaviour 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 Highlights

Summary of Financial Activities

Income	2019(\$)	2018(\$)
Donations/Fundraising	1,179,124	1,603,322
Government grants	889,239	1,354,600
Rental income/utilities recoveries	1,405,243	1,340,451
MSF subvention	1,597,273	1,257,955
Course fees	287,784	143,260
Amortisation of deferred capital grants	129,681	137,316
Other government grants	79,074	96,302
Residential rental	55,254	57,812
Miscellaneous income	88,174	43,942
Investment income	14,375	5,206
TOTAL INCOME	5,725,221	6,040,166

EXPENDITURE	2019(\$)	2018(\$)
Charitable activities and programme cost	4,437,160	4,901,670
Costs of generating funds	1,187,187	1,128,231
Fund-raising	59,915	159,532
Governance cost	36,690	55,513
TOTAL EXPENDITURE	5,720,952	6,244,946
NET SURPLUS/(DEFICITS) FOR THE YEAR	4,269	(204,780)

Statement of Financial Position

ASSETS	2019(\$)	2018(\$)
Non-Current Assets		
Intangible assets	58,280	108,200
Property, plant and equipment	455,979	642,727
Right-of-use assets	1,544,152	-
	2,058,411	750,927
Current Assets		
Trade and other receivables	399,010	424,696
Fixed deposits	1,069,200	1,055,000
Cash and bank balances	3,165,049	3,059,964
	4,633,259	4,539,660
TOTAL ASSETS	6,691,670	5,290,587

Funds and Liabilities

FUNDS	2019(\$)	2018(\$)
Unrestricted funds		
General fund	4,128,695	4,046,222
Training Kitchen fund	81,115	176,803
Total Unrestricted funds	4,209,810	4,223,025
Restricted funds		
Silver Volunteer fund	14,627	15,371
SPIN fund	47,938	61,228
NCSS OD fund	27,956	-
Total Restricted funds	90,521	76,599
TOTAL FUNDS	4,300,331	4,299,624

LIABILITIES	2019(\$)	2018(\$)
Non-Current Liabilities	838,306	23,333
Current Liabilities	1,553,033	967,630
Total Liabilities	2,391,339	990,963
TOTAL FUNDS AND LIABILITIES	6,691,670	5,290,587

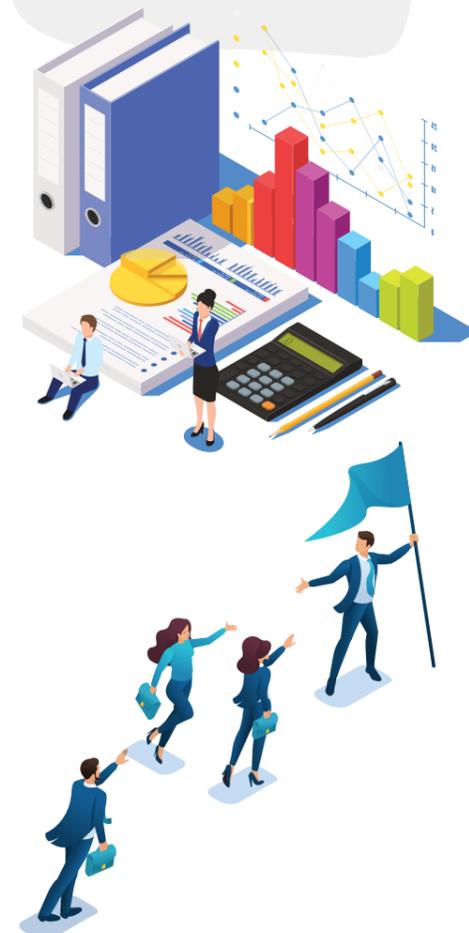
ANNUAL SALARY BAND FOR OUR TOP THREE EXECUTIVES

Annual Salary Band	2019	2018
\$100,001 to \$200,000	3	3

Reserve Policy

HCSA has a Reserve Policy to ensure that the level of reserves is adequate to sustain HCSA for a period of three years 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!

Be a Volunteer



SCAN THE QR CODE TO FIND OUT HOW YOU CAN VOLUNTEER!

Be a Donor



Scan the QR code to donate!

ALL MONETARY DONATIONS ARE ENTITLED TO A 250 PER CENT TAX DEDUCTION.

For enquiries on donating or volunteering, please email us at givehope@hcsa.org.sg

OUR HEARTFELT THANKS TO ALL VOLUNTEERS AND DONORS FOR YOUR CONTINUED SUPPORT!