

In Unity There Is Strength

ANNUAL REPORT 2020



Content

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About HCSA Community Services

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

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

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

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

Vision



To give a future
and a hope

Mission

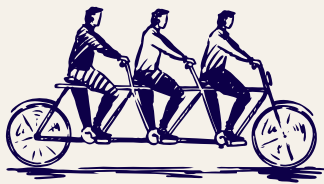


Empowering the vulnerable to find
purpose for a more abundant life

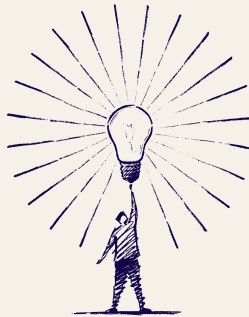
Values



Excellence



Teamwork



Honour



Integrity



Compassion



Servanthood

Our Programmes



HCSA Highpoint Halfway House is a residential shelter which helps male homeless 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 (DRTC) 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 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 Culinary Training Centre is an WSQ-Approved Training Organisation (ATO) that 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.

President & CEO's Message



Tony Lim
Board President

"During the height of the pandemic last year, our HCSA family rallied together to help not only our beneficiaries, but also each other. Our collective strength has enabled us to navigate uncharted territories together."

It has been more than a year since the COVID-19 virus swept our world. Our lives and communities have forever been transformed in critical ways that promise to have longer-lasting effects. For one, the adoption of digital technologies has greatly accelerated at both organisation and industry levels, and home is now the de facto workplace.

During this time of need, our HCSA family has rallied together to help not just our beneficiaries but each other to quickly adjust to the new normal almost overnight. In this unity, our collective strength has enabled us to navigate uncharted territories and emerge stronger together. We are exceptionally proud of our HCSA team for working tirelessly throughout a challenging 2020 to keep our beneficiaries on the right track of recovery and continue giving them socio-emotional and practical support.

For instance, while technology-oriented solutions indeed helped us to work more efficiently, it inadvertently affected how our programme staff communicated with our beneficiaries. Non-verbal cues were harder to read over video communication and it greatly reduced the 'human touch', so our staff went the extra mile to check in on them more frequently.

HCSA SPIN also crossed many hurdles during the "circuit breaker" period by organising virtual events for single parents and their families, which allowed the latter to attend skill-based lessons and enjoy family-bonding activities.

(continued)

The Act In Motion (A.I.M.) Society, an alumni network by HCSA Highpoint Halfway House, celebrated its first-year anniversary in April. A.I.M. Society has also set up a committee consisting of five of its own alumni: Azahari, Feroz, Tony, James, and Zoul. This band of brothers share a strong camaraderie, and we are heartened that they continue to work alongside our HCSA Highpoint team to build a community that supports residents and alumni alike.

We are also proud to share that HCSA Dayspring Residential Treatment Centre (DRTC) is the first Therapeutic Group Home in Singapore to receive all three certifications issued by New York University! We are now even more confident of delivering quality care to our residents who have suffered complex trauma from abuse.

Our HCSA Academy Culinary Training Centre resumed operations during Phase 1 post-“circuit breaker” and adopted a different approach to on-job training sessions for our students. Bento boxes (sponsored by B Fooding) were prepared by the students and delivered to fellow social service agencies, including our HCSA Highpoint Halfway House and HCSA DRTC programmes.

On behalf of our programmes, we express our heartfelt thank yous to all our partners and donors who have helped our beneficiaries tide through the tumultuous past year.

With your continued support, our commitment to Give A Future and A Hope to vulnerable groups remains steadfast.



Kim Lang Khalil
Chief Executive Officer

“The unwavering support from partners and donors has been a huge encouragement for both beneficiaries and staff, and keeps the HCSA fighting spirit burning bright.”

A stylized black ink signature of Tony Lim.

Tony Lim
Board President

A stylized black ink signature of Kim Lang Khalil.

Kim Lang Khalil
Chief Executive Officer

Meet the Team

BOARD OF DIRECTORS



Tony Lim
President



Yeo Jih-Shian
Vice-President



Dominique Choy
Vice-President



Delene Lee
Treasurer



Vincent Lim
Assistant Treasurer



George Butron
Secretary



Ooi Hoe Seong
Assistant Secretary



Timothy Das
Board Member



Kim Lang Khalil
Board Member

Meet the Team

SENIOR MANAGEMENT



Kim Lang Khalil
Chief Executive Officer



Dorothy Ng
Chief Operating Officer



Ong Lay Wah
Assistant Director,
Finance
(From 1 Jan 2021)



Colin Liaw
Director,
Digital Transformation



Adelene Wee
Director,
Partnerships



Samantha Lo
Assistant Director,
Corporate Services



Shawn Lim
Head of Programme,
HCSA Highpoint
(From 1 Jan 2021)



Maria Chua
Head of Home,
HCSA Dayspring
Residential
Treatment Centre



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



Pauline Tan
Head of Programme,
HCSA Dayspring SPIN
(From 4 Mar 2021)



Sony Haq
Head,
HCSA Academy

Note: Ms. Melisa Wong held the post of Head of Programme, HCSA Dayspring SPIN till 31 Dec 2020.
Ms Jennie Wan held the post of Head of Programme, HCSA Highpoint till 31 Jul 2020.

Meet the Team

SUB-COMMITTEES

FINANCE

Delene Lee (Chair)
Vincent Lim
Kim Lang Khalil
Dorothy Ng

AUDIT AND RISK

Ooi Hoe Seong (Chair)
Dorothy Ng

PROPERTY & DEVELOPMENT

Tony Lim (Chair)
Vincent Lim
Dorothy Ng
Kim Lang Khalil

DAYSPRING MANAGEMENT COMMITTEE

Dominique Choy (Chair)
Tina Lim (Deputy Chair)
Delene Lee (Deputy Chair)
Jacqueline Yap
Anna Catherine Livingston
Ruth Tie
Emily Han
Adelene Wee
Dorothy Ng
Tong Mien Yik

HUMAN RESOURCE

George Butron (Chair)
Dominique Choy
Amy Teo
Caroline Hu

INFORMATION TECHNOLOGY

Vincent Lim (Chair)
Delene Lee

HIGHPOINT MANAGEMENT COMMITTEE

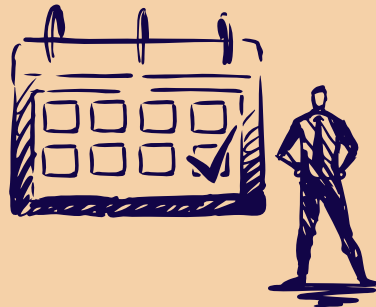
Timothy Das (Chair)
Yeo Jih-Shian
George Butron

2020 At A Glance

HCSA HIGHPOINT



99
NEW
ADMISSIONS



36 PLANNED
DISCHARGES
WHO HAVE STAYED IN
PROGRAMME FOR **MORE
THAN 60 DAYS, AND
SECURED LONG-TERM
ACCOMMODATION AND
GAINFUL EMPLOYMENT**
UPON LEAVING
HCSA HIGHPOINT



62
MEMBERS IN **A.I.M
ALUMNI GROUP**
(CUMULATIVE AS OF
31 DECEMBER 2020)

2020 At A Glance



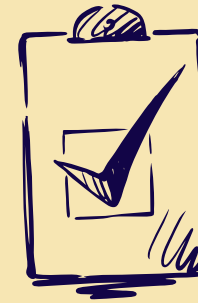
1st

**THERAPEUTIC GROUP
HOME IN SINGAPORE
TO RECEIVE ALL 3
CERTIFICATIONS**
ISSUED BY NEW YORK
UNIVERSITY.



5

GRADUATES
SUCCESSFULLY
COMPLETED
THE TREATMENT
PROGRAMME



6

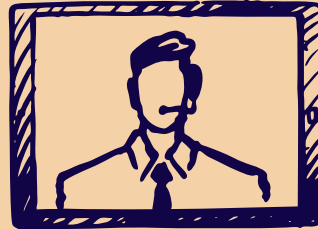
COVID-19
SAFETY MEASURES
AUDIT CHECKS
SUCCESSFULLY
CLEARED

2020 At A Glance



40

SINGLE PARENT
FAMILIES HELPED



HELD **15**
VIRTUAL EVENTS
RANGING FROM
SKILLS-BASED TO
FAMILY-BONDING
ACTIVITIES



90

ACTIVE
VOLUNTEERS

2020 At A Glance



AVERAGE
STARTING SALARY
FOR GRADUATES

\$1,750

ON PAR WITH
CURRENT MARKET
RATE



122

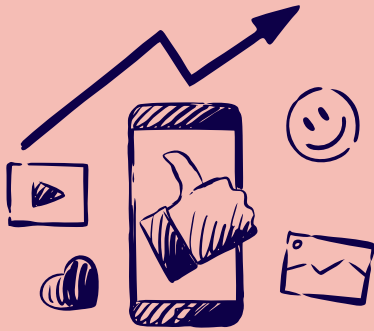
GRADUATES

(CUMULATIVE AS OF
31 DECEMBER 2020)

MORE **25**
THAN
TIE-UPS WITH
LOCAL F&B
ESTABLISHMENTS.



2020 At A Glance



REACHED OVER
200,000

**ORGANIC AND
UNIQUE USERS**
ONLINE (FACEBOOK,
INSTAGRAM, LINKEDIN)



RAISED
\$350,000

VIA
**ONLINE FUNDRAISING
CAMPAIGNS**
ON GIVING.SG



COLLABORATED
WITH MORE THAN
105 PARTNERS

Activities & Milestones

In 2019, HCSA embarked on its organisation development journey to be a high-performing, innovative, and sustainable organisation that enables transformational empowerment of vulnerable groups and actively shares its expertise with community partners.

The organisation development journey helps us reach our envisioned future and contributes to each of HCSA's Strategic Thrusts:



Delivering Quality Services and
Best Practices

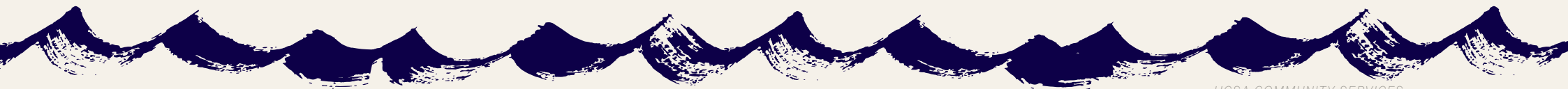


Building Organisational
Capability



Strengthening Stakeholder
Collaborations and Building
Partnerships

Despite a turbulent 2020, we continued our efforts in these key thrusts – further building on our achievements from the past year.



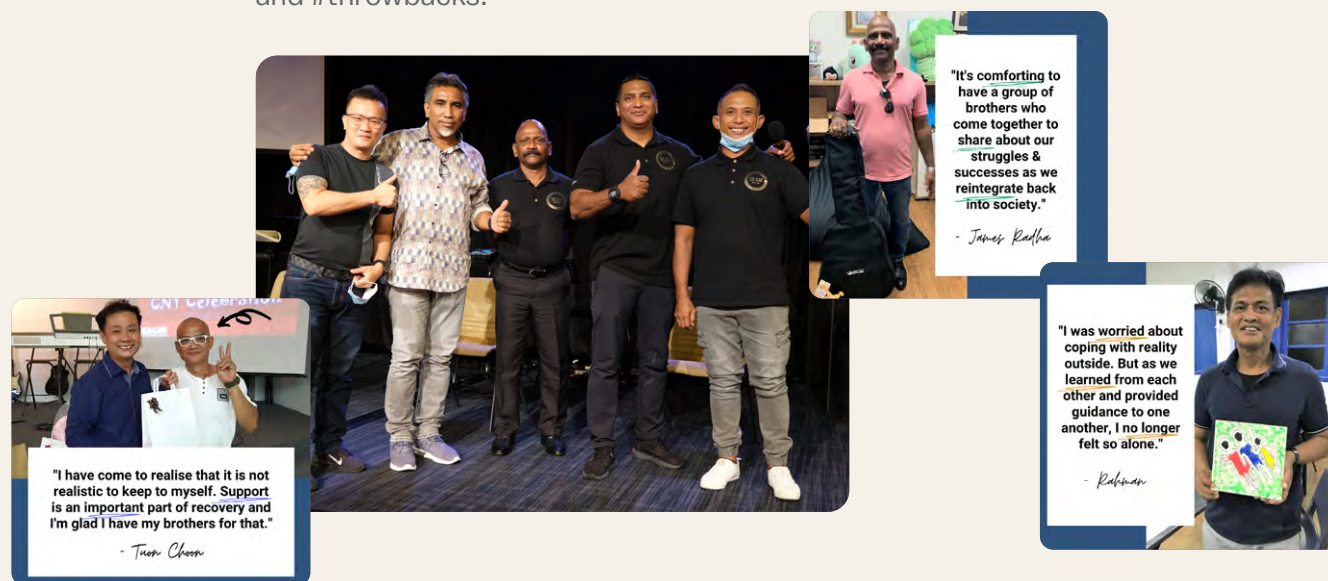
DELIVERING QUALITY SERVICES AND BEST PRACTICES

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. Despite a challenging COVID-19 year, our teams' adaptive spirit powered us through to continue delivering the quality services our beneficiaries needed.



A.I.M. Society Turns One and Inaugurates Alumni-Led Committee

Since the inception of A.I.M Society in April 2019, the aftercare programme has grown from strength to strength and celebrated its first anniversary in April 2020. Although a physical celebration was not possible, we commemorated the occasion through social media with inspiring anecdotes and #throwbacks.

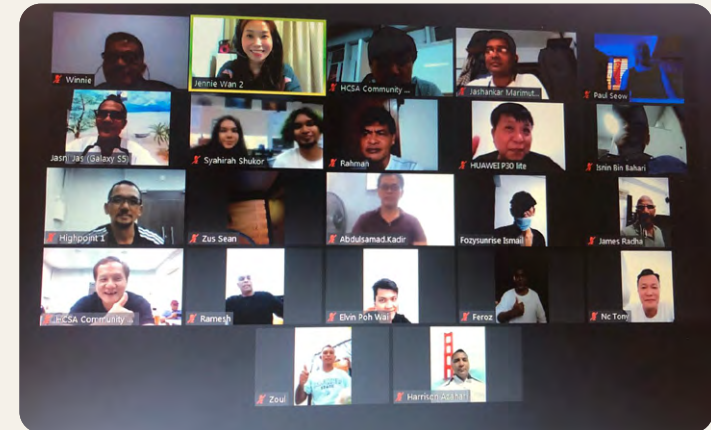


DELIVERING QUALITY SERVICES AND BEST PRACTICES



Skills Upgrading with Zoom Training

COVID-19 threw the world into a tailspin, but our plucky HCSA Highpoint team rose to the occasion. They conducted five back-to-back nights of hands-on Zoom training sessions to familiarise our HCSA Highpoint residents and alumni with using the platform. On the final day of training, a total of 27 Highpoint residents and alumni signed in to one 'meeting room' and shared their experiences and joy of learning a new skill.



'Highpoint Outposts' Pilot Project

In response to the new normal where the size of group gatherings are heavily restricted, HCSA Highpoint partnered with Community of Praise Baptist Church, Singapore Thomson Road Baptist Church, and Living Hope Methodist Church to form "outposts" - secondary gathering venues for A.I.M. Society members.

The first event organised under this project was a belated Christmas celebration with 50 Highpoint alumni, A.I.M. Society members, and their families enjoying quality time together following the announcement of Phase 3.



DELIVERING QUALITY SERVICES AND BEST PRACTICES



All 3 Certifications Granted for Trauma Systems Therapy (TST)

After an intensive two years of training and casework, HCSA DRTC is proud to announce receipt of all three certifications issued by New York University. As of August 2020, the programme has two TST experts, seven TST practitioners, and one TST site.

Academic achievements by Resident A in GCE 'N' Levels

Academic achievements are usually challenging for residents with a history of trauma and abuse. Schooling often gets interrupted, and residents may also face various socio-emotional issues in school. It was a personal triumph for one of our residents, Aria*, who overcame the odds and clinched 6 points in her December 2020 GCE 'N'- Level examinations. In celebration of her academic achievements, we awarded her with CapitaVouchers.

*Names have been changed to protect beneficiary's identity



DELIVERING QUALITY SERVICES AND BEST PRACTICES



Continued Engagement through Virtual Means

Social distancing measures in 2020 meant all interactions had to take place virtually. Both our HCSA SPIN team and members adapted quickly, with the latter continuing to participate in our virtual family and skills-based events such as storytelling and home science experiments for the kids, and group sharing for parents on topics like emotional resilience and job hunting. These events were supported by our partners and volunteers.



DELIVERING QUALITY SERVICES AND BEST PRACTICES



Pivoting for On-Job Training

Per government regulations during 'circuit breaker', HCSA Academy heeded the nation's call to temporarily cease all physical classes in a bid to contain the spread of COVID-19. In order to stay connected with trainees and sustain their interest, we set up chat groups where we consistently checked-in with them and shared relevant material such as cooking videos.

Classes resumed following the announcement of Phase 1 re-opening. However, we pivoted from on-job training events to preparing bento meals instead. We then delivered these to not just our own beneficiaries, but those from other social service agencies too. These SSAs included HEB-Ashram Halfway House, Jamiyah Children's Home, and Chen Su Lan Methodist Children's Home. Bento boxes were kindly sponsored by B Fooding.



BUILDING ORGANISATIONAL CAPABILITY

2020 was the year in which HCSA accelerated its efforts to lay strong foundations for a more “modern workplace” – one that is integrated and fully-digitised for staff to stay connected, and all work-related information management wholly and securely carried out.



Strengthened and Secured Technology Infrastructure

In 2020, we procured and refurbished a range of electronic devices - namely laptops and tablets - for staff in HCSA. A simplified administrative and technical support policy and protocols were implemented. Overall networks and performance were improved through proactive monitoring of security. Staff were also trained to ensure they know how to work these tools.



BUILDING ORGANISATIONAL CAPABILITY

NCSS' NexLeaders Programme

Traditional methods of learning are slowly giving way to the development of bite-sized learning modules. In view of this, HCSA took part in NCSS' NexLeaders.com Leadership Development Programme, a suite of mobile, micro-learning courses that allow staff to learn on-the-go, anytime, anywhere through bite-size content, with a choice of more than 36 courses from industrial experts. A total of 18 HCSA staff (comprising middle and senior management) completed all of the five core modules offered.

The logo for NEXLeaders.com, featuring the word "NEXLeaders" in a bold, black, sans-serif font, with ".com" in a smaller font size below it.

Development of Organisation Value Proposition

With funding support from the National Council of Social Service (NCSS), we worked together with Ernst & Young Advisory Pte. Ltd. to help guide the crafting of HCSA's first Organisation Value Proposition (OVP). The OVP defines and communicates the attributes of employment that an organisation delivers to its current and targeted workforce. We have communicated the OVP to our valued employees, and will be working to deliver on this in the months ahead.

The EY logo, consisting of the letters "EY" in a bold, black, sans-serif font, with a yellow triangle above the "Y". To the right of the logo is the tagline "Building a better working world" in a smaller, black, sans-serif font.

STRENGTHENING STAKEHOLDER COLLABORATIONS AND BUILDING PARTNERSHIPS

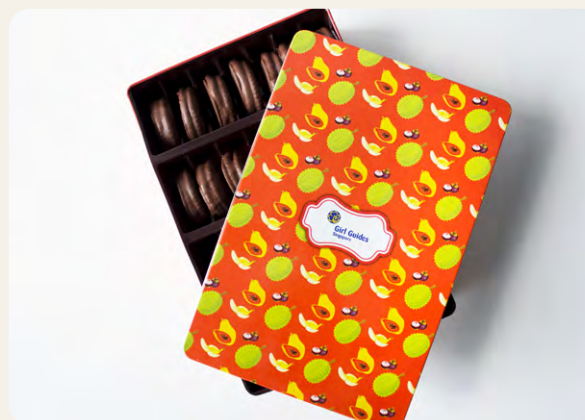
Engaging corporate partners

Meaningful partnerships with community, grassroots, religious, and corporate groups enhance and fortify HCSA Community Services' efforts for our beneficiaries. The resources and expertise of such partners enable us to connect better with individuals and maximise outreach.



Girl Guides Singapore Cookie Gifting Project

As part of Girl Guides Singapore's (GGS) initiative to give back to the community, HCSA was one of five charity partners for the launch of their exclusive new cookie flavour – chocolate-coated banana cream. These cookies were sold to GGS' donors, corporate partners, and members of the public, with the added option for buyers to "pay it forward" by gifting them to beneficiaries. In total, HCSA received a total of 500 tins of cookies for Christmas 2020 that were distributed to beneficiaries from all our programmes.



STRENGTHENING STAKEHOLDER COLLABORATIONS AND BUILDING PARTNERSHIPS

Engaging corporate partners

Food Sponsorship from Food Bank Singapore, Deutsche Bank Singapore, and Octava Foundation

The COVID-19 'circuit breaker' in Singapore impacted a substantial number of our beneficiaries, with strict lock-down regulations affecting job stability and food security.

Food Bank Singapore, Deutsche Bank Singapore, and Octava Foundation stepped in and provided meal assistance support - in the form of daily lunches and dinners - for beneficiaries from our residential programmes HCSA Highpoint and HCSA DRTC. In addition, Advo Asia provided the delivery of cooked meals to our SPIN families; and with an individual donor's contribution, we were able to help supplement them with fresh and frozen groceries.

We are also grateful to Food Bank Singapore's continued support in the form of monthly dry ration supplies to all four of our programmes.



STRENGTHENING STAKEHOLDER COLLABORATIONS AND BUILDING PARTNERSHIPS

Engaging corporate partners

SGX Bull Charge Virtual Charity Run 2020

As one of five adopted charities of SGX Bull Charge, HCSA is thankful for the support SGX has continued to show us. In 2020, SGX Bull Charge transformed its 17th annual charity run into a two-weeks virtual fundraiser.

Our CEO, Kim Lang Khalil, gamely participated in the 3km 'Chief Challenge' as well! HCSA also rallied our staff, beneficiaries, and volunteers to clock their miles as a show of support. The event raised \$197,881.22 for HCSA.



STRENGTHENING STAKEHOLDER COLLABORATIONS AND BUILDING PARTNERSHIPS

Engaging corporate partners

Corporate Support for 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 six-weeks culinary training course at HCSA Academy.

Financial support by way of seven scholarships from Octava Foundation and eight from Rotary Club Singapore allowed 15 of our trainees to successfully complete their course, graduate with a WSQ Higher Certificate in Food Services (Culinary Arts) and secure jobs in the F&B industry. We also express our appreciation to the Tan Chin Tuan Foundation, The Majority Trust, and PayPal for their generous sponsorship of course fees and training allowances.



STRENGTHENING STAKEHOLDER COLLABORATIONS AND BUILDING PARTNERSHIPS

Engaging corporate partners

Gilead 'Step Up' Challenge

As part of Gilead Science's Asia-wide 'Creating Possibilities for Our Communities' corporate social responsibility programme, the Singapore team raised USD 10,000 (SGD 13,568) for HCSA through its 'Step Up Challenge', an employee-driven virtual run for charity event. An astounding 4,000,000 steps were clocked during this challenge!



Theo10 Fundraiser for DRTC and SPIN

Theo10, a Singapore-based company that provides skincare and health products with 100% natural ingredients, held a fundraising project to raise public awareness for our beneficiaries from HCSA DRTC and HCSA SPIN. In total, Theo10 raised funds equivalent to 90 hand sanitisers and two insect repellents (worth \$740) for our HCSA SPIN families, and other Theo10 products (worth \$502) for our HCSA DRTC residents.



Citi-YMCA Youth for Causes

Citi-YMCA Youth for Causes (YFC) is a community-led initiative started by Citi and the YMCA of Singapore in 2003. Funded by Citi Foundation, the programme is a catalyst to promote social entrepreneurship and community leadership development among Singaporean youths. A group of four youths from Temasek Junior College selected HCSA as their partner under this initiative. Besides raising awareness of HCSA to their peers in school, their efforts also raised more than \$6,000 for our programmes.

STRENGTHENING STAKEHOLDER COLLABORATIONS AND BUILDING PARTNERSHIPS

Engaging religious groups

Bedok Methodist Church

With the gracious help of volunteers from the outreach and social concerns ministry of Bedok Methodist Church, meals, groceries and other necessities were actively delivered to single-parent families under our HCSA SPIN programme during 'circuit breaker'. In addition, Bedok Methodist Church sponsored six aftercare discharge kits (comprising essentials for school and independent living) and two brand new laptops for graduating beneficiaries from HCSA DRTC.

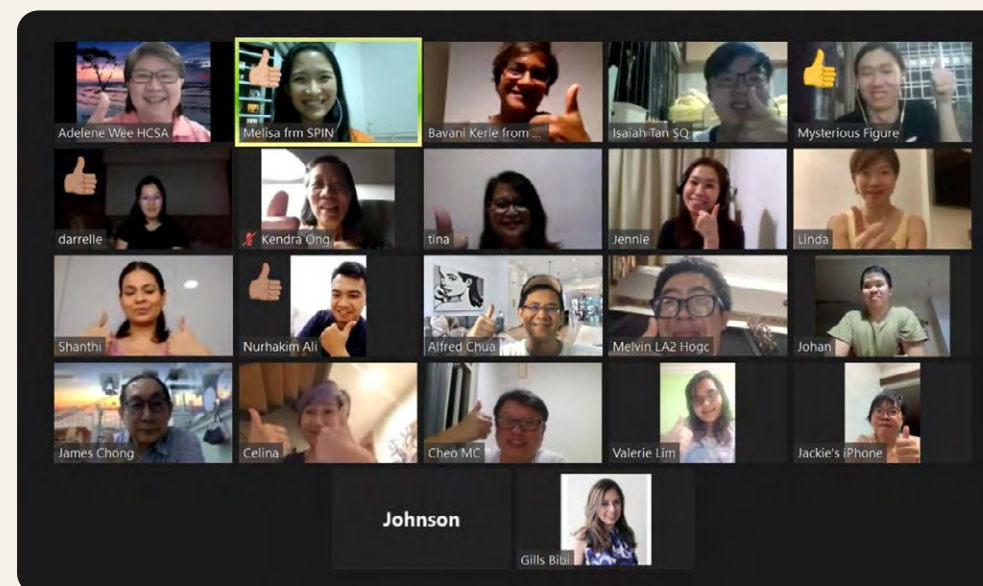
Singapore Thomson Road Baptist Church

Although new to community outreach efforts, Singapore Thomson Road Baptist Church was undeterred in its collaboration efforts with HCSA Highpoint. Through the church's sponsorship, HCSA Highpoint was blessed with 40 aftercare discharge kits to encourage residents to successfully complete Highpoint's six-months Transitional Living Programme and graduate as a Highpoint alumnus. Items in each discharge kit comprised of essentials needed for independent living, as well as a newly created official certificate of completion.



STRENGTHENING STAKEHOLDER COLLABORATIONS AND BUILDING PARTNERSHIPS

**Engaging individual and
community volunteers**



Virtual Volunteer Zoom sessions

In 2020, the de facto communication platform used to continue engaging and interacting with our volunteers was Zoom. As a way of thanking them for their continued support, we organised a virtual appreciation event for a total of 46 volunteers. Heartwarming stories were shared as our volunteers came forward to talk about their volunteering journeys with HCSA and our beneficiaries.



Stories of Hope

Kat*

Alumna of HCSA Dayspring Residential Treatment Centre (DRTC)

*Names have been changed to protect beneficiary's identity.

"Whenever I felt upset, the mentors were always available to talk to me and listen to me, even when we treated them harshly.

They were there to reassure me that the flashbacks are in the past and I'm now in a safe place."

When she was 18 years old, Kat* was referred to HCSA DRTC by her child protection officer as her turbulent home situation was deemed unsafe for her to stay. As she was due to take her 'O' Level examinations that year, Kat was relieved for the change in environment.

During her time at HCSA DRTC, Kat learnt how to articulate her feelings in a more positive manner instead of acting out and making impulsive decisions. She also actively put into practice the grounding techniques that she was taught, and that enabled her to decrease the instances of dissociating and gradually overcome her trauma.

Throughout her entire journey at HCSA DRTC, Kat appreciates how encouraging the mentors were. "They were always there to keep me grounded when I was dissociating," she recalled. Under their care and guidance, she eventually graduated from HCSA DRTC after a year and a half in the programme. Kat also feels that she has become more mature in dealing with her emotions, and is proud of her progress.

Kat is currently working as a healthcare professional, and aspires to advance her studies in the hopes of becoming an advanced practice nurse.

Stories of Hope



Charmaine Ong and Serlyn Sim

Volunteers of HCSA
Dayspring Residential
Treatment Centre (DRTC)

"We're constantly learning – from the girls, and from our journey as volunteers."

Charmaine and Serlyn first got to know of volunteering opportunities with HCSA DRTC during their freshman year of undergraduate studies at National University of Singapore. No strangers to community services, the avid volunteers were glad that they could befriend our HCSA DRTC residents and be a part of their recovery journey.

Besides being the residents' befrienders, they help design and run various bonding activities that teach life skills such as financial literacy. Charmaine and Serlyn explain that with the

new normal, volunteering has now gone online by way of regular Zoom sessions with the residents.

Throughout their volunteering journey with HCSA DRTC, both agree in unison that they have learnt valuable lessons from the residents. Charmaine explained, "If I met the girls outside of HCSA DRTC, I wouldn't have known how much they've been through. I feel humbled after listening to their stories. It's really about seeing beyond the surface – they're no different from any of us."

Stories of Hope



Suhaini Bte. Md Ali

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

"SPIN really values us as single parents and constantly reminds us that we need to take care of ourselves also."

Suhaini is a single parent to two sons, and a guardian to her young nephew. Strained familial relations meant taking on both roles as a mother and father without family support, and she constantly faced challenges.

After discovering HCSA SPIN through Facebook, she wanted to know more about the types of services and help offered to single parents. Suhaini then reached out to enquire on membership and was quickly attended to by Jeanne, HCSA SPIN's social worker. Since joining HCSA SPIN, Suhaini has been an avid member and attendee of

several events and workshops. "In a way, these programmes help me to de-stress because volunteers help to take care of the boys while they play and I learn", she shared.

She credits the support and encouragement from the HCSA SPIN team – particularly her befriender Rasi and Jeanne – for her to continue being positive and staying strong for her children. "SPIN really values us as single parents and constantly reminds us that we need to take care of ourselves also", she said.



Brenda Ng

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

*"We work around their (single parents') needs.
We are here not to fulfill our own milestones, but to
help them with their journey."*

Brenda has been volunteering with HCSA SPIN as a befriender since 2019. As a befriender, Brenda is a trained volunteer who provides practical and socio-emotional supporter to HCSA SPIN members. She also advises them on job strategies and employability. Brenda explains, "One of the parents didn't understand why she kept getting rejected by jobs she was applying for. Was there a gap to fill? How (could) we help her secure a job? So we helped analyse this together with her."

Understanding that the befriender role requires one to demonstrate and practice empathy and patience with members, Brenda was further motivated to take up a course in para-counselling to enhance her volunteering

skills. In fact, she shares this course was a timely reminder that communicating mindfully is truly vital, even with friends and family alike. "Not all (SPIN) members will openly talk about their past; so we just have to be patient and let them take the time they need," Brenda reasons, citing empathy and simply being a listening ear as foundational stones in building initial trust.

Brenda says that volunteering makes her feel happy she's doing her own part in giving back to society, and that her life is more fulfilling. She shares, "We do encourage them (HCSA SPIN members) to be befrienders too. It's a wonderful journey that's made even more beautiful because you're helping another person."



Ramesh S/O Ramachandran

Alumnus of HCSA Highpoint
Halfway House

"Highpoint gave me the morale boost I needed. 90% of the hard work of recovery is up to us as an individual, but I had a safe space and support to make my own choices."

Ramesh's teenage years were a turbulent mix of smoking and rebellion, which eventually led him down the path of substance abuse and drug trafficking. After being in and out of prison for more than a decade, his turning point came after his last release. He decided to come to HCSA Highpoint in 2019 after unsuccessful attempts to secure his own housing, and was determined to turn his life around, once and for all.

Ramesh shared that HCSA Highpoint's community-style living and strong support was pivotal in his recovery journey. He looked forward to activities like bowling and weekly house meetings as everyone could share their experiences without fear of judgment. He would rush back from work to attend these sessions, as doing so helped "ensure (his) free time (was) properly used"

and he had the necessary social support that was paramount to his integration back into society.

HCSA Highpoint also assisted Ramesh with his housing application so he could focus on his job and continue supporting his mother, who currently lives in Malaysia. At present, he has been "clean" for seven years (and counting) and emphatically declares that he will never go back to his previous ways.

"My mum is happy for me now because I'm doing fine," said Ramesh. "Age is catching up. I just want to stay "clean", have a roof over my head and a steady job, come home and have quiet nights. My dreams may not be big, but because of Highpoint, I have stability in my life now. I'm grateful for that."



Stories of Hope

Anna Garden

Volunteer for HCSA Highpoint
Halfway House

"I really like volunteering at Highpoint. I do think that the building of relationships is so important, and that's one of the reasons I keep coming back."

Out of the 11 years that Anna Garden has been in Singapore, she has been a regular volunteer with HCSA Highpoint for eight years. Back then, she had noticed new faces (the programme's then-residents) sitting at the back of the church that she also attended. She struck up a friendly conversation with them, and thus began her volunteering journey.

Witnessing how HCSA Highpoint's residents and alumni turned their lives around and continue to keep on the straight and narrow has left a positive impact on Anna. For her, volunteering goes beyond just talking to them. Instead, she said, "...having a conversation and being genuinely interested in their lives really matters to them."

Anna shares that her job as a full-time physiotherapist also comes in handy as a volunteer. For instance, she often guest-spoke at fitness and health-related workshops that were organised for HCSA Highpoint's residents and alumni. "At first, the language barrier was a bit of a struggle. But day-to-day topics are really the best conversation starters," she said.

"Be humble and friendly. Think of a common ground and just chat – it can be about music they like, sports they play, or food – you can't go wrong with food!" Anna advised. "During a recent walk at MacRitchie, one of the residents was surprised that I chatted with him but was glad that someone was willing to have a conversation with him. Hearing that was really significant for me."

Stories of Hope



Ravin Shankar

Graduate of HCSA Academy
Culinary Training Centre

"Our attitude and mentality is what really counts. Age is not a barrier. If you really want to progress and improve, just do it and do your best."

For Ravin, it all started with a Home Economics class in secondary school that led him to developing a long-standing passion with food and cooking. His first foray into the culinary world began when he started out as a dishwasher. A chance encounter with one of the chefs working at the same restaurant as him then eventually landed him the role of a commis cook, thus kickstarting his culinary journey.

However, Ravin soon discovered his lack of qualifications made it difficult for him to apply for more senior positions and was constantly being rejected. At the suggestion of the restaurant he was working at, he recognised the need for him to upskill and decided to enrol in HCSA Academy's WSQ

Higher Certificate in Food Services (Culinary Arts) course.

Ravin shared that the course at HCSA Academy helped him build a strong foundation in culinary techniques, and equipped him with safety and housekeeping knowledge too. He also enjoyed meeting like-minded fellow students and credited his trainers for their tireless guidance.

Following his graduation from the course, Ravin is now a junior sous chef and is working towards his goal of being a head chef. "My dream is to one day open up my own small little café where I can create my own fusion dishes," Ravin enthused.

Thank You

We would like to make a special mention of the following donors who have been faithful supporters of HCSA over the years. The effects and impact of your generosity and kindness is evident in the continuation of our work. We are ever thankful and grateful for your strong support!

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National Gallery TETRIS	Siemens Bank GmbH Singapore Branch	Theo10
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National Volunteer and Philanthropy Centre (NVPC)	Singapore Bukit Panjang Hokkien Konghuay	Traxx Trading Pte Ltd
Ngee Ann Polytechnic	Singapore Exchange Limited (SGX)	UOB Limited
NTUC FairPrice Foundation	Singapore Refinery	Vegetarian World Food Pte Ltd
Oily Blessings	Singapore Indian Development Association (SINDA)	Victory Life Christian School Ltd
Octava Foundation	Singapore Pools Pte Ltd	Visa Worldwide Pte Ltd
OUE Limited	Singapore Press Holdings Foundations Ptd	Willing Hearts
Our Journey Pte Ltd	Singapore Totalisator Board	Wing Tai Holdings Ltd
PAssion Wave @ Bedok Reservoir	Tan Chin Tuan Foundation	Young Living Singapore Pte Ltd
		YMCA of Singapore

Corporate Governance

HCSA Community Services (HCSA) was established on 12 March 1997 governed by its Constitution as a society. Its Constitution complies with the requirements of the Societies Act and is set up under its Sector Administrator, The Ministry of Family and Social Development (MSF). HCSA is also a Charity and Institute of a Public Character (IPC), registered under the Charities Act, Chapter 37. HCSA complies with the guidelines for Basic, Intermediate and Enhanced tiers of the Code of Governance issued by the Charity Council. HCSA's Governance Evaluation Checklist for the period of 1 Jan 2020 to 31 Dec 2020 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, its funders and donors 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 9 members.

HCSA has committees with documented terms of reference. These committees provide oversight in the following areas – Finance, Audit and Risk, Property and Development, Human Resource, Information Technology, Highpoint Management Committee, and Dayspring Management Committee. The committees report to the Board regularly. The Board meets regularly and there were six (6) Board meetings in 2020.

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 organizations that HCSA has dealings with. They are expected to declare such interests as soon as possible, abstain from decision-making and not vote or participate in matters where they have a conflict of interest.

Strategic Planning

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

Human Resource Management

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

Risk Management Practices

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

Reserve Policy

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

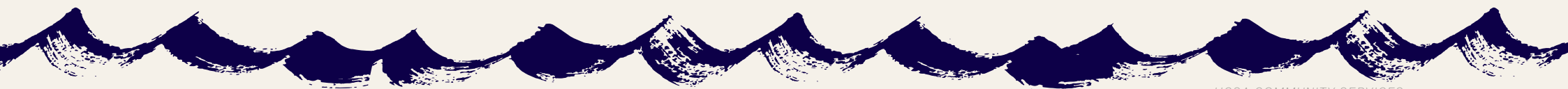
The Board ensures that adequate internal controls for financial matters

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.

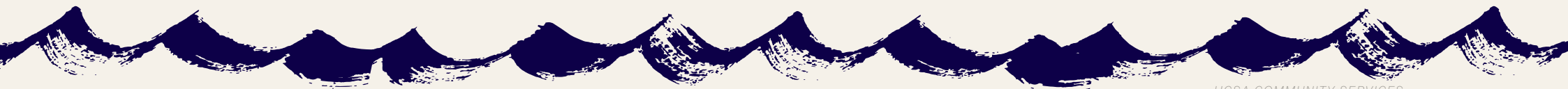
HCSA discloses in its annual report its three highest-paid staff in bands.

Public Image

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

Personal Data Protection Act

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





Financial Highlights

SUMMARY OF FINANCIAL ACTIVITIES

INCOME	2020 (\$)	2019 (\$)
MSF subvention	1,416,110	1,597,273
Rental income/utilities recoveries	1,402,539	1,405,243
Grant from government agencies	1,265,917	932,879
Donations/Fundraising	1,062,573	1,135,484
Other government grants: Jobs Support Scheme	564,382	-
: Rental Relief	266,867	-
: Others	124,101	79,074
Course fees	156,384	287,784
Amortisation of deferred capital grants	67,645	129,681
Residential rental	44,166	55,254
Miscellaneous income	24,302	88,174
Investment income	19,311	14,375
TOTAL INCOME	6,414,297	5,725,221
EXPENDITURE	2020 (\$)	2019 (\$)
Charitable activities and programme cost	4,424,850	4,417,193
Costs of generating funds	1,164,340	1,207,154
Fund-raising	23,751	59,915
Governance cost	24,252	36,690
TOTAL EXPENDITURE	5,637,193	5,720,952
Net surplus/(deficits) for the year	777,104	4,269

STATEMENT OF FINANCIAL POSITION

ASSETS	2020 (\$)	2019 (\$)
<i>Non-Current Assets</i>		
Intangible assets	59,827	58,280
Property, plant and equipment	261,320	455,979
Right-of-use assets	929,604	1,544,152
	1,250,751	2,058,411
<i>Current Assets</i>		
Trade and other receivables	345,858	399,010
Fixed deposits	1,088,267	1,069,200
Cash and bank balances	4,418,212	3,165,049
	5,852,337	4,633,259
TOTAL ASSETS	7,103,088	6,691,670

FUNDS AND LIABILITIES

FUNDS	2020 (\$)	2019 (\$)
Unrestricted funds		
General fund	4,560,654	4,128,695
Training Kitchen fund	71,333	81,115
	4,631,987	4,209,810
Restricted funds		
Silver Volunteer fund	44,763	14,627
SPIN fund	46,087	47,938
NCSS OD fund	283,981	27,956
NCSS Invictus fund	58,600	-
Yellow Ribbon Emergency fund	5,200	-
	438,631	90,521
TOTAL FUNDS	5,070,618	4,300,331
Non-Current Liabilities		
Lease Liabilities	155,800	838,306
Current Liabilities		
Lease Liabilities	790,203	719,621
Deferred grants and income	283,307	86,332
Other payables	803,160	747,080
	1,876,670	1,553,033
Total Liabilities	2,032,470	2,391,339
TOTAL FUNDS AND LIABILITIES	7,103,088	6,691,670

ANNUAL SALARY BAND
FOR OUR TOP THREE
EXECUTIVESAnnual Salary Band
\$100,001 to \$200,000

2020 (\$)	2019 (\$)
3	3

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

Reserve Policy

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



COVID-19 may have disrupted our lives forever, but it has also spurred creativity in ways like never before!

Have skills or expertise you'd like to contribute as a volunteer? Or looking for like-minded individuals to work on community service projects with?

Reach out to us at givehope@hcsa.org.sg.

Charities like us require millions in funds annually in order to operate smoothly and serve our beneficiaries.

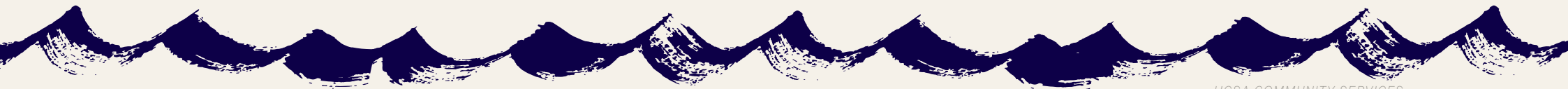
Your steadfast support helps ensure we continue to give a future and a hope to our vulnerable groups.

All monetary donations are entitled to a 250 per cent tax deduction.

Scan the QR code to donate.



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







HCSA Community Services

Address: 1 Lorong 23 Geylang, Singapore 388352

Tel: +65 6745 3532

Email: enquiry@hcsa.org.sg

 www.hcsa.org.sg

 HCSA Community Services

 @hcsacommunityservices

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