

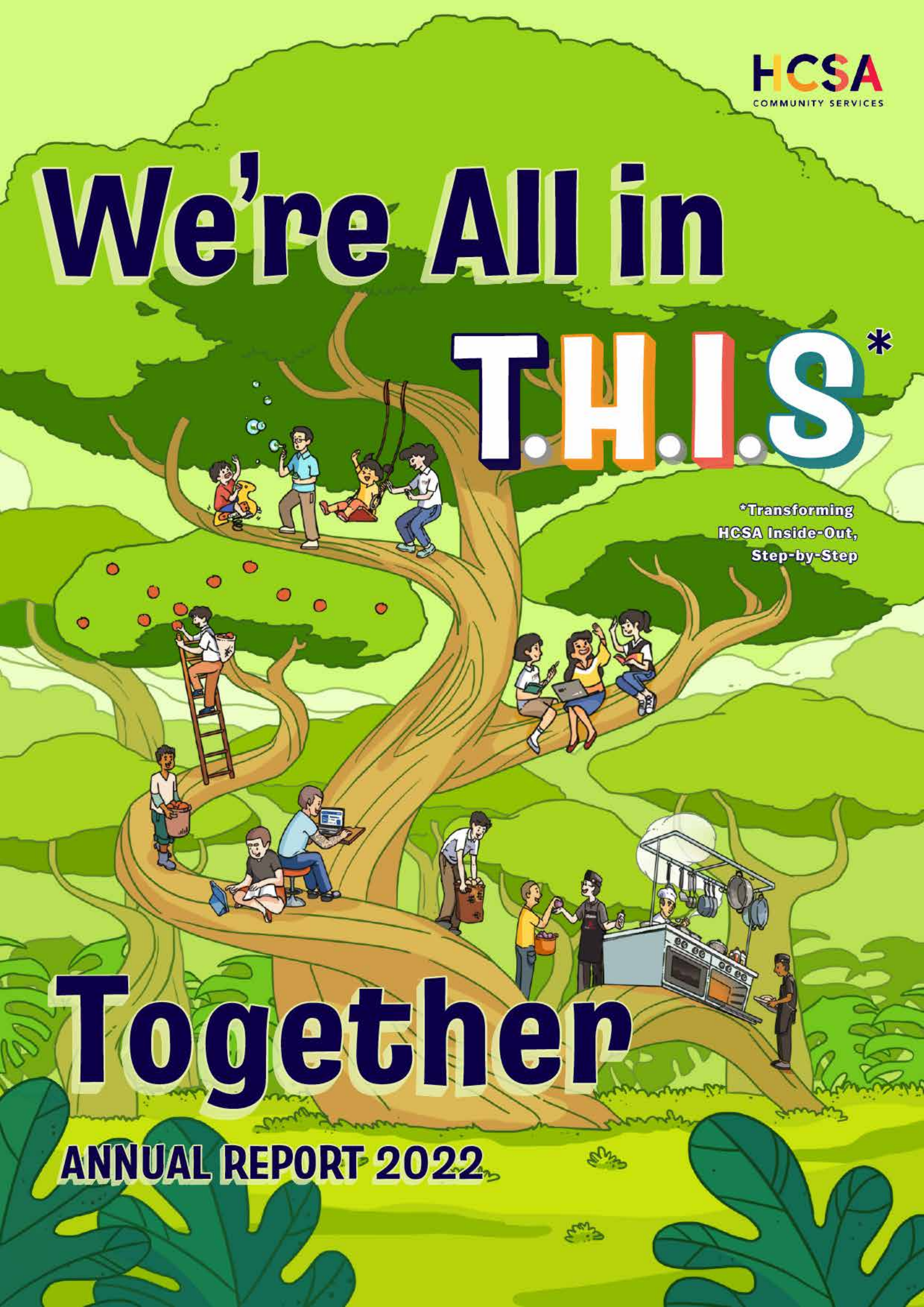
We're All in

T.H.I.S.*

*Transforming
HCSA Inside-Out,
Step-by-Step

Together

ANNUAL REPORT 2022



CONTENT



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 serve some of the most vulnerable in society, giving them hope for a better future.

Vision

To Give A Future And A Hope

Mission

Empowering the vulnerable to find purpose for a more abundant life

Values

- E**xcellence - We embrace challenges and give our best effort in whatever we do
- T**eamwork – We support each other and work together to achieve great things
- H**onour – We respect one another as individuals and value the capabilities and contributions of each person
- I**ntegrity – We are honest and truthful even when it is inconvenient, costly, or painful
- C**ompassion – We listen deeply to understand, feel and identify with the needs of others
- S**ervanthood – We serve others with love and selflessness

This model outlines HCSA’s strategy to achieve our mission and vision through three key areas of focus:



Our Programmes



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



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



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



HCSA Academy Culinary Training Centre (HCSA Academy) aims to empower vulnerable individuals with the professional skills required to secure stable employment in the F&B industry, giving them a new lease of life and a level playing field to support themselves and their families. As a WSQ-approved Training Organisation (ATO), the Academy offers a 5-week course based on the Food Services skills framework by SkillsFuture Singapore, culminating in the highly coveted WSQ Higher Certificate in Food Services (Culinary Arts).

President's Message



Dominique Choy
Board President

As 2022 was considered by many to be a year of returning normality following life after the pandemic, so too was the case for all of us at HCSA. Just as we began to live life as we did pre-pandemic – going to our places of work or gathering with others at public venues – we at HCSA are thankful for being able to come closer together once again, figuratively and literally, to work closely with the vulnerable we serve, and with each other as a team.

This was evident too for many of us on the board, as 2022 promised to be a year of renewal, with the rejuvenation of several board members and roles. Over the years, we've been blessed to benefit from the guidance and invaluable contributions by our outgoing board members. The board renewal also introduced many fresh faces, and with it new perspectives to the governance of HCSA. We are fortunate to have many accomplished members serving the board, in service of HCSA's original mission to empower the vulnerable to find purpose for a more abundant life.

In alignment with the designation of 2022 as the Year of Celebrating SG Families by the Ministry of Social and Family Development (MSF), HCSA with its various partners and donors supported and celebrated the vulnerable families our programmes have been serving since its inception through several family-centric events and campaigns. This was evident in our inaugural launch of our Movie Night for HCSA Families fundraising event, where HCSA's beneficiaries, donors, staff and volunteers – without whom much of HCSA's work would not materialise – came together for a rare opportunity to meet and bond with each other over a cinema screening of *The Tiger's Nest*, a heart-warming film about familial bonds and friendship.

Likewise, our various partners across government, corporates, foundations and community, contributed greatly towards the realisation of many new initiatives, as well as expand and sustain HCSA's support programmes. Notably, with the help of our partners, we were able to establish a new mentorship programme to empower our alumni beneficiaries from HCSA Highpoint and HCSA DRTC by expanding their social and professional skillsets, and open up new career possibilities for them. Similarly, with the support of Gilead Sciences, HCSA Highpoint's introduction of an anti-hepatitis C programme for our ex-offenders provided them with the means to test and treat hepatitis C, and seek a new lease of life.



President's Message

As with our core programmes, bringing families together remained an integral and unifying effort across HCSA. Whether this was through the celebration of HCSA Highpoint's alumni, A.I.M. Society celebrating its third year anniversary with programmes like the 'Foundation of Love', which saw HCSA Highpoint couples strengthen and renew their marriage commitments to each other; the launch of HCSA SPIN's 'Lend A Helping Hand' referral campaign for the purpose of reaching out to more single-parent families in the community, thus expanding the HCSA SPIN members family; or even alumni outreach efforts that saw alumni members re-connect through social gatherings and festive events for HCSA DRTC's alumni programme – OWENA – as well as culinary skills enhancement programmes that provide HCSA Academy's alumni with further training opportunities to help them to remain competitively skilled in the F&B industry.

Indeed, following a year of renewal and solidifying of familial and communal bonds in 2022, we at HCSA now look forward to new opportunities in 2023 with renewed vigour and dedication for the life-saving and transformative work we do for our vulnerable beneficiaries, to grant them renewed hope and a future!

Warmest regards,
Dominique Choy
President, HCSA Board of Directors

CEO's Message



Kim Lang Khalil
Chief Executive Officer

HCSA's vision is 'To Give A Future And A Hope' (Jer. 29:11), and our belief in this has helped to anchor us in spite of the tumultuous past few years of the pandemic. Through the ups and downs, we have come out stronger than ever, and our community's grit, character, and adaptability burn brighter than before. A scriptural verse that resonates most with me as we journeyed through the past year was Isaiah 45: 2-3 "I will go before you and will level the mountains; I will break down gates of bronze and cut through bars of iron. I will give you the treasures of darkness, riches stored in secret places, so that you may know that I am the LORD..."

2022 was a revival of sorts as life had picked up pace in our "next normal", enabling us to continue efforts in empowering our vulnerable communities to find purpose for a more abundant life. In that same vein, we acknowledged the need to strengthen our organisational resilience so that we can be ready to tackle the challenges of today and the future.

Thus, the rallying cry in 2022 – and theme for our annual report - was 'We're All In T.H.I.S Together', T.H.I.S being Transforming HCSA Inside-Out, Step-by-Step. We remain committed in our quest to becoming a high-performing, innovative, and sustainable social service agency. As such, I would like to briefly share key highlights from last year that illuminate our progress:

New initiatives to improve our beneficiaries' social and economic mobilities

It is no secret that the pandemic underscored stark inequalities experienced by many of our vulnerable groups. Hence we are heartened that our corporate partners align with our mission and joined forces with us to kickstart new initiatives. Together with Allen & Overy and 'Jesus the Light grant making project', we launched STEP UP, a mentorship programme designed to connect former clients from our HCSA Highpoint and HCSA DRTC programmes with various community stakeholders to guide and support them in their reintegration journeys. We also partnered Hongkong Land to commence an online tuition programme for the children of our single-parent families under our HCSA SPIN programme.

Supercharging both 'hard' and 'soft' skills in a modern workplace

We know that a thriving HCSA team will enable us to deliver quality services to those in need. That is why it's important to invest not only in our people's growth and development but also in the tools that they use to perform each day. We implemented Robotic Process Automation



CEO's Message

(RPA) into select work processes to optimise our organisation's lean resources. The coaching programme we embarked in 2021 has also been extended and made available to all HCSA staff. Knowing how our people feel is important to us too, so we are encouraged with the healthy participation and responses from our organisation-wide events like HCSA Chats.

Forging new and nurturing existing partnerships to improve sustainability

Sustainability – particularly that of financial - continues to be an area of priority for us as well. Inflation affects all of us, but charities are really feeling the pinch, especially with rising operating costs. Besides trying new ways of fundraising – holding our inaugural Movie Night for HCSA Families and selling Give Hope cookies – we are deeply thankful to have the steadfast support of so many corporate and community partners, and volunteers to help us advance our cause.

As I reflect on 2022, I take pride in our collective achievements as one HCSA. Uncertainty will continue to abound in the coming year, but I have faith that with the grace and anointing of God, our team's resilience, and community support, we will be able to handle any challenge the future may bring.

Sincerely yours,
Kim Lang Khalil
Chief Executive Officer

Meet The Team

BOARD OF DIRECTORS (BOD)



Appointed since



Attendance for Board meetings

Timothy Das served as a board member from May to July 2022.

All board members were appointed on 25 May 2022 for the 2022/2023 term.



Dominique Choy
Board President

2009

6/6



Yeo Jih-Shian
Vice-President

2017

5/6



Delene Lee
Treasurer

2018

6/6



Francis Ding
Assistant Treasurer

2021

6/6



George Butron
Secretary

2009

4/6



Brandon Phay
Assistant Secretary

2021

5/6



Tony Lim
Member

2016

6/6



Vincent Lim*
Member

2011

6/6



Ooi Hoe Seong
Member

2017

3/6



Emily Han
Member

2022

4/6

* Vincent served on the Board for one year in 2008, and rejoined the Board from 2011 to present.

Meet The Team

SENIOR MANAGEMENT



Kim Lang Khalil
Chief Executive Officer



Dorothy Ng
Chief Operating Officer



Shawn Lim
Head of Programme,
HCSA Highpoint



Maria Chua
Head of Home, HCSA Dayspring
Residential Treatment Centre



Adelene Wee*
Head of Programme,
HCSA Dayspring SPIN



Sony Haq
Head of Programme,
HCSA Academy



Colin Liaw
Director, Digital
Transformation



Andrew Ong^
Director, Partnerships
& Strategic
Communications



Ong Lay Wah
Assistant Director,
Finance



Samantha Lo
Assistant Director,
Corporate Services

* Adelene Wee held the role of Director, Partnerships until 31 Dec 2022, and was concurrently Head of Programme, HCSA Dayspring SPIN in Q4Y2022.
^ Andrew Ong held the role of Assistant Director, Partnerships until 31 Dec 2022.

Chrystella Lo held the role of Deputy Head of Home, HCSA Dayspring Residential Treatment Centre until 31 Jul 2022.
Pauline Tan held the role of Head of Programme, HCSA Dayspring SPIN until 30 Sep 2022.

SUB-COMMITTEES

Finance

Chair Delene Lee
Members Dorothy Ng
Francis Ding

Investment

Chair Francis Ding
Members Delene Lee
Dorothy Ng
Melvin Tan
Tony Lim

Audit & Risk

Chair Francis Ding
Members Dorothy Ng
Hon Su Sian

Human Resource

Chair George Butron
Members Dominique Choy
Amy Teo
Caroline Hu

Property & Development

Chair Tony Lim
Members Vincent Lim
(w.e.f Jan 2023)
Dorothy Ng

Volunteer & Philanthropy

Chair Dominique Choy
Emily Han

Academic Board

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

Nomination

Chair George Butron
Members Dominique Choy
Kim Lang Khalil

Dayspring Management Committee

Chair Dominique Choy
Deputy Chair Delene Lee
Deputy Chair Emily Han
Members Adelene Wee*
Cathy Livingston
Hon Su Sian
Jacqueline Yap
Tina Lim

*Member up till Q3Y2022

Highpoint Management Committee

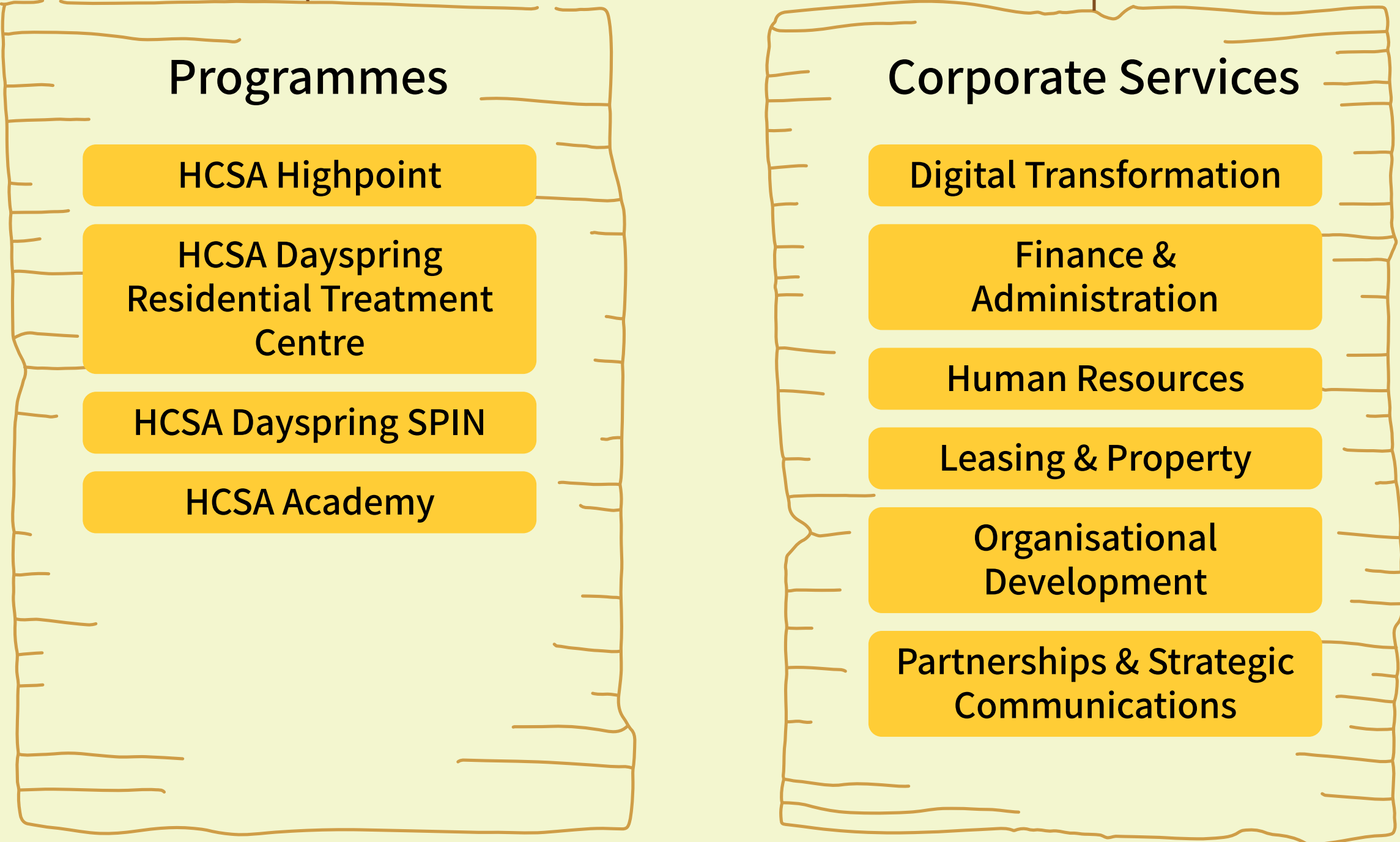
Chair Yeo Jih-Shian
Members Timothy Das
George Butron
Andrew Ong

Organisational Structure

Board of Directors



Chief Executive Officer (CEO)



2022 Impact At A Glance



94

2021: 75

new residents admitted



39

2021: 39

residents secured employment and permanent housing within six months of admission



3

2021: 5

recidivism* cases

*Recidivism refers to a person's relapse into criminal behaviour



10

2021: 17

% expulsion rate**

**Residents are expelled upon major infringement of shelter rules such as fighting and repeating offences.

In-care



24

2021: 15

group support sessions held in 2022



35

2021: 31

residents (on average) attended semi-monthly group support sessions

Each resident goes through 12 casework and six counselling sessions as part of TLP

Aftercare (A.I.M. Society)



86

2021: 64

alumni members in A.I.M. Society



21

% of alumni remained crime free for one year

40

% of alumni remained crime-free for three years

21

% of alumni remained crime-free for five years



16

2021: 15

residents served in 2022



8

2021: 3

residents who successfully graduated into after-care/step-down care



38

2021: 23

members in OWENA (HCSA DRTC alumni group)

2022 Impact At A Glance



52 new cases
2021: 22



16 cases closed
2021: 43



110 single-parent families served
(active cases)
2021: 86



220 children from our single-parent families
supported
2021: 172

Since 2017, we have matched 175 single parents with either
befrienders or specialised allies



61 alumni members (closed cases) remain
actively engaged



67 active volunteers (including Befrienders and
Counsellors)



32 graduates
2021: 37



2,000 SGD as average starting salary
2021: 1,800



26 % attrition



78 % of graduates placed in F&B jobs and/or
returned to school



70 % graduates who remained in job or
school for min. six months

2022 Impact At A Glance



Volunteer Engagement



588 volunteers contributed their time and skills to at least one activity
2021: 353



269 new volunteers recruited



262 active* volunteers
*Contributed to at least four activities in a year



6,314 hours of volunteering
2021: 5,035



544 total events/activities supported by volunteers
2021: 228

Fundraising



498 individuals, **498** foundations, corporations, churches and other partners generously donated to us, raising
\$1,879,601

Media Coverage



25 media features in both local (The Straits Times, TODAY, CNA) and regional media (The Star, BioSpectrum Asia)
2021: 11

Organisational Growth and Development



3,480 hours of upskilling
2021: 2,720



\$42,625 invested in staff training and upskilling
2021: \$25,465



48.3 hours spent on training per employee (on average)
2021: 41.2



75 % overall employee retention score
2021: 69

Our Work: Programmes & Activities

DELIVERING QUALITY SERVICES



Service Model

Transitional Living Programme (TLP)

Residential Care

- Case Management
- Work Therapy
- Housing & Employment Assistance
- Support Groups
- Family Engagement
- Recreational Activities

Aftercare

- Alumni group Act in Motion (A.I.M.) Society
- Volunteer Work
- Public Campaign
- Community Outreach
- Training

Launch of Educate, Test, Treat! (ETT) Hepatitis C Testing and Treatment Programme

The Educate, Test, Treat! (ETT) Hepatitis C (HCV) programme was officially launched on 27 July 2022. Commemorating the launch as Guest-of-Honour was Assoc. Prof. Muhammad Faishal Ibrahim, Minister of State for Ministry of Home Affairs & Ministry of National Development. A first-of-its-kind hepatitis C virus (HCV) elimination programme for the ex-offender community in Singapore, the programme was founded by HCSA and supported by biopharmaceutical company Gilead Sciences.

Together with the End-C Programme founded by Tan Tock Seng Hospital, these initiatives provide HCV testing and treatment support for ex-offenders, not merely from HCSA Highpoint but nationally across all halfway houses.

As part of a national effort to eliminate HCV by 2030, more than 200 ex-offenders with a history of drug abuse were offered HCV testing and treatment under the ETT programme, with further expansion plans to double the efforts and impact by collaborating with more halfway houses and hospitals across Singapore in 2023.



Our Work: Programmes & Activities

DELIVERING QUALITY SERVICES

A.I.M. Society marks third year anniversary

Since its inception in 2019, HCSA Highpoint's A.I.M. Society has grown from strength to strength. The aftercare programme aims to build a pro-social support network and encourages member participation in pro-social recreational activities. At present, it has 86 alumni members who are predominantly former residents of HCSA Highpoint.

Through the support of our community partner The Bible Church, Singapore, its volunteers, and our HCSA staff, a family-friendly event was organised to celebrate A.I.M. Society's third anniversary and commemorate the desistance journeys of members.



Life skills training and digital upskilling workshops for HCSA Highpoint residents

The pandemic emphasised the importance of digital skills and literacy for disadvantaged groups, who are at risk of being left behind in our digital-first world, as well as the need for development of life skills for the longer term. For the latter, HCSA Highpoint was blessed to be partnered with Adam Khoo Learning Technologies Group, which conducted life skills training sessions to impart onto HCSA Highpoint residents skills such as financial literacy, stress management, effective communications over six sessions.

Likewise, over a period of six months, corporate partner PricewaterhouseCoopers Singapore (PwC) stepped in as volunteers to conduct hands-on learning workshops for HCSA Highpoint residents. These sessions addressed common challenges faced by our HCSA Highpoint residents who may struggle to keep up with relevant skills needed for daily living and employment after years of incarceration, or even stay connected with friends and family. The topics in these workshops ranged from safe internet browsing, identifying online scams, as well as how to use popular food delivery and transport apps.

Our Work: Programmes & Activities

DELIVERING QUALITY SERVICES

Supporting HCSA Highpoint couples to strengthen their marriages

In marriages where one spouse has previously been incarcerated or is battling addiction, the weight and its resultant effects may sometimes be the cause of contention between husband and wife. With that in mind, the 'Foundation of Love' group programme was brought in.

Conducted by Lutheran Community Care Services and funded by Community Chest, BridgeLife Communities Ltd and Yellow Ribbon Singapore, the 7-session workshop helped couples to gain greater self-awareness, develop a better understanding of their partner and improve communication and conflict resolution skills to deepen their relationships.

A total of 14 couples completed the 'Foundation of Love' programme in 2022.



Our Work: Programmes & Activities

DELIVERING QUALITY
SERVICES



Service Model

Objectives & Service Model	Desired Outcomes	Target Beneficiaries
<p>VISION To see every girl and woman live a life of purpose and hope making peace with her past, finding a purpose in the present and renewed hope for the future</p> <p>MISSION To create a safe and healing living environment for teenage girls who have been repeatedly abused by applying effective clinical therapies to help them become healthy, productive individuals who are able to successfully reintegrate with their schools, families and society</p> <p>SERVICE MODEL Therapeutic Group Home (TGH) provides specialised and intensive care and treatment for children and young persons (CYPs) who present with severe dysregulations</p>	<p>SAFETY Beneficiaries are kept safe from abuse and neglect while in DRTC</p> <p>WELLBEING Improvements in beneficiaries' emotional and behavioural functioning in the residential, school and family setting</p> <p>STABILITY Beneficiaries experience placement stability while in DRTC</p> <p>PERMANENCY Beneficiaries are reintegrated with their families (or other appropriate options) within 18 months of entry into DRTC</p>	<p>12-18 YEARS OLD GIRLS Teenager girls assessed by MSF to have moderate to high needs</p> <p>PLAUSIBLE TRAUMA HISTORY E.g. Physical, Sexual, Emotional, Neglect, Others (multiple placement, family violence, etc)</p> <p>DYSREGULATIONS Severe behavioural and emotional dysregulations that occur in at least two environments</p> <p>PERSISTENT DIFFICULTIES Show persistent difficulties in addressing behavioural and emotional issues in spite of community support</p>

Alumni returning to serve as Youth Mentors

Under OWENA, HCSA DRTC’s alumni group, three of its members returned to serve in the capacity of Youth Mentors (one as a full-time staff, two as on-call), roles that essentially provide direct care and supervision to HCSA DRTC’s residents.

Strengthening HCSA DRTC team’s capabilities through training

In 2022, two staff were certified as Trauma Systems Therapy (TST) Experts providing booster training and support to our HCSA DRTC team, while an additional two more staff were certified as CPI Safety Interventions Trainer equipping the team in de-escalation and behaviour management. Ensuring that our staff are well-equipped in the latest skills and knowledge enables us to serve our residents through their healing journeys better.

Our Work: Programmes & Activities

DELIVERING QUALITY SERVICES



Service Model

Needs Assessment	Workshops & Events	Befriending & Peer Support	Practical Support	Counselling Services
Individualised care plans will be cocreated with social workers to address identified needs, which include referral of relevant services and provision of direct access to information and resources.	Parents can expect to attend various activities designed to achieve specific outcomes as agreed in care plans such as social and therapeutic support, and acquisition of skills and knowledge.	Parents are encouraged to have regular and meaningful interactions with volunteers and other parents, improve social support network through peer support and befriending.	Parent can expect to have direct access to practical support in community resources and organised information at SPIN portal, or be connected to relevant resources on a case-by-case basis.	Parents, if assessed to be in high need for emotional and mental health support, will be provided with counselling services.

Implementation of enhanced SPIN model

Over the course of 2021, ‘SPIN 2.0’ – an enhanced model for the services provided at HCSA SPIN – was piloted. One of the key additions was the provision of counselling services by trained volunteer counsellors and supervised intern counsellors, for single-parent members who had been assessed to need such services.

The model was officially implemented in April 2022. Since the pilot began, 72 single-parent members have received counselling based on their needs. These services are also available to the children (below 18) of single-parent members if they have been assessed to require such support.

Establishment of HCSAspin.sg as one-stop portal for single parents

Recognising the need for single parents to have quick and easy access to necessary resources, HCSA SPIN’s website underwent enhancement to incorporate new features such as the SelfCheck Tool.



Under this feature, information ranging from children and parenting to housing and even financial, is listed in a quiz-like format that enables single parents to immediately identify the support they are looking for. They are then directed to the appropriate agencies to seek the resources required.

The enhanced HCSAspin.sg was launched by Ms Sun Xueling, Minister of State, Ministry of Home Affairs and Ministry of Social and Family Development in October 2022, as one of the initiatives under the Alliance for Action to Strengthen Marriages and Family Relationships (AFAM).

Our Work: Programmes & Activities

DELIVERING QUALITY SERVICES

Launch of online tuition programme to level playing field for children of single-parent families

As sole breadwinner and caregiver for their families, many single parents struggle to make ends meet and often lack the time and means to afford tuition for their children. Corporate partner Hongkong Land recognised the pressing need to increase access to education, particularly among our vulnerable communities, and launched a pilot online tuition programme in April 2022 for the children of HCSA SPIN single-parent members.



20 children across various academic levels - from primary to university - were enrolled into the online tuition programme. To facilitate their learning, they were provided with laptops, printers, and headsets.

All students showed improvements in their overall academic performance in 2022. One student was one of the top performers in her school for the Primary School Leaving Examinations (PSLE), and another awarded with the Edusave Merit Bursary and Certificate of Learning Achievement from the Ministry of Education.

‘Lend A Helping Hand’ referral campaign



In October 2022, HCSA SPIN initiated the ‘Lend a Helping Hand’ campaign with the aim to reach out to more single-parent families within the community. The campaign encourages current and alumni HCSA SPIN members to refer fellow single parents that they know who may be lacking emotional, physical, or practical support.

Since starting the campaign, five successful referrals had been made. Members who had made these referrals had shared that they find it empowering to help fellow single parents who are in need of additional assistance in their single parenthood journeys.

Our Work: Programmes & Activities

DELIVERING QUALITY SERVICES



Service Model

Training & Facilitation of Job Placement	Alumni Skills Enhancement Programme	Aftercare
HCSA Academy offers the highly coveted WSQ Higher Certificate in Food Services (Culinary Arts) course, a 5-week hands-on training designed to equip trainees with the professional culinary skills and knowledge of the kitchen, enabling them to secure a stable employment in the F&B industry. Every graduate receives support in their job placement to ensure suitability and alignment with their interests.	Alumni members are regularly invited back to HCSA Academy to attend short workshops and training sessions to upskill themselves.	Upon graduation, the team continues to provide regular mentorship, guidance, and career advancement assistance to address the specific needs and challenges that each alumni member may face in their culinary journey. Work progress reports will also be maintained to track their professional development and ensure ongoing support for at least six months.

Helping more alumni upskill and stay relevant through Alumni Skills Enhancement Programme

Following the launch of the Alumni Skills Enhancement Programme in October 2021, we continued to provide ongoing training and development opportunities for our alumni by conducting short hands-on workshops for all eligible graduates to attend and upskill.

In 2022, HCSA Academy held a total of four workshops where over 50 alumni participated. Topics that we covered were on food cost management and basic stocks, sauces and soups. Alumni who had attended expressed that the new knowledge helped strengthened their culinary foundations, and they were more confident to take on advanced responsibilities in their work.



Value-adding through on-the-job (OJT) training events

As part of our WSQ Higher Certificate in Food Services (Culinary Arts) course, on-the-job training (OJT) events are incorporated to give trainees valuable hands-on experience necessary to be industry-ready professionals. In 2022 our trainees served more than 400 guests across 16 dining events that were held at HCSA Academy.



Our Work: Programmes & Activities

ENHANCING ORGANISATIONAL CAPABILITY

Digital Transformation

Robotic Process Automation (RPA) to simplify work processes

Prior to the implementation of RPA, HCSA's Human Resources (HR) team spent a considerable amount of time completing tedious HR administrative tasks. In particular, the preparation, conversion and encrypting of performance bonus and annual increment letters needed a substantial number of man-hours to generate and send. This manual method was slow and susceptible to human errors.

As such, HCSA partnered with Singapore Polytechnic to automate this process with RPA. First, data was collated in an excel sheet to be used for generating letters. Using pre-defined templates and formatting, RPA was then used to automatically generate and encrypt the letters.

With the help of RPA, efficiency and accuracy of HR administrative tasks has improved significantly, resulting in improved employee satisfaction and increased productivity. RPA has also been utilised by HCSA's volunteer management team, by way of broadcasting updates to volunteers via messaging platform WhatsApp.

Human Resources

Enhanced employee onboarding programme

HCSA's onboarding process and programme for new employees were reviewed and revamped in 2022. An induction session was launched for each new hire focusing on: introducing new employees to our vision, mission and values, the strategies and plans for the year, and key policies. Group orientation sessions implemented were found effective in getting new staff familiar with the work of each programme and department, and enabled them to interact with key representatives of the teams.



Our Work: Programmes & Activities

ENHANCING ORGANISATIONAL CAPABILITY

Successful extension of coaching programme to employees

In 2021, our people managers within the programmes and departments embarked on a pilot coaching programme to enhance their management and leadership skills. In a bid to promote self-initiated growth and personalise employee development, the programme was successfully extended and made available to all HCSA staff. Nine employees who had signed up and underwent the coaching programme felt empowered with takeaways that covered better understanding of self, life, and work perspectives.



Employee Engagement

Department-level learning and bonding sessions

To facilitate teamwork, building of relationships, cascading of HCSA's culture, and developing an environment of innovation, learning and growth, each department has their own learning and bonding sessions. Such gatherings involve celebration of milestones, cultivating workplace friendship through sharing, games, videos, and learning from each other or online resources. Learning topics included kindness, an appreciation of our minds, learning a language, technologies, and health.



Continuation of HCSA Chats

HCSA had our dialogue session using the Open Space Technology (OST) methodology in October 2022 where almost every aspect is done from the ground up, within the structure of the OST method. Themed 'Building Healthy HCSA Habits', all staff came together in person to examine how organisational culture could be based on specific practices – habits – that would characterise HCSA.

Topics of discussion ranged from effective interpersonal habits such as giving feedback and holding regular

check-ins, work habits of planning ahead and constant learning, being mindful of personal health and self-care, and giving a future and a hope not only through work but also personal volunteerism and giving.

Our Work: Programmes & Activities

IMPROVING SUSTAINABILITY

Partnerships and Collaborations

Hongkong Land: Inspiring Hope and a Future

2022 marked the first year in which Hongkong Land supported HCSA through its HOME Fund project: Inspiring Hope and a Future.

Under the HOME Fund, Hongkong Land generously supported HCSA Academy's trainees, affording them with the means to take up culinary training and secure for themselves a sustainable livelihood. Additionally, Hongkong Land also supported HCSA DRTC in its implementation of its clinical therapy and tuition education programmes, which have helped our girls to cope with and excel in their studies.

Notably, Hongkong Land helped spearhead the launch of HCSA SPIN's online tuition programme, through the engagement of tutors, as well as acquiring laptops and printers for our single-parent families in need of tuition support. The pioneer programme has since seen many of our SPIN-member children achieve better academic grades, with many of them receiving academic awards and bursaries.

Lastly, Hongkong Land's volunteers helped organise and conduct a virtual storytelling and craft session for our SPIN families during the Easter season, to spread the joy of the Easter festivities.



Singapore Exchange Limited (SGX)

With the easing of pandemic safety measures, 2022's Bull Charge charity run saw the return of a mass run at the Marina Bay area – alongside a virtual one – with participants running in-person since 2019.

Representing HCSA in this year's Chief Challenge was Ms Emily Han, Board Member of HCSA. This year, we received from SGX a generous donation of \$168,708.84 in support of HCSA DRTC and HCSA SPIN.

President's Challenge

In 2022, HCSA was a recipient of the President's Challenge and President's Challenge Empowering for Life Fund (ELF). Under the President's Challenge, support was provided to HCSA Academy and HCSA SPIN's support programmes for our single-parent families. The President's Challenge ELF, which aids the vulnerable through skills upgrading, capacity-building and employment, also provided support for HCSA Academy's trainees seeking the means to achieve a sustainable livelihood. We would like to extend our sincerest thanks to the President's Challenge and the Singapore Tote Board for its steady and generous support of our vulnerable at HCSA.

Our Work: Programmes & Activities

IMPROVING SUSTAINABILITY

Launch of STEP UP Programme

In March 2022 HCSA announced the launch of STEP UP, a mentoring programme for connecting alumni members of HCSA Highpoint and HCSA DRTC with various community stakeholders to guide and support the former in their reintegration journeys. We were fortunate to partner with Allen & Overy and 'Jesus the Light grantmaking project' as our corporate supporters and mentors. Volunteer mentors from DBS, Far East Organization and Varde Partners also journeyed with our first batch of ten mentees.



After six months, our mentees successfully completed the STEP UP programme. The Mentorship Completion Ceremony was graced by Assoc. Prof. Muhammad Faishal Ibrahim, Minister of State for Ministry of Home Affairs & Ministry of National Development.

Barclays Charity Coffee Appreciation Fundraiser

In support of HCSA DRTC and HCSA SPIN, a coffee appreciation fundraising session was organised by Barclays' women's group, during which Barclays staff partook in a coffee appreciation workshop whilst raising funds for HCSA DRTC. A total of \$18,784 in funds was raised, with donations generously matched by Barclays.

Zwift Everesting Challenge



Co-organised by HCSA and Podium Performance, and in support of HCSA Highpoint, the Zwift Everesting Challenge saw cycling enthusiasts participate in a 2-day virtual cycling event covering the elevation gain equivalent of Mount Everest's height of 8,848m. In total, \$10,574 of funds was raised in support of HCSA Highpoint and its beneficiaries.

Our Work: Programmes & Activities

IMPROVING SUSTAINABILITY

Le Craftsmen and Creative Jewellery Studio

For a second consecutive year, Le Craftsmen and Creative Jewellery Studio (CJS), with the support of Gold Tree Foundation, held its Jewellery for Humanity fundraising sale. A portion of the sales proceeds were donated to HCSA DRTC. In addition, CJS kindly offered to mentor an Owena (HCSA DRTC alumna) member – providing training and guidance on jewellery craftwork and entrepreneurial marketing.

Christmas at DRTC by partners

The Christmas season is always a much-awaited celebration at HCSA DRTC. From decorating the home and its Christmas tree with trinkets, to enjoying hot chocolate and festive feasts together, these activities imbue a sense of normalcy and kinship for our girls. Even while undergoing their respective treatment interventions and programmes, our aim is for them to celebrate such festivities within a safe and warm environment. Hence, our girls are beyond grateful to have received thoughtful presents and time spent with volunteers from The Closet Lover, Bedok Methodist Church, Collins Aerospace, and Nanyang Technological University.



Support from community partners

For a second year, Thomson Road Baptist Church (TRBC) provided to our HCSA Highpoint graduates graduation kits containing grocery vouchers, household appliances, and a set of luggage – presented by TRBC volunteers at HCSA Highpoint graduation ceremonies. The discharge kits have afforded graduates a head-start from transitional to self-sustaining residential living.

Similarly, Bible Church Singapore continued to support our HCSA Highpoint A.I.M. Society alumni through its generous sponsorship of activities, dinner and prizes during the aftercare programme's third anniversary celebrations.

Not forgetting the following community partners, who have been instrumental in enabling the work done at HCSA for the vulnerable and at-risk youth:

1. Bethany Emmanuel Church
2. Community of Praise Baptist Church
3. Inner Wheel Club of Singapore East
4. Paya Lebar Methodist Church
5. Rotary Club of Singapore
6. Rotary Club of Singapore East
7. Singapore Bukit Panjang Hokkien Konghuay
8. St Thomas Orthodox Syrian Cathedral
9. Wesley Methodist Church

Our Work: Programmes & Activities

IMPROVING SUSTAINABILITY

HCSA Academy Scholarship Programmes

HCSA Academy is thankful for its following partners in providing scholarships to our vulnerable students:

1. Hongkong Land
2. Ishk Tolaram Foundation
3. Tan Chin Tuan Foundation
4. The Majority Trust



Their support has made possible the culinary training of our vulnerable and youth-at-risk trainees – allowing them to jumpstart a sustainable career in the F&B industry. Support came in the form of sponsored training course fees and training allowance provided to our trainees to ensure they were able to commit to lasting empowerment through upskilling, without worry of providing for themselves or family while training.

HCSA DRTC Clinical Therapy and Tuition Programmes

HCSA DRTC expresses its sincerest thanks to the following partners for supporting its clinical therapy and tuition programmes:

1. Community Foundation of Singapore (CFS)
2. Hongkong Land
3. H T Choo Fund
4. Singapore Exchange Limited
5. The Majority Trust

Though their support, HCSA DRTC was able to carry out its clinical therapy, alternate schooling and tuition support programmes for our abused teenage girls, which have been instrumental in helping our girls cope with social and academic stressors encountered during the pandemic.

In particular, CFS's Sayang Sayang Fund enabled HCSA DRTC to recruit youth mentors to assist and supplement staff in the running of residential services for our girls. This provided respite for HCSA DRTC staff, while offering our youth mentors opportunities to gain vocational training experience.

Corporate and Foundation Partners

HCSA would also like to express our sincerest thanks to the following corporate and foundation partners that have been instrumental in sustaining our life-saving work across our four programmes:

1. Chew How Teck Foundation
2. Lee Foundation
3. Lee Kim Tah Foundation

Our Work: Programmes & Activities

IMPROVING SUSTAINABILITY

Key Fundraising Events

Give Hope Cookies

In the spirit of National Day, HCSA rolled out sales of HCSA's Give Hope Cookies, delectable treats inspired by two well-loved local flavours – Hae Bee Hiam and Teh Tarik. Produced in collaboration with YRI Bakery, a wholly-owned subsidiary of Yellow Ribbon Singapore, every purchase of a bottle of cookies went towards supporting vulnerable groups served by HCSA – resulting in a total of \$8,533 raised in funds.



Movie Night for HCSA Families

2022 marked the inaugural launch of 'Movie Night for HCSA Families', where we gathered over 300 of our beneficiary families, donors, corporate volunteers from Salesforce and Red Hat, and staff to enjoy the new coming-of-age film 'The Tiger's Nest' together. For many of our guests, it was also an opportune moment to spend quality time with their loved ones with the movie's apt focus on love and friendship.



With the generous support from our individual and corporate donors, our beneficiary families also got to enjoy a sumptuous buffet dinner before the movie screening. Guests were also gifted yummy snacks that were graciously sponsored by Golden Moments – who also co-sponsored the event with a grand prize and sales proceeds from its 'Super Dad' Cakes. In total, more than \$30,000 in funds was raised for HCSA and its beneficiaries.

HCSA Christmas Wall of Giving

During the Christmas season of giving and togetherness, HCSA launched its inaugural Christmas Wall of Giving online fundraiser, to raise funds for all HCSA beneficiaries. We were greatly encouraged and touched by the generosity shown by our donors who gave meaningfully in deed and word – the latter was achieved through the sharing of encouraging messages for our beneficiaries. All of which was presented through a vibrantly cheerful online platform – complete with an interactive donor wall – created by our charitable PR partner, APRW. In total, we raised \$183,412 with the proceeds going towards support for all our beneficiaries in 2023.



Our Work: Programmes & Activities

IMPROVING SUSTAINABILITY

Volunteer Engagement

Building and honing relationships with volunteers

Recognising the need to ensure the relationships with our volunteers are nurtured and sustained, we hosted two informal bonding sessions with our volunteers. In total, around 30 volunteers attended these sessions.

Celebrating the contribution and commitment of our volunteers is also a yearly affair we look forward to at HCSA. We held our very first physical Volunteer Appreciation Day in December 2022, and were heartened to see all our volunteers and participating staff – current and even from past years - coming together to reconnect, reminisce, and to celebrate. We would like to extend our gratitude to National Volunteer and Philanthropy Centre for the usage of their premise for our Volunteer Appreciation Day event.



Continued partnerships with corporate and agency supporters

As a charitable organisation, the time given, and skills rendered by volunteers are pivotal in helping us deliver vital services to the vulnerable we serve. We are thankful to corporate partners like National University of Singapore (NUS) and Singapore Management University (SMU) who continued to help organise a diverse range of activities that promote positive experiences for our beneficiaries and their families in 2022. Our appreciation also goes out to Council for Third Age (C3A) senior volunteers for their steadfast participation in 12 cooking events and helping to serve over 600 meals to HCSA Highpoint residents.

Stories of Hope

BENEFICIARY TESTIMONIES



“It’s important to have friends who will encourage you to take up hobbies, or to improve yourself to be better. The ones who support you will keep you on the right track.”

Five years ago, Osman decided to quit using drugs for good and pursue a renewed life of sobriety. At that point, he had already been in and out of prison and Drug Rehabilitation Centre (DRC) for most of his life.

Growing up, Osman had a difficult childhood. As a teenager, he fell into bad company, stumbled into alcohol and drugs, and soon found himself stuck in the cycle of addiction for over 40 years. His addiction and frequent imprisonments strained relationships with his family and relatives. He explained: “They wondered why I did not want to change until now, even when I’m so old.”

The turning point came in 2021 when he was referred to HCSA Highpoint. Introverted and quiet by nature, Osman was initially skeptical of the rehabilitative support given. But he soon realised that the case workers and counsellors were genuine in helping him to recover and remain drug-free. Osman eventually become more open to receiving and seeking help. An awakening moment during a self-reflection led to newfound determination to rebuild his life and live more meaningfully.

Today Osman is contented with living the simple life. To support himself, he currently works as a janitor with a cleaning company. He acknowledges that the recovery journey is a constant uphill battle, but he is determined to stay drug-free and crime-free.

When asked to share a piece of advice to someone who is also struggling with an addiction, Osman states that choosing the right company of friends is important: “Try to get friends who will keep you rooted in the right things. It’s important to have friends who will encourage you to take up hobbies, or to improve yourself to be better. The ones who support you will keep you on the right track.”



Osman

*Former Resident
HCSA Highpoint*

Stories of Hope

BENEFICIARY TESTIMONIES



“Being a victim is part of who I am, but not my entire identity. It made me realise I did not want to be a victim for the rest of my life.”

For Sam, turbulence and instability marked her childhood. During the early years of her life, there was domestic violence between her mother and then-stepfather. For her safety, a young Sam was removed from her home and looked after by her relatives and a registered babysitter. However, escalating abuse from her relatives resulted in Sam’s school teachers notifying the authorities. At the age of 12, she was placed in her first Home.

During a visit back to her own home, a traumatic incident involving her mother and then-stepfather happened and further strained her familial relationships. She was then moved to HCSA DRTC, where our care team helped to improve and facilitate better relations with her family. She credits the emotional encouragement given by our HCSA DRTC staff in helping her feel safe and supported during her recovery journey.

Sam successfully graduated from HCSA DRTC after two years and was moved into a different Home. Unfortunately, the harassment she continued to face from her family during homestay visits persisted. Sam returned to HCSA DRTC for a second time, staying and healing for a period of a year and half, before moving on.

While Sam acknowledges her journey has – and continues – to have its fair share of ups and downs, she has shared that she is thankful for the close friends she had made during both her stays at HCSA DRTC. In her reflection, she said, “A quote that someone once told me and has stuck with me was ‘As long as you look at yourself as a victim, you will continue being one’. That quote made me realise that, yes, I am a victim, but I am also so much more than that. Being a victim is part of who I am, but not my entire identity. It made me realise I did not want to be a victim for the rest of my life.”



Sam*

*Former Resident
HCSA DRTC*

*Name has been changed to protect identity.

Stories of Hope

BENEFICIARY TESTIMONIES



“As long as (my kids) grow up knowing how to be good, kind and honest – that is already a mission accomplished.”

A single mother to two young sons, Nathelie Ong struggles to juggle between caregiving duties and work. When the Covid-19 pandemic hit Singapore in early 2020, Nathelie was referred to HCSA SPIN by a close friend. Her case was successfully closed a year later. She reached out to HCSA SPIN a second time in March 2022 for further emotional and practical assistance. She has since received support for meals, clothing, household items and tuition for her first born, who was then in Primary 2.

Regular events and workshops organised by HCSA SPIN also gave Nathelie opportunities to make friends and connect with fellow single mothers, and bond with her children over activities.

Outside of work, she is also highly involved in her children's studies, and is determined to help them stay ahead in their schoolwork. Book smarts aside, Nathelie strives to ensure she raises her children to be caring and compassionate individuals. When asked of her goals for the future, Nathelie says she wishes to own her own home within the next five years.



Nathelie Ong

Current Member
HCSA SPIN

Stories of Hope

BENEFICIARY TESTIMONIES



“HCSA changed my life for the better. I had hope and knew that I’m not alone in my troubles.”

Having grown up at a residential home, self-dependency and survival were all that Mdm Tan knew for the first 16 years of her life. Children followed soon after she got married to her then-husband. In order to support their growing family, Mdm Tan went as far as working three jobs in a day just to ensure their children were clothed and fed. However, irreconcilable differences eventually led to the couple’s divorce and Mdm Tan was left to raise and provide for their children on her own.

Determined to improve her family’s circumstances, Mdm Tan opened up to a friend and was introduced to HCSA SPIN in 2017. At HCSA SPIN, she was matched with Sharon, a Befriender who till this day provides emotional support to her through occasional phone calls.

HCSA SPIN also ensured that the family was provided with necessary essentials during times of need, particularly during the early months of the Covid-19 pandemic. “SPIN provided me and my family with food rations and other essential items. Even during the Covid period, we received frozen food delivered to my home,” she said. Regular ‘empowerment’ events at HCSA SPIN also gave Mdm Tan opportunities to gain new knowledge and create new friendships with fellow single parent members and volunteers.

Today Mdm Tan and her family strive to give back the support they’d once received, by actively looking out for her neighbours. In fact, she sought legal guardianship of the young child of a known acquaintance, demonstrating her caring nature and spirit in spite of the challenges she’d gone through.



Mdm Tan Chiew Leng

*Former Member / Current Alumni
HCSA SPIN*

Stories of Hope

BENEFICIARY TESTIMONIES



“I felt grateful that this course not only taught me about cooking, but also about being a better person.”

Since young, food had been a source of fascination to Aarush*. When he first chanced upon HCSA Academy on hcsaacademy.sg, he was intrigued. Seeing his fascination, his partner also shared about a feature story of a former graduate of HCSA Academy being shown on the President’s Star Charity 2021 telecast. She encouraged him to consider pursuing his love for cooking and making it a viable career in the F&B industry. As Aarush had recently embarked on a journey towards personal reformation, he then decided to enroll into HCSA Academy’s WSQ Higher Certificate in Food Services (Culinary Arts).

During the rigorous 6-week course, Aarush approached every lesson with enthusiasm, and took every challenge in his stride. He shares: “I enjoyed learning about the different techniques and methods of cooking. Moving forward, I would like to keep learning more, such as creating more cuisines out there. There is just so much to learn!” He credits the chef trainers for their patience and guidance in teaching him essential fundamental culinary skills and ways around the kitchen.

Attaining this new qualification has given Aarush the motivation he needed to stay true to his goal to change and build a better future for himself.



Aarush*

Graduate
HCSA Academy

*Name has been changed to protect identity.

Giving Hope

VOLUNTEER TESTIMONIES

“While many many think that (volunteering) is only about giving, it actually allows us to gain more than what we give.”

My name is Jayna, and I am currently completing my Masters of Art in Counselling at Singapore Bible College. The stories of single mothers always pull at my heartstrings. While hearing about them brings me to tears, it also reminds me of their resilience and makes me feel hopeful for them. Hence as part of my practicum, I am a volunteer counsellor at HCSA SPIN.

In my role, I conduct counselling sessions with HCSA SPIN members – sometimes together with their children – to better understand their predicaments and come up with comprehensive treatment plans that help to address their needs. Through these sessions, I learn about their upbringing, experiences, and struggles. With every individual I meet, I look forward to journeying and growing with them. Being able to witness positive transformation among our SPIN members and their families is one of my greatest joys.

Through these meaningful interactions, I am constantly reminded that growth does not happen overnight. Even small successes call for a celebration! While many may think that volunteering is only about giving, it actually allow us to gain more than what we give.



Jayna Lau

*Volunteer Counsellor
HCSA SPIN*

Giving Hope

VOLUNTEER TESTIMONIES

“Even when I feel tired from work and personal responsibilities, seeing positive outcomes from the relationships I have nurtured with my befriender, and their family is a reward in itself.”

I am Jennifer and I work as a personnel assistant in a property management company. As a single mother of two myself, I understand the challenges, joys, and struggles of raising a child (or children) alone. Despite having to juggle multiple responsibilities, we must still remain emotionally strong for our children. On difficult days, this can be tough. So I have a natural inclination to want to reach out to other single mothers who may be facing similar situation and need support. In 2018, a friend introduced me to HCSA. When I learned about HCSA SPIN and how its programme serves single-parent families, I immediately knew I wanted to volunteer.

Being an Ally Befriender is fulfilling, but not an easy undertaking. Essentially, based on a HCSA SPIN member's needs, we provide them with added emotional and social support. Through regular phone calls, meet-ups, or home visits, we listen, encourage them, and sometimes offer advice (if sought) throughout their journeys.

For me, I occasionally invite my befriender and her son to dine out and enjoy a meal. I have fond memories of one particular night when my befriender's son held my hand and did not want to let go when it was time to go home. These unexpected moments made me realise that giving does not always require materialistic returns. Even when I feel tired from work and personal responsibilities, seeing positive outcomes from the relationships I have nurtured with my befriender and their family is a reward in itself.



Jennifer Koh

*Volunteer Befriender
HCSA SPIN*

Giving Hope

VOLUNTEER TESTIMONIES

“There are a lot of people who need help and I’d love to be a part of a community that supports each other – that’s why I volunteer.”

I am Cyril Ong, a 76-year-old man who can’t stop moving! I did business in the medical field for many decades, before deciding to retire in 2009. Since 2010, I have been a regular volunteer at various charitable organisations – from managing a youth football club, to cycling with seniors, and now to teaching fellow volunteers how to tend to community gardens.

In early 2022, I was introduced to HCSA via a contact. Since then, I have led its group of regular senior volunteers to bring the organisation’s urban farm to life and maintain it. As the lead volunteer for the urban farm, I coordinate and oversee its total operations by working alongside other volunteers to regularly manage its infrastructure and irrigation system. Fresh produce from HCSA’s urban farm – though still only in small batches – actually supplement the meals cooked by students from HCSA Academy.

Volunteer work has given me a different perspective in life. Even though I have stopped working, I am still able to live my life meaningfully by serving in areas that I previously had no chance to when I was working full-time. There are a lot of people who need help and I’d love to be part of a community that supports each other – that’s why I volunteer.



Cyril Ong

Lead Volunteer (Urban Farm)
HCSA Community Services

Giving Hope

VOLUNTEER TESTIMONIES

“When I offer my time, effort, and knowledge to make a positive impact on someone, it brings me simple, yet much-needed joy.”

As a former software consultant for numerous multinational corporations and statutory boards, my job gave me the opportunity to meet new people and engage in different projects, both of which I find exciting. Similarly, volunteering at HCSA as a lead volunteer guide for seniors who come in monthly to cook meals for the HCSA Highpoint residents, gives me the same satisfaction and excitement!

As lead volunteer guide I facilitate the cooking sessions, train new volunteer guides, gather feedback to improve existing processes, and have the autonomy to implement changes to help nurture a warm, friendly environment where both senior volunteers and residents can interact comfortably and meaningfully.

One of the contributions I feel most proud of was the creation of a set of slides containing important information for new volunteers to know. It has been successfully implemented and utilised by other volunteer guides to present at the start of each session. I am heartened that this initiative has helped improve the volunteers' experience by keeping them engaged.

Volunteering is a chance for me to use my strengths that were given by God to bless others. When I offer my time, effort and knowledge to make a positive impact on someone, it brings me a simple, yet much-needed joy.



Tan Yen Kim

Lead Volunteer Guide (C3A Cooking)
HCSA Academy

Giving Hope

VOLUNTEER TESTIMONIES

“Since I’ve started volunteering, there has been more positivity in our lives. I hope this brings similar positivity into the girls’ lives too and contribute to their recovery.”

I am Kate, and together with my helper, Jenelyn, we run a ‘Dog Play’ at HCSA DRTC - regular playdate sessions where residents have the opportunity to interact with my dogs.

Through these sessions, we hope that by sharing the companionship of my four ‘fur-kids’ – two Dachshunds, a Maltepoo, and a Doxiepoo – it could help provide a source of comfort to these vulnerable teenage girls who are on their journeys of healing and recovery from the trauma they have experienced.

It brings me joy whenever I see or hear the HCSA DRTC residents affectionately addressing my dogs as ‘baby’, cuddling and even caring for them like their own pets. An unforgettable incident for me was when my dogs were bitten by ants while being walked along the road, and the girls enthusiastically volunteering to help wash their paws!

I chose to volunteer because I believe that Jenelyn, my dogs, the girls, and I can benefit from these meaningful interactions. Since I started volunteering, there has been more positivity in our lives. I hope this brings similar positivity into the girls’ lives too and contribute to their recovery. When I see the joy on the girls’ and my dogs’ faces, I know that at that very moment, all their hearts are filled with love.



Kate and Jenelyn

Volunteers
HCSA DRTC

Giving Hope

VOLUNTEER TESTIMONIES

“It’s heartening to see (our SPIN members) doing their best to gradually improve their situation.”

I am currently completing my Graduate Diploma in Social Work at National University of Singapore and am working towards becoming a social worker upon graduation. I have a passion for working with families, so I decided to do my internship at HCSA SPIN. I enjoy interacting with our HCSA SPIN members and their families as we seek to understand how our programme can best support them.

As a social work intern, I support my team primarily with casework management. I admit that I find our work in the social service sector challenging, particularly when current systems in place affect the ability of our HCSA SPIN members to make optimal decisions for themselves and their families. In spite of their difficult circumstances, it is heartening to see them persevering and doing their best to gradually improve their family’s situation. It feels good knowing that HCSA SPIN is able to give focused support to empower these single parents.

A memorable experience for me was when we had to distribute grocery vouchers (through the Give Hope Fund) to help our single-parent families cope with the rising inflation. It was a rare opportunity to meet those that we serve face to face and hear their stories, struggles, and the impact our work at HCSA has made on their lives.



Andrea Ng

Intern (Social Work)
HCSA SPIN

“My internship has allowed me to have a better understanding of the non-profit and social service sector in Singapore.”

My internship at HCSA was such an enjoyable and memorable one! Being part of the Strategic Communications team not only provided me with valuable hands-on experience in my field of interest, but also the opportunity to gain new skills and knowledge. The warm, friendly colleagues who were always ready to lend a helping hand whenever I had doubts or faced difficulties in my work enhanced my internship experience.

As I am completing my studies at a local university, the stint at HCSA has allowed me to have a better understanding of the non-profit and social service sector in Singapore and will aid me greatly in my career planning.



Annabel Yeoh

Intern (Strategic Communications)
HCSA Community Services

Thank Yous

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

Diamond Donors (\$100,000 and above)

- Hongkong Land
- National Council of Social Service (President's Challenge)
- Singapore Exchange Limited
- Tote Board

Sapphire Donors (\$50,000 - \$99,999)

- Community Foundation of Singapore
- Far East Organization (Jesus the Light)
- H T Choo Fund
- Singapore Badminton Hall

Platinum Donors (\$30,000 - \$49,999)

- DCH Auriga
- Limited Edition
- The Majority Trust

Gold Donors (\$15,000 - \$29,999)

- Barclays
- Chew How Teck Foundation
- Ishk Tolaram Foundation
- Paya Lebar Methodist Church
- Tan Chin Tuan Foundation

Silver Donors (\$5,000 - \$14,999)

- Abbott Laboratories
- DeRocks Trading Pte Ltd
- Lee Kim Tah Foundation
- Onn Wah Tech Pte Ltd
- Traxx Trading Pte Ltd
- Underwater Shipcare Pte Ltd
- Victory Life Christian School
- Wesley Methodist Church

Bronze Donors (\$1,000 - \$4,999)

- ABAD Pte Ltd
- Anglo American Foundation
- Bethany Emmanuel Church
- Bridgelife Communities Ltd
- Community of Praise Baptist Church
- Diamond Cutter Wisdom Pte Ltd
- Diamond Love Foundation Limited
- E&S Blessing Pte Ltd
- Hock Tong Bee Pte Ltd
- Jewellery Design and Management International School, Singapore
- Ksisters Pte Ltd
- Lee Foundation
- Red Hat Asia Pacific Pte Ltd
- Singapore Bukit Panjang Hokkien Konghuay
- St Thomas Orthodox Syrian Cathedral
- Tassure Asia Outsourcez Pte Ltd
- The Bible Church, Singapore
- The Closet Lover
- The Rice Company Limited
- The Rightway Corporation Pte Ltd
- The Singapore Thomson Road Baptist Church
- Waggener Edstrom Worldwide Singapore Pte Ltd
- Wood Mackenzie Asia Pacific Pte Ltd

The Year Ahead: 2023

For a charity, being sustainable involves a great deal of forward planning and preparation for the future. This helps to ensure support and resources can continue to be provided to those who need it most, even as economic, and environmental conditions change. Hence in 2023, HCSA will focus on building and ensuring sustainability. Anchoring these efforts is the central theme – Together We Can Go Far – an advancement from 2022’s theme of ‘We’re All In T.H.I.S (Transforming HCSA Inside-Out, Step-by-Step) Together.

The three main areas of sustainability will be on:



Service sustainability

Empowering changes that last... for our beneficiaries, staff, and volunteers

To increase the number of beneficiaries who use HCSA’s services and whom we hope will eventually want to give back too and

serve in their own capacity, we aim to strengthen our programmes’ respective alumni groups and provide more opportunities for them to give back to the community.

In addition, we will optimise our manpower through robust digitalisation of our human resources and volunteer management processes. Being aware of the intensive nature of social service work, we will also continue to invest in our people through our career development processes and coaching/training programmes. We will also carry out health and well-being activities for our staff.



Financial sustainability

Maintaining and growing our services with short- and long-term financial stability

Besides establishing an effective donor and volunteer management system, we will increase our branding and awareness efforts to attract new potential donors. We will also maintain and nurture our working relationships with existing partners in order to expand our network of donors. To ensure both our internal and external resources are efficiently utilised, rigorous financial planning and management will continue to be in place.



Environmental sustainability

Doing our part to conserve natural resources to support our and future generations’ health and wellbeing

We recognise that the planet we live in has finite resources, and education is important for green initiatives to take seed. Some of the efforts that we will ramp up are reducing the use of single-use plastics and water wastage, and increasing the rate of 5 R’s – Refuse, Reduce, Reuse, Repurpose, and Recycle.

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 2022 to 31 Dec 2022 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 was a board member until May 2022. 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.

From January to May 2022 when the CEO was a member of the board, she did not participate in discussions or decision-making if there is any conflict of interest. The CEO does not determine her own remuneration. The President of the Board is not a staff of HCSA.

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

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

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

Corporate Governance

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

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

HCSA has sub-committees with documented terms of reference. These committees provide oversight in the following areas – Finance, Investment, Audit & Risk, Human Resource, Property & Development, Volunteer & Philanthropy, Nomination, Highpoint, Dayspring Programmes, and Academic Board. The sub-committees report to the Board regularly. The Board meets regularly and there were six Board meetings in 2022.

Board Selection, Recruitment, Training, and Evaluation

The Nomination Committee regularly reviews the structure, size, and composition (including the skills, knowledge, and experience) of the BOD and makes recommendations to the BOD regarding any changes.

Board members may propose members to the board where nominees possess relevant and critical skillsets that would serve the organisation.

When new members are nominated, they would go through a process of observation, interviews, and application, after which the Nomination Committee would make a recommendation based on which the board would vote to accept the new member.

New board members undergo an orientation programme and would be encouraged to attend relevant external training programmes particularly relevant to non-profit boards.

Board members are also regularly informed of relevant training courses.

The Board underwent an evaluation exercise in 2020, based on which a few areas of follow-up and development were identified, and action plans developed. The Board also participated in Board Leadership Development Project in 2022 where the Board went through three training workshops on identified focus areas.

Terms of references (TOR) for board committees

1. Finance

The main purpose of the Finance Committee (FC) is to assist the Board in its oversight responsibilities relating to fiscal management. In furtherance thereof, the FC will review and recommend approval of an annual operating and capital budget, regular review financial results, ensure the maintenance of an appropriate reserve, and oversee the management of organisation financial assets. The FC will also ensure that management employs personnel and systems capable of providing timely and accurate financial information to key decision makers.

The FC's functions, duties and responsibilities include but are not limited to: to monitor revenue and expenditures as compared to the budget, to review the draft annual budget prepared by the management and recommend its approval to the Board, to review the annual financial statements and recommend its approval to the Board, to monitor and report to the Board HCSA's financial status and its compliance with financial policies and governing regulatory requirements, to review accounting and financial management procedures periodically and to review the TOR of the Finance Committee and recommend appropriate changes to the Board.



Corporate Governance

2. Investment

The Investment Committee's (IC) role is one of strategic direction and oversight of HCSA's investment assets. The investment portfolio represents an important asset of HCSA's. The Committee fulfils a role in the long-term stewardship of these assets in order to best further the objectives of HCSA.

The IC's functions, duties and responsibilities include but are not limited to: develop and maintain committee governance documents, assess investment strategy and risk, selection of investment advisors, and monitor and evaluate investment performance, service, and cost.

3. Audit & Risk

The main purpose of the Audit & Risk Committee (ARC) is to provide independent oversight into HCSA's accounting and financial reporting and oversee the annual audits (both external and internal). The ARC will also oversee the following broad areas of work: corporate governance, ethics, adequacy of internal controls, proper authorisation of activities and expenditures and protection of employees raising concerns about serious accounting or auditing irregularities (whistle-blowing).

The ARC's functions, duties and responsibilities include but are not limited to: manage risk and control, oversee financial reporting, publication of monthly management reports and other published financial information, as well as the regulatory, compliance and ethical matters, and assess and recommend the appointment of external auditors.

4. Human Resource

The main purpose of the Human Resource Committee (HRC) is to provide oversight into HCSA's human capital management strategies and policies, and to provide guidance to the Management on staff management matters.

The HRC's functions, duties and responsibilities include but are not limited to: develop human resources strategy and implementation plans, review and develop HR policies and implementation plans, coach and guide the Management in implementing HR practices and policies, propose the annual increment and performance bonus quantum to the Board for approval, review and evaluate major HR projects, appoint members to the sub-committee as may be necessary, and to regularly update the Board on relevant internal or external HR developments.

5. Property & Development

The main purpose of the Property, Development and Maintenance Committee (PDMC) is to review, plan and develop a master plan for No. 1, Lorong 23 Geylang and present the plan to the relevant government authorities to secure a longer lease. The PDMC will also regularly assess and recommend actions to ensure the proper maintenance and upkeep of the abovementioned compound.

The PDMC's functions, duties and responsibilities include but are not limited to: review and recommend an optimum and right tenant mix, plan for proper land and space usage, recommend appropriate business models for the proposed developments, and determine the short, intermediate, and long-term objectives of the Master Plan and their deliverables.



Corporate Governance

6. Volunteer & Philanthropy (HVPC)

The HCSA Volunteer & Philanthropic Committee (HVPC) is responsible for overseeing HCSA's overall fundraising and, in particular, the strategic fundraising done by the Board, staff and volunteers.

The HVPC's functions, duties and responsibilities include but are not limited to: working with the CEO and Partnerships & Strategic Communications team to establish a fundraising plan, to support outreach and advocacy to specific donor segments, to take the lead in certain types of outreach efforts where appropriate, to involve the Board in fundraising, and to monitor fundraising efforts to ensure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.

7. Nomination

The main purpose of the Nomination Committee (NC) is to lead the process for board appointments and make recommendations to the Board and assist the Board in fulfilling its corporate governance responsibilities regarding all matters related to the appointment and termination of the Board, their performance evaluation, training, etc.

The NC's functions, duties and responsibilities include but are not limited to: assist the Board in fulfilling its corporate governance responsibilities within its terms of reference, identify and nominate candidates for the approval of the Board to fill board vacancies as and when they arise, establish, monitor and review the Board's induction programme and orientation programme and on-going training, review and recommend to the Board the Board's succession plan for the BOD and other senior executives, and undertake annual reviews in light of the current make-up of the Board.

8. Highpoint

The Highpoint Management Committee (HPMC) will provide overall direction as determined by the HCSA Board and oversee effective delivery of services by Highpoint to its beneficiaries taking into consideration the needs of the community it serves, so as to afford the best use of human resources, premises, assets, and finances.

The HPMC's functions, duties and responsibilities include but are not limited to: corporate governance over Highpoint, review and support of financial and fundraising matters, regular review of Highpoint's programmes to ensure effectiveness, support and oversight of staff matters including recognition and succession planning.

9. Dayspring Programmes

The Dayspring Management Committee (DSMC) will provide overall direction as determined by the HCSA Board and oversee effective delivery of services by Dayspring to its beneficiaries taking into consideration the needs of the community it serves, so as to afford the best use of human resources, premises, assets, and finances.

The DSMC's functions, duties and responsibilities include but are not limited to: corporate governance over Dayspring, review and support of financial and fundraising matters, regular review of Dayspring's programmes to ensure effectiveness, support and oversight of staff matters including recognition and succession planning.



Corporate Governance

10. Academic Board

The Academic Board (ACB) is the apex Academic committee of HCSA Academy responsible for formulating and approving the academic policies and procedures of the Academy. The Academic Board advises the management on matters pertaining to academic directions, curriculum, training, learning and assessment of the Academy courses.

The ACB functions, duties and responsibilities include but are not limited to: advise the management on academic policies and strategic directions, approve teaching, learning and assessment strategies, systems and tools, consider and approve the development of new courses, review and approve changes in existing courses, define and approve entry and graduation requirements for each course, consider and approve academic standards and the issuance of qualifications and graduation awards, facilitate HCSA Academy to implement and comply with the policies and procedures developed, and establish sub-committees necessary for the purposes of enabling the ACB to carry out its responsibilities.

Re-nomination and Re-appointment

The Nomination Committee facilitates the process of re-nomination and re-appointment, which includes seeking interest in serving on the Board, and facilitating a secret ballot for the nomination of appointment holders.

During the AGM, board members would declare their intent, and the names of board members who expressed an interest to serve as an appointment holder would be announced. The Board would then vote on the appointment of each office bearer.

Conflict of Interest

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

Strategic Planning

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

Human Resource Management

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



Corporate Governance

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 reserves is well-managed and HCSA has a strategy for building up reserves of up to one year, that is, the unrestricted funds that are freely available for operating expenses, in order to ensure long-term sustainability.

Financial Management and Controls

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

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

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.

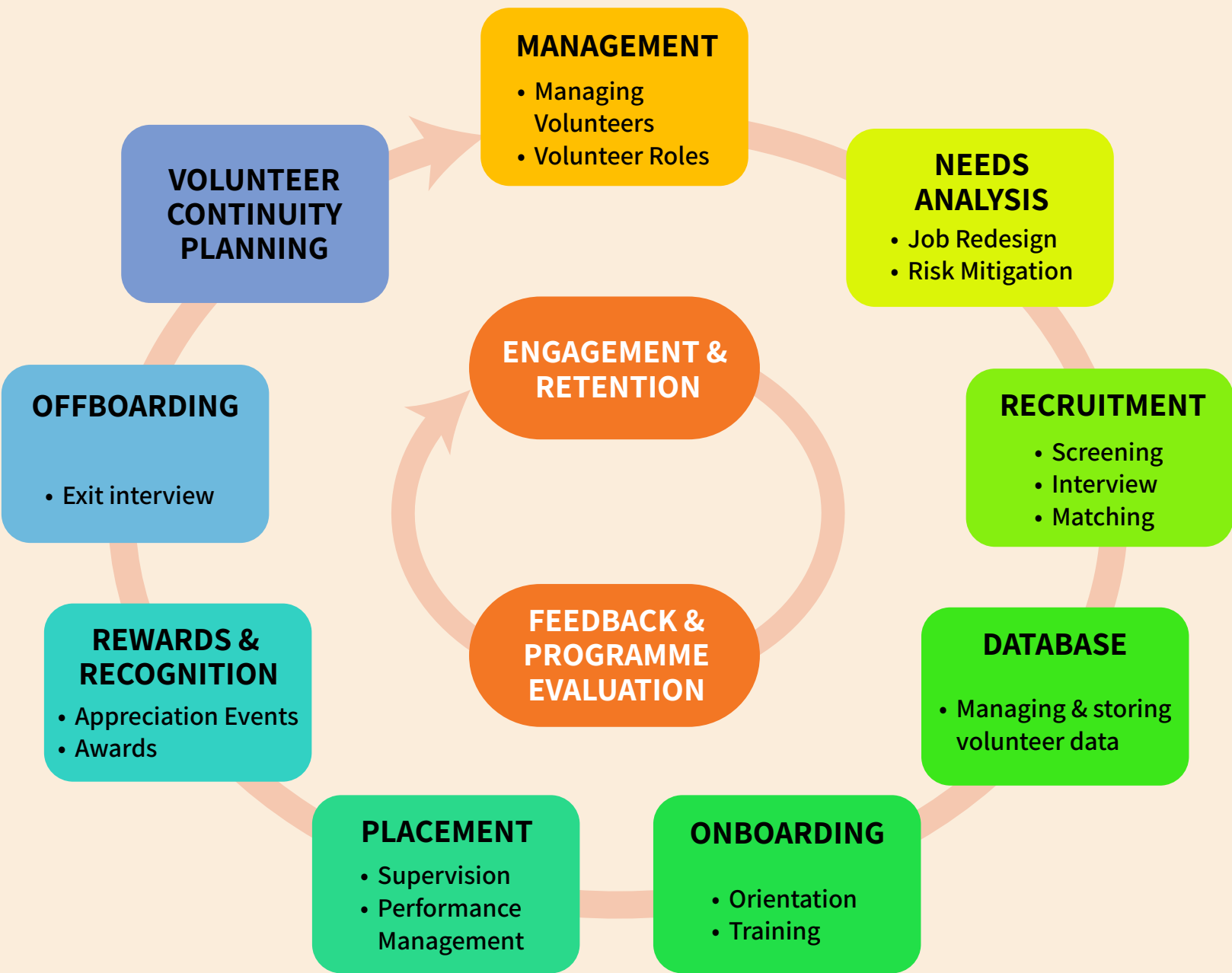
Fundraising Practices

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.

Corporate Governance

Volunteer Management System

HCSA has developed the Volunteer Management System (VMS) to support volunteers through their volunteer journey and help them effectively contribute to the objective of HCSA. The chart below illustrates this system.



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 was on the Board from January to May 2022 during which she received remuneration as an executive staff, 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 three highest paid staff in bands.

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

Public Image

HCSA is committed to lawful and ethical behavior in all its activities and requires that Board members and employees conduct themselves in a manner that complies with all applicable laws, regulations and internal policies, upholds the core values 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.

Corporate Governance

Governance Evaluation Checklists

S/No	DESCRIPTION	Code ID	RESPONSE (Drop List)
	Board Governance		
1	Induction and orientation are provided to incoming Board memberson joining the Board.	1.1.2	Complied
	Are there Board members holding staff ¹ appointments? (Skip items 2 and 3 if “No”)		No
2	Staff ¹ does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter	1.1.12	Not Complied
	Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if “No”)		Yes
7	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years.	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied
	Conflict of Interest		
9	There are documented procedures for Board members and staff ¹ to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied
	Strategic Planning		
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied

Corporate Governance

S/No	DESCRIPTION	Code ID	RESPONSE (Drop List)
	Human Resource and Volunteer² Management		
12	The Board approves documented human resource policies for staff ¹ .	5.1	Complied
13	There is a documented Code of Conduct for Board members, staff ¹ and volunteers ² (where applicable) which is approved by the Board.	5.3	Complied
14	Staff ¹ does not chair the Board and does not comprise more than one-third of the Board.	5.5	Complied
	Are there volunteers² serving in the charity? (Skip item 15 if “No”)		Yes
15	There are volunteer management policies in place for volunteers ² .	5.7	Complied
	Financial Management and Internal Controls		
16	There is a documented policy to seek Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied
18	The Board ensures reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensures that there is a process to identify, regularly monitor and review the charity’s key risks .	6.1.4	Complied
20	The Board approves an annual budget for the charity’s plans and regularly monitors its expenditure.	6.2.1	Complied
	Does the charity invest its reserves, including fixed deposits? (Skip item 21 if “No”)		Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
	Fundraising Practices		
	Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 22 if “No”)		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations-in-kind during the year? (Skip item 23 if “No”)		Yes
23	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
	Disclosure and Transparency		
24	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member’s attendance.	8.2	Complied

Corporate Governance

S/No	DESCRIPTION	Code ID	RESPONSE (Drop List)
	Are Board members remunerated for their Board services? (Skip items 25 and 26 if “No”)		No
25	No Board member is involved in setting his or her own remuneration.	2.2	
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. <u>OR</u> The charity discloses that no Board members are remunerated.	8.3	
	Does the charity employ paid staff¹? (Skip items 27, 28 and 29 if “No”)		
27	No staff ¹ is involved in setting his or her own remuneration.	2.2	Complied
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff¹ , who each receives remuneration exceeding \$100,000 , in bands of \$100,000; and ii) If any of the three highest paid staff ¹ also serves on the Board of the charity. <u>OR</u> The charity discloses that none of its staff ¹ receives more than \$100,000 in annual remuneration each.	8.4	Complied
29	The charity discloses the number of paid staff ¹ who are close members of the family ³ of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff ¹ who are close members of the family ³ of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied
	Public Image		
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

1 Staff: Paid or unpaid individuals who are involved in the day-to-day operations of the charity, e.g. an Executive Director or Administrative personnel.

2 Volunteer: Persons who willingly give up time for charitable purposes, without expectation of any remuneration. For volunteers who are involved in the day-to-day operations of the charity, they should also abide by the best practices set out in the Code applicable to ‘staff’.

3 Close members of the family: Those family members who may be expected to influence, or be influenced by, that person in their dealings with the charity. In most cases, they would include:

- That person’s children and spouse;
- Children of that person’s spouse; and
- Dependants of that person or that person’s spouse.

Financial Statements

SUMMARY OF FINANCIAL ACTIVITIES

INCOME	2022 (\$)	2021 (\$)
INCOME FROM GENERATED FUNDS		
Voluntary Income		
Grant from government agencies	3,469,739	3,197,364
Donations	178,749	585,207
Residential rental	61,556	55,769
Amortisation of deferred capital grants	37,461	11,298
	3,747,505	3,849,638
Activities for Generating Funds		
Income from fundraising events	1,304,516	1,226,007
Rental income/utility recoveries	1,468,025	1,412,656
Course fees	184,676	224,229
	2,957,217	2,862,892
Investment Income	22,277	13,482
Other Income	352,356	348,183
TOTAL INCOME	7,079,355	7,074,195
EXPENDITURE		
	2022 (\$)	2021 (\$)
Charitable activities and programme cost	5,218,633	4,807,130
Costs of generating funds	1,309,365	1,457,802
Governance cost	53,691	26,374
TOTAL EXPENDITURE	6,581,689	6,291,306
Net surplus/(deficits) for the year	497,666	782,889

STATEMENT OF FINANCIAL POSITION

ASSETS	2022 (\$)	2021 (\$)
<i>Non-Current Assets</i>		
Intangible assets	225,952	31,733
Property, plant and equipment	193,022	177,968
Right-of-use assets	1,601,688	151,876
	2,020,662	361,577
<i>Current Assets</i>		
Trade and other receivables	451,232	508,917
Fixed deposits	3,605,886	1,101,699
Cash and bank balances	3,367,978	5,202,577
	7,425,096	6,813,193
TOTAL ASSETS	9,445,758	7,174,770

Financial Statements

FUNDS AND LIABILITIES

FUNDS	2022 (\$)	2021 (\$)
<i>Unrestricted funds</i>		
General fund	5,642,502	5,249,287
Training Kitchen fund	120,000	135,001
	5,762,502	5,384,288
<i>Restricted Funds*</i>		
Silver Volunteer fund	5,957	16,571
NCSS OD fund	92,933	79,702
Yellow Ribbon Emergency fund	1,150	7,750
NCSS Tech Booster Fund	12,533	12,533
NCSS EVMFS	9,381	- 9,036
Gilead Science Grant	59,592	94,447
Allen Overy Step Up Fund	100,000	50,000
HKL Grant	82,000	173,300
Ishk Tolaram Wellness Fund	90	-
NCSS Peers Support Fund	9,091	-
DRTC Fund	163,092	
	535,819	425,267
TOTAL FUNDS	6,298,321	5,809,555
<i>Non-Current Liabilities</i>		
Lease liabilities	848,947	-
Deferred capital grants	383,251	-
	1,232,198	-
<i>Current Liabilities</i>		
Deferred capital grants	37,461	90,505
Deferred Income	234,296	287,218
Lease Liabilities	764,470	155,800
Other payables	879,012	831,692
	1,915,239	1,365,215
Total Liabilities	3,147,437	1,365,215
TOTAL FUNDS AND LIABILITIES	9,445,758	7,174,770

*The usage of the restricted/endowment funds will be utilised according to the timeline agreed upon with the funders. For restricted funds with open-ended timelines, the funds will be utilised for its' stated purpose until fully utilised.

ANNUAL SALARY BAND FOR OUR TOP THREE EXECUTIVES

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

2022 (\$)	2021 (\$)
3	3

Except for the Chief Executive Officer who was a board member from January to May 2022 , the board members are volunteers and do not receive any monetary remuneration for their service.

Reserve Policy

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

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

How You Can Help

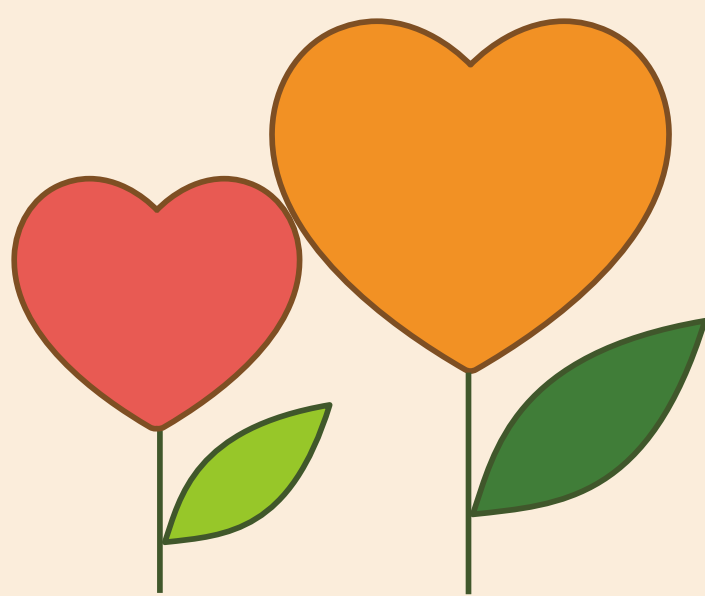
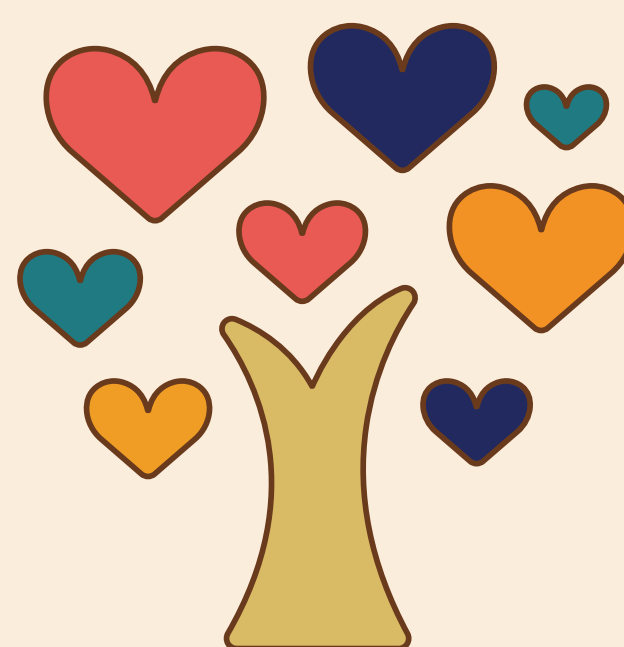
Be part of our mission to empower the vulnerable and give them hope for a brighter future!

Volunteer With Us

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

Whether you're an individual looking to contribute your time or skills or a group wanting to help make a difference, we would love for you to join us! We welcome volunteers from all walks of life, as long as they're excited about furthering our mission alongside us.

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



Be Our Donor

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



Thank you to all our volunteers and donors for your continued support in making our work at HCSA possible!



HCSA Community Services

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 www.hcsa.org.sg

 HCSA Community Services

 @hcsacommunityservices

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