

# TOGETHER WE CAN GO FAR

ANNUAL REPORT 2023





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# About Us

HCSA Community Services traces our beginnings to 1996, when an informal support group for recovering drug addicts led to the launch of Highpoint Halfway House. HCSA was then registered as a society on 12 March 1997, and registered as a charity under the Charities Act 1994 on 6 February 1998. HCSA has been accorded IPC (Institution of a Public Character) status, last renewed on 1 January 2024. HCSA's governing instrument is our Constitution.

## Constitution Objects

Our objects are to initiate, assist and organise activities and schemes of social service for the alleviation of poverty, suffering and handicap whether by physical or mental, regardless of age, sex, race, nationality or religion, by the provision of assistance, the creation of a safe and healing living environment or services in education, rehabilitation, counselling, skills training and livelihood to address life or family related issues.

### Vision

To Give a Future and  
a Hope

### Mission

Empowering the vulnerable to find  
purpose for a more abundant life

## Values (ETHICS)

### Excellence

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

### Teamwork

We support each other and work together to achieve great things

### Honour

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

### Integrity

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

### Compassion

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

### Servanthood

We serve others with love and selflessness

#### Unique Registration Number (UEN)

S97SS0023J

#### Registered Address

1 Lorong 23 Geylang,  
Singapore 388352

#### Auditor

Lo Hock Ling & Co

#### Bankers

Oversea-Chinese Banking  
Corporation Ltd  
DBS Bank Ltd  
Hong Leong Finance Ltd

#### Legal Advisors (Pro Bono)

Allen & Gledhill LLP

# Welcome Message

A career soldier turned pastor had compassion on some homeless male-offenders who were struggling with drug addiction and without a home to return to. Giving them shelter in his modest matrimonial home, the newly wed Timothy Das fed them, prayed for them and showed them unconditional love.

A decade later, an accountant by training and church staff witnessed a lady on the ledge of a building, on the verge of committing suicide. Alice Heng's heart was stirred, and her desire to help troubled women deepened into conviction. After attending a two-year counselling course, Alice rented a condominium apartment to be a hideaway of hope and healing.

These small mustard seeds would take root and grow over the years into a tree where birds could take shelter in its shadow.

Timothy was joined by a band of brothers to start a support group to help recovering drug addicts detox, and this is today HCSA Highpoint, a transitional shelter that helps former offenders rebuild their lives and reconcile with their families.

Alice's friends rallied around a common mission to provide counselling, mentoring and life skills training for women who needed help, and when Alice passed on in 2007, they stepped up amidst their grief to build on her bold dream. Today, HCSA Dayspring cares for young female trauma survivors in a Therapeutic Group Home, and HCSA SPIN supports single parents in their well-being, social support and better caregiving for their families.

Another decade later, two culinary enthusiasts, Tony Lim and one of Dayspring's co-founders Dominique Choy, would envision providing life and career skills training to former offenders, youths at risk and other vulnerable individuals. Today, HCSA Academy provides culinary skills training with a heart – from individualised interventions to after-care support with a chef mentor.

We are privileged to carry the torch that has been passed on to us, to give vulnerable groups in our community a future and a hope by affirming a safe and warm home to return to, and reversing the cycle of social disadvantage.

Sustainability in our services, finance and environment is an important focus area for Team HCSA, and has been a prominent discussion topic across our organisation throughout 2023. In October, our staff engaged in a lively exchange of ideas on where we would like to be when we turn 30 in 2026 – the go-to place where vulnerable individuals can get the support to make the lasting change they desire.

In 2023, we also honoured the Year of Celebrating Social Service Partners together with the Ministry of Social and Family Development. We are deeply appreciative of our many partners in the community – from corporates, foundations and grantmakers, community groups and

schools, to families and individuals – who believe in the social causes that we are championing, and have come together to empower the vulnerable to find purpose for a more abundant life.

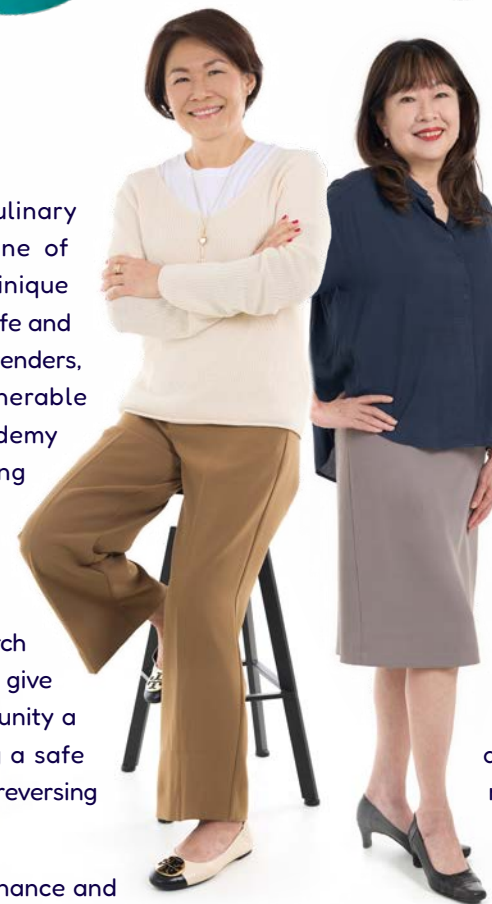
As we cast our eyes firmly on the future, we have developed a strategy roadmap towards 2026. In the year ahead, we shall employ data insights on our clients' needs and strengths for better service; upskill our people for better productivity and user impact; improve our process efficiency and strengthen our knowledge management; and diversify income-generating streams and strengthen our community engagement. We are looking forward to our new home for HCSA Dayspring residents at Wan Tho Avenue, and expanding our services to more female trauma survivors.

We are thankful to God for His faithfulness in leading, providing and journeying with us through these past 27 years! To God be the glory!

Yours faithfully,

**Dominique Choy**  
President  
Board of Directors

**Kim Lang Khalil**  
Chief Executive Officer



# Care Approach

Climate change. Artificial intelligence. Geopolitical competition. New challenges and uncertainties have risen or gathered pace since the global pandemic. Closer to home, slowing social mobility and rising inequality exert pressure on our society. As we adapt to new normals, some families and individuals may struggle more and be in danger of being left behind.

HCSA Community Services cares for distressed people in need, helping them build resilience to bounce back from shocks. We are a proactive stakeholder in Singapore's social compact, with shared values and responsibilities toward common aspirations for Singapore. Through our four signature programmes designed to help ex-offenders rebuild their lives, journey with trauma survivors, empower single-parent families and prepare workplace-ready professionals, HCSA strengthens Singapore's social trampoline system.

Vulnerable groups in our society – who may be our friends, neighbours or family – may grapple with diminished opportunities to create a decent life for themselves and their families:

Ex-offenders may have lost their families and homes as they paid for their past mistakes, and need a second chance to stay crime-free and become productive members of society.



Teenage girls who have survived the complex trauma from abuse and neglect may have severe and persistent difficulties managing their behavioural and emotional responses to trauma reminders.



Single parents may have weathered through a family crisis or traumatic breakup, and struggle with the added strain of giving their children equal opportunities in Singapore's shared future.



Vocational workers with low education and employable skills have to contend with low incomes, limited career progression and ability to provide for their families. Their challenges are multiplied if they are ex-offenders.

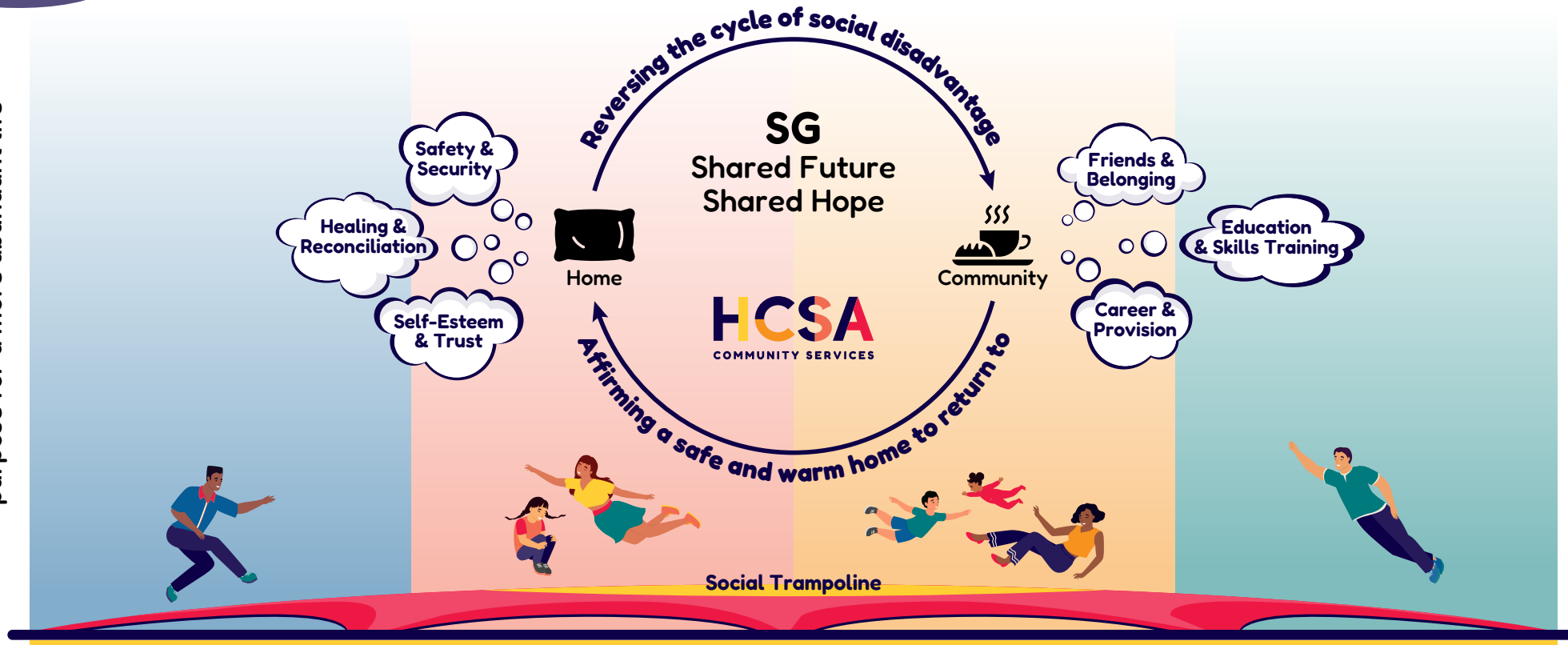


HCSA's core approach to care across our signature programmes restores the meaning of home to our clients as a safe space they can return to every night, draw strength from their loved ones, and put food on the table as they sustain their quality of life. Our care approach also seeks to develop resilient family and community bonds, nurture lifelong learners through tuition for youths and skills training for adult learners, and help our clients achieve sustainable livelihoods, so that we can reverse the multigenerational cycle of social disadvantage through social levellers.



**Vision**  
To give a future and a hope

**Mission**  
Empowering the vulnerable to find purpose for a more abundant life



**HIGHPOINT**  
REBUILDING EX-OFFENDERS' LIVES

**DAYSPRING**  
JOURNEYING WITH  
TRAUMA SURVIVORS

**SPIN**  
EMPOWERING  
SINGLE-PARENT  
FAMILIES

**ACADEMY**  
PREPARING WORKPLACE-READY  
PROFESSIONALS

# HCSA Highpoint

## OVERVIEW

A support group for drug addicts in a three-room flat gave birth to a residential drug addiction recovery programme, with the launch of Highpoint Halfway House in 1996. Over the last two decades, Highpoint has expanded our services to provide a safe and substance-free shelter for homeless male ex-offenders to restart their lives, and sustained social support to renew their purpose within the community. Highpoint is proud to support and oversee two ground-up initiatives by our alumni and their loved ones: AIMS, the alumni after-care group; and WISDOM, the pro-social support network by their significant others.

## PARTNER AGENCIES

NCSS, SPS, YRSG, YRF, Tote Board

## YEAR STARTED

1996 (as Highpoint Halfway House)

**“The thing I am proudest of about myself is being able to sustain for so long, rejecting all vices. It makes me feel more confident.”**

**Jadon Wang,**  
HCSA Highpoint Alumnus

Jadon Wang spent much of his youth involved in the illicit sales of goods, drug consumption, acts of violence, and evading the police. One day, however, while he was overseas to avoid getting caught, moments of introspection led him to a profound self-realisation. Motivated to turn over a new leaf, he made the courageous decision to return to Singapore and surrender to authorities, resulting in his incarceration.

With the support of HCSA Highpoint, Jadon found a rehabilitative environment and a supportive community. This allowed him to leave his old life behind and focus on rebuilding his future, making the positive changes he had envisioned for himself. Today, Jadon leads a life free from his past vices, dedicated to creating a brighter future.

.....  
“Desistance research takes success stories seriously. The research does not start with programmes and aggregated outcomes, but individual lives and personal trajectories. Recognising the individual as the agent of change, desistance research explores individuals’ social contexts, embedded social networks and subjective interpretations as keys to understanding long-term life change.”

**Maruna and Mann, 2019**





# HCSA HIGHPOINT

REBUILDING EX-OFFENDERS' LIVES

**Desistance** is a long-term journey by individual lives and personal trajectories within their social networks

**Behaviour Change**  
cessation of offending activities

**Identity Shift**  
adoption of a non-offending identity

**Sense of Belonging**  
recognition of change by the community

Three phases of desistance, developed by Maruna and Farrall, 2004 and McNeill, 2014



## HCSA Highpoint's Care Approach

**Transit**  
sustained employment and safe home

**Train**  
upskilling of professional and personal lives

**Transform**  
renewed purpose and sustained social support

### Individual Service Plan with 6mth follow-up

- Restore social function e.g. new technology and ways of communicating
- Employment and housing application support
- Financial assistance
- Referral to other social service agencies

### Residential programmes and activities

- Expedition Highpoint – nurture greater self-awareness
- Core Life Skills – equip residents with stress management, financial/digital literacy, etc.
- Counselling
- Psycho-educational group therapy
- Recovery coaching
- Educate, Test, Treat! – Hepatitis C elimination for drug users by Gilead Sciences & Tan Tock Seng Hospital

### Vocational upskilling

- WSQ Higher Certificate in Food Services by HCSA Academy
- WSQ ICDL Microsoft Course
- ISCOS Driving License/Forklift License
- Job coaching and career guidance

### Life upskilling

- Life Coaching courses by Adam Khoo Learning Technologies & PwC e.g. effective communication, stress management, financial literacy, etc.

### Social support & empowerment

- Social/family gatherings
- Foundation of Love Skills by Lutheran Community Care Services (LCCS)
- STEP UP Mentorship with Allen & Overy, Jesus The Light Grant-Making Project (2022/23), The Majority Trust (2023/24) & P&G
- Peer Support Specialist course
- Volunteering for anti-drug educational prison visits
- Giving testimony as an HCSA ambassador

HCSA  
**HIGHPOINT**  
AIMS

- Alumni after-care group to support and sustain one another

HCSA  
**HIGHPOINT**  
WISDOM

- prosocial support network by their significant others

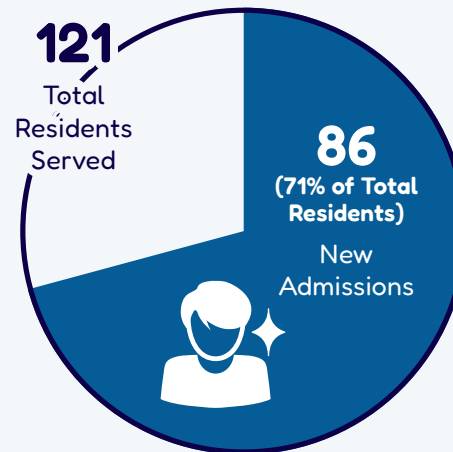


# Impact

HCSA Highpoint

## RESIDENTIAL CARE

After being released from prison, our residents are often without a home to return to. They often present with zero income and minimal support from their family. Our residents' immediate needs are thus to secure both gainful employment and long-term housing, so that they can achieve and sustain self-sufficiency after graduating from Highpoint's transitional living programme.



**67**  
(55% of Total Residents)  
Residents Secured Employment in First 3 Months



**43**  
(64% of Employed Residents)  
Residents Stayed Employed Longer Than 2 Months



**47**  
(50% of Discharged Residents)  
Residents Secured Permanent Housing

## ALUMNI AFTER-CARE

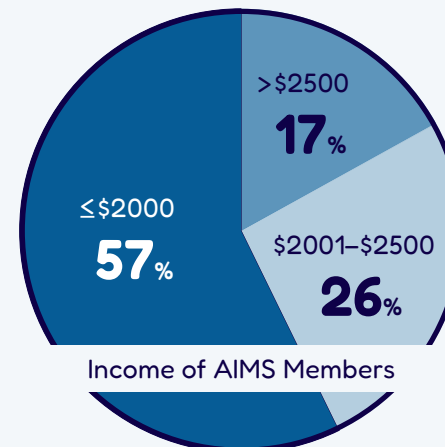
Second chances can strengthen our clients' resolve to change, and Highpoint nurtures their renewed sense of belonging by opportunities to give back to the community. We also enable two major ground-up initiatives that sustains their re-integration journey: AIMS, where our alumni support and sustain one another; and WISDOM, a pro-social support network by their partners.



**56**  
After-Care Alumni Served



**110**  
AIMS Members



**39**  
WISDOM Members

# Highlights

HCSA Highpoint



## AIMS 4th Anniversary Celebration

19 August 2023

AIMS (Act in Motion Society) celebrated our 4th Anniversary Celebration, which was graced by Guest-of-Honour Dr Wan Rizal, MP Jalan Besar GRC at Katong Village. We honoured 32 AIMS members who have remained free of crime and drugs for at least 5 years, and appreciated participants of Everesting for Second Chances.

We also officially launched WISDOM (Women In Support to Develop Outstanding Men). WISDOM began with one couple in 2019, and today supports 25 couples. 20 women were present with their partners on this wonderful occasion.

## Bringing Acronis-HCSA Computer Classroom to Life

17 April 2023

We are proud to collaborate with Acronis and Yellow Ribbon Fund to bring the Acronis-HCSA Computer Classroom to life! Mr Eric Chua, Senior Parliamentary Secretary for Ministry of Culture, Community and Youth and Ministry of Social and Family Development, and our corporate and community supporters, graced the official launch of HCSA's newest facility for desistors.

The Acronis-HCSA Computer Classroom will offer multi-disciplinary IT upskilling courses. Our first batch of participants have successfully completed the International Certificate of Digital Literacy (ICDL) Microsoft Office courses and have expressed interest in taking up more courses to further boost their employability.



## Visit by Mayor Denise Phua

4 April 2023

We had the honour of hosting Mayor of Central Singapore District, Ms Denise Phua for an engaging dialogue session, and the official unveiling of HCSA Highpoint's newest wall mural. Aptly titled 'HOPE', it is symbolic of this vital partnership to upkeep our services, reach out to, and empower more vulnerable individuals and families within the community.

During the dialogue session, our HCSA Heads of Programmes also discussed with Mayor Denise and her team on a few key sectors, particularly in outreach expansion, service coordination to reduce duplicating initiatives, and new areas of collaboration.

The wall mural was made possible with the WeCare Arts Fund@CDC.

# HCSA Dayspring

## OVERVIEW

Dayspring began in 2006 with one woman, Alice Heng, and her vision to help troubled women. Originally a hideaway of hope and healing for troubled women, the Dayspring team discovered a need to shelter girls who were victims of abuse and established Singapore's first Residential Treatment Centre in 2011 to provide a therapeutic intervention programme for young trauma survivors. In 2017, Dayspring transitioned into a Therapeutic Group Home and is today certified as a Trauma Systems Therapy programme. We offer a caring, safe and therapeutic environment to help teenage girls who have suffered the complex trauma of emotional, physical or sexual abuse; physical and emotional neglect; or household dysfunction.

## PARTNER AGENCY

MSF

## YEAR STARTED

2006

**“Apart from mending things with my parents, learning more in depth about my trauma, my core issues, healthy coping mechanisms and picking up new skills, Dayspring has showered me with genuine and unconditional love, care and support which helped so much with my change.”**

**Ting Ting,**  
**HCSA Dayspring Alumna**

Ting Ting (name changed to protect her privacy) faced significant challenges in her upbringing – absent parents who often neglected her, being bullied in school and having experienced sexual abuse by both a relative and a stranger. The trauma from these adverse childhood experiences led to severe mental health struggles, including self-harm and multiple suicide attempts.

With the love and patience of her care team at HCSA Dayspring, Ting Ting gradually found a sense of belonging and began to work towards her journey of recovery. Through therapy, Ting Ting has learned to manage her trauma triggers and develop positive coping skills.

Today, Ting Ting has graduated from Dayspring and encourages current residents in their recovery journeys.

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“Traumatic stress occurs when a child is unable to regulate emotional states and in certain moments experiences his or her current environment as extremely threatening even when it is relatively safe. This happens when the child's brain regulation of emotional states is disturbed.”

**Saxe, Ellis and Brown, 2016**

“To be effective, interventions must fully address the many contextual factors that lead to a child's expression of traumatic stress. These contextual factors may be found within the child's family, school, peer group, or neighbourhood—any setting in which a child lives, learns, and plays. Contextual factors drive traumatic stress reactions because they serve as reminders of traumatic events the child has experienced.”

**NYU Langone Health's Trauma Systems Therapy Training Center**

# HCSA DAYSPRING

JOURNEYING WITH  
TRAUMA SURVIVORS

## HCSA Dayspring's Trauma-Informed Care Approach

### Trauma-Informed Positive Behaviour Interventions & Supports

developed by Center on PBIS (US)

- Tier 3** Intensive individualised intervention for trauma survivors
- Tier 2** Efficient and rapid response for small group intervention for trauma survivors with higher risk
- Tier 1** Preventive and proactive universal interventions for all trauma survivors



### Therapeutic Millieu

Processes developed by Guderson, 1978

#### Involvement

Develops social skills for active social participation and healthy relationships

#### Support

Enhances self-esteem through physical appearance, social acceptance and ability to accomplish tasks

#### Validation

Helps residents understand how thoughts and feelings connect with action

#### Containment

Protects traumatised youths from their own destructive behaviour

#### Structure

Helps residents regulate their emotions through predictable order

**5:1 ratio to nurture emotionally healthy youths:** for every Containment or Structure directive, at least 5 Involvement, Support or Validation directives should be made

### Trauma Systems Therapy

developed by Saxe and Ellis, early 2000s

#### Safety-Focused

ensuring a safe environment & reducing triggering events that lead to dysregulated behaviour

#### Regulation-Focused

utilising interventions to build the youth's capacity to regulate emotions

#### Beyond Trauma

routinely using behavioural regulation techniques in the youth's safe environment

### HCSA DAYSPRING OWENA

#### Prosocial support network by our alumni

- reconnection and peer support
- volunteering opportunities

#### Empowerment

- Job placement support
- Tertiary education scholarship
- Short course / training sponsorship
- Start-up finance package
- Emergency / crisis assistance

#### Alumni After-Care & OWENA



# Impact

HCSA Dayspring

## RESIDENTIAL CARE

Dayspring Residential Treatment Centre is designed to be like a family, and each resident will be matched with a care team upon admission, comprising a clinical psychologist, a case worker, a coach and support coach. Our residents have regular counselling sessions to help them develop an individualised treatment plan, and their parents or guardians also have mandatory family sessions to meet family treatment goals.



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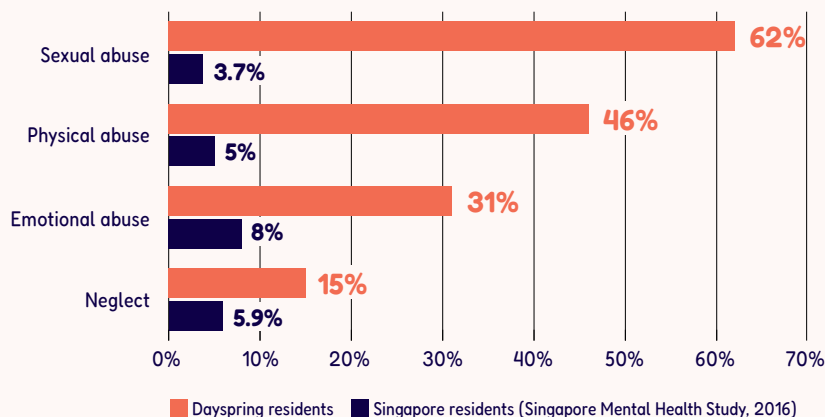
Residents Served



6

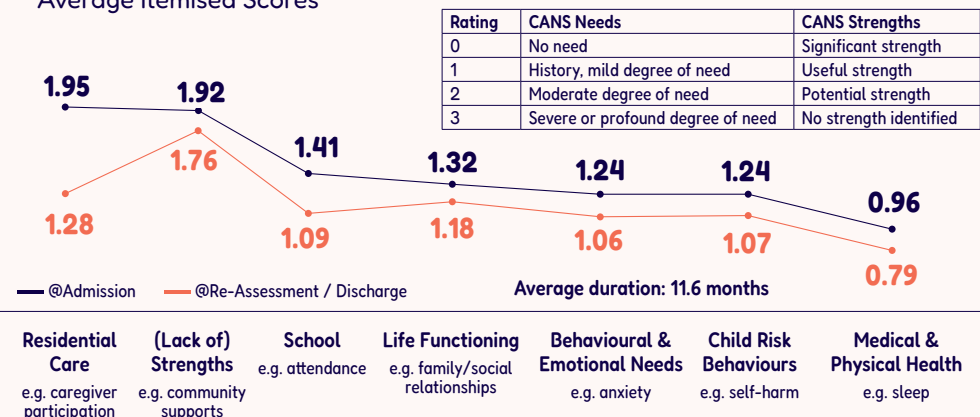
New Admissions

## Adverse Childhood Experiences



## Child and Adolescent Needs and Strengths (CANS)

Average Itemised Scores



## ALUMNI AFTER-CARE

The transition from residential care to community reintegration can be daunting. Our former residents may face challenges such as disrupted family relationships, gaps in their education, social stigma, employment difficulties and housing instability. We check in on them regularly in the first six months after discharge, and we also encourage our alumni to join OWENA, which allows them to reconnect for peer support, give back to the community and be empowered in their education, career and life aspirations.



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OWENA Members

# Highlights

HCSA Dayspring

## Hosting Staff from Muhammadiyah Welfare Home

**February 2023**

In February 2023, HCSA Dayspring had the privilege of hosting staff members from Muhammadiyah Welfare Home for an enriching learning journey.

Robelle Chavez, Assistant Director, Residential from the HCSA Dayspring team shared insights into our journey of implementing Trauma-Informed Positive Behaviour Interventions and Supports.



## OWENA BBQ Event

**24 June 2023**

On 24 June 2023, our OWENA members hosted a BBQ Party. HCSA Dayspring alumni and Management Committee, former and current staff, and donors were invited for a time of connection and check-in.



## Dayspring Camp

**4 – 6 December 2023**

Residents of HCSA Dayspring Residential Treatment Centre participated in a local camp hosted by our Dayspring Clinical team from 4 to 6 December 2023. The camp allowed residents to engage in meaningful activities while providing our staff with the necessary time to organise the Centre's interim move to The Haven before our premises at Wan Tho Avenue are ready for us to move in.

# HCSA SPIN

## OVERVIEW

Our work with single parents and lone caregivers can be traced back to Dayspring's early days in 2006, when we provided counselling, mentorship and life skills training to women who needed help. In 2014, we started Dayspring New Life Centre for women with unsupported pregnancies, and this pivoted toward single-parent families with the launch of SPIN (Single Parents INformed, INVolved and INcluded) in 2017. Today, SPIN supports caregiving and improved quality of life for single parents, strengthens their social support network, provides them access to resources, and empowers them to make informed decisions through our interactive self-check website.

## PARTNER AGENCY

Co-created with NCSS

## YEAR STARTED

2017

**“Be who you are. Search for help if you need. It is better if there is someone you feel comfortable with or an organisation that you can turn to. We cannot bear everything on our own. With support, only then you can go on.”**

**Diana,  
HCSA SPIN Alumna**

Diana (name changed to protect her privacy) is a mother to two teenage girls. Her ex-husband, a foreigner, walked out on the family after her second child was born. Diana also had strained relationships with her extended family, and had to raise her girls as a working single mother.

Employers often lacked empathy towards Diana's family commitments, leaving her struggling to find stable employment. For almost two and a half years, she worked odd jobs to make ends meet while actively seeking permanent employment.

Diana found support through HCSA SPIN. She received practical assistance tailored to her needs, including online tuition by a qualified professional for her children and workshops to enhance her employability skills.

Looking ahead, she aspires to further her career with a WSQ Diploma in Human Resources and aims to provide her daughters with a stable home.

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“Aspirations that single parents have to upgrade their qualifications go largely unfulfilled due to time poverty and financial pressure. Even if they are able to balance employment and childcare, single parents find themselves in the unenviable position of trying to earn an income sufficient for a family, without the support of any other household member. Finances are strained, ‘luxuries’ are felt to be unnecessary and financial help and assistance are often thought to be for others ‘in greater need.’

Single parents within this study placed great emphasis on spending quality time with their families, highlighting the importance placed on family bonding. These individuals carry the full ‘burden’ of parenthood without the support of another individual as would be seen in a ‘traditional’ family structure, and subsequently feel the pressure of these expectations. Time for personal development, whether it is health improvement (through participation in sport), upgrading skills (through attending educational courses), or relaxation (through taking time to meet with friends), is lacking, and these deficits might have long-term effects on the health and well-being of these single parents.”

Glendinning et al., SMU Lien Centre for Social Innovation, 2015

## HCSA SPIN's Care Approach

### Needs Assessment



#### Individualised care plan

will be co-created by case workers  
together with clients  
to address identified needs

### Interventions

#### Counselling

will be offered to clients assessed to be in  
high need of emotional and mental health support

#### Befriending

through meaningful and regular  
interactions with volunteers

#### and peer support

by fellow single parents  
extend a listening ear and helping hand

#### Workshops & events

empowers clients with essential life and career skills;  
and provide respite and bonding opportunities  
with their children

#### Practical support

through SPIN's self-help portal,  
referrals to relevant services,  
and access to community resources  
help clients in distress alleviate and resolve challenges

### Desired Outcomes

#### Enhanced well-being

through counselling and group work to help  
clients manage psychosocial difficulties

#### Strengthened social support

through increased awareness and access  
to community resources, befriending and SPIN's  
prosocial support network by single parents

#### Better caregiving / parenting

by empowering clients to make  
well-informed parenting decisions,  
with time for their own needs



# Impact

HCSA SPIN

## COMMUNITY CARE

Our services are designed to empower single parents who lack support, so that they may become more resilient and self-reliant. We help them to attain increased capacity in parenting / caregiving, social and prosocial support, practical resources and their psychosocial wellbeing.



**167**

Single Parents  
Served



**282**

Attendees across 21  
Workshops & Events



**155**

(93%)  
Clients Matched with  
Volunteers for  
Counselling &  
Befriending



**67**

Disbursements of  
Grocery Support



**329**

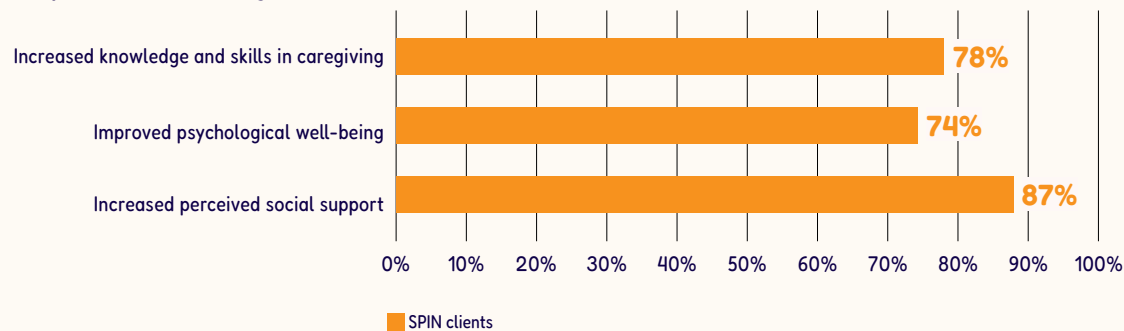
Children  
Supported



**70**

Enrolments in  
1:1 Tuition

## Empowerment of Single Parents



**326**

Active Counsellors and Befrienders,  
and Ad Hoc Volunteers

# Highlights

HCSA SPIN



## Learning Journey to Sustainable Singapore Gallery

10 August 2023

On 10 August 2023, our HCSA SPIN members and children embarked on a learning journey to the Sustainable Singapore Gallery, organised by SGX Group.

Through interactive exhibits, our SPIN members and children learnt how they can play their part in cherishing the resources available in Singapore.

Following the learning journey, SPIN members enjoyed a delightful picnic and took part in kite-flying at Marina Barrage.

## SPIN's First Mini-Mart Event

19 August 2023

In collaboration with Deutsche Bank and an anonymous generous donor, HCSA SPIN organised its first ever Mini-Mart event. It aims to alleviate the cost of essential items for the single-parent families, with Singapore's cost inflation on the rise.

70 single parents were invited to come down and pick up items such as rice, noodles, cooking oil and toilet paper. They were also provided with transport vouchers to facilitate the ride home.

Volunteers from Deutsche Bank ensured the smooth operation of the Mini-Mart, assisting in areas of packing and carting items, all whilst engaging in conversations with the families.



## Coaster Making Workshop

14 December 2023

With the support of Bottega Veneta, our members at HCSA SPIN attended a 'Broken Made Whole' coaster making workshop, conducted by talented trainers from Chokmah. Not only did they embrace the opportunity to showcase their creativity and individuality, but they also forged bonds and created cherished memories!

A heartfelt thank you to Bottega Veneta and their 26 volunteers for the generous sponsorship and hands-on involvement in the workshop.

# HCSA Academy

## OVERVIEW

A shared vision by two culinary enthusiasts on HCSA Community Services' Board in 2016, Tony Lim and Dominique Choy, led to the conceptualisation of a centre that would provide culinary and career skills training, and facilitate job placement, for vulnerable individuals looking to sustain a career in the F&B industry. Launched in 2018, HCSA Academy is an Approved Training Organisation certified by SkillsFuture Singapore to offer the WSQ Higher Certificate in Food Services (Culinary Arts). Through this culinary training programme, we provide ex-offenders and other at-risk individuals a new lease of life and a level playing field to support themselves and their families.

## PARTNER AGENCY

SSG

## YEAR STARTED

2018

**“With more work experience, I’d like to pursue further studies in culinary arts. One day, I aspire to be a professional chef specialising in Asian cuisine.”**

**Nur Zaimah Annederaini (Anne),  
HCSA Academy Alumna**

For Nur Zaimah Annederaini (Anne), it was a toss-up between going back to the industry she was already familiar with; or venturing into the unknown and pursuing her passion in culinary arts.

During her stay at one of the halfway houses in Singapore where she underwent a community rehabilitation programme, Anne was introduced to HCSA Academy’s WSQ Higher Certificate in Food Services (Culinary Arts). After speaking with our senior beneficiary care executive and Head of Academy, she decided to take a leap of faith, embarking on a new path filled with flavours and opportunities.

The robust 5-week training enabled Anne to gain theoretical and practical knowledge in food safety and kitchen hygiene, ingredients, tools and equipment, methods of food preparation and various cooking techniques. What she enjoyed the most was the hands-on experiences. Beyond learning how to prepare different types of cuisines and present the dishes in an appealing and visually enticing manner, she shared how the dining event familiarisation training was an eye-opener and helped her to put all that she had learnt in a simulated environment!

.....  
“We must do more to tilt the scales and narrow the wage gaps across professions. Mindset shifts alone cannot effect societal change. The types of jobs in our economy, levels of job remuneration and career prospects across various industries must also be consistent with what we value.

In addition, in a rapidly changing economy, we need to help Singaporeans take ownership of their careers and better seize opportunities to match their skills and aspirations across different seasons of life.”

**Forward SG Report 2023**



## HCSA Academy's Care Approach

### Needs Assessment



#### **Employable skills**

Access to industry-relevant skills training



#### **Job coaching**

Career attitude to sustain working in a professional environment



#### **Psychosocial support**

Mental and emotional well-being, and social functioning of the student

### Interventions

#### **Individualised interventions**

- Assess specific psychosocial needs, passion for culinary arts, career ambitions and motivations to be employed
- Work with family members, counsellors or case workers if necessary, to better support student's needs

#### **Skills training & student care**

- Training in culinary skills and knowledge
- Coaching to attain a professional WSQ qualification
  - Conducive learning environment
  - Psychosocial and financial support

#### **Job coaching & placement**

- Nurture positive attitudes and mindset for the workplace
- Work with like-minded and vision-aligned partners to facilitate job placement in caring workplaces

#### **Alumni after-care**

- After-care support for one year through constant engagement with a chef mentor
- Regular check-ins by the Academy team, to help alumni stay on course in their jobs
- Quarterly alumni gatherings for skills upgrading and industry networking

### Desired Outcomes

#### **Optimised learning**

through customised training tools & methods

#### **Elevated income security & employment opportunities**

through acquisition of industry-relevant skills, nationally recognised certificate and confidence to work in professional environment

#### **Enhanced well-being**

by supporting students to manage and make informed decisions on their future

#### **Sustained employment**

to support alumni's independence, providence for their families and life aspirations

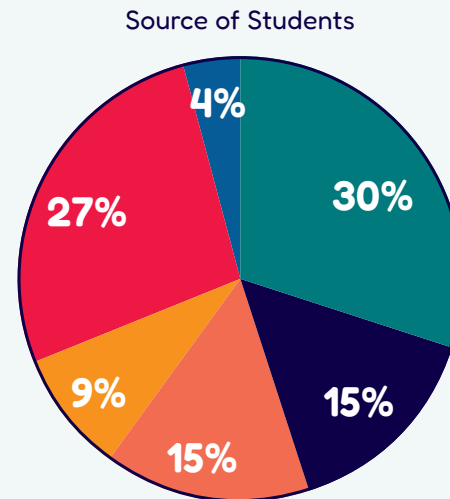
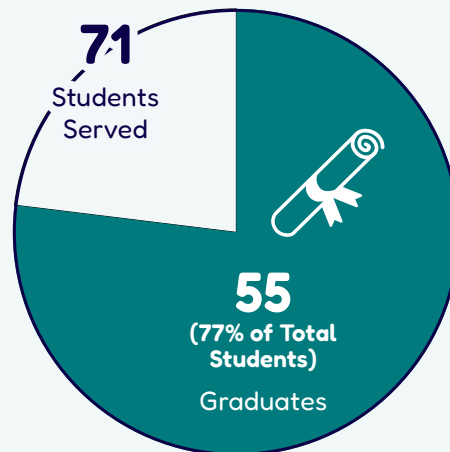


# Impact

HCSA Academy

## STUDENT CARE

HCSA Academy adopts a social enterprise model and follows a holistic adult pedagogy to prepare F&B professionals who are workplace-ready. Through skills training, a nationally recognised qualification and job placement, we help our graduates secure gainful employment to provide for themselves and their families.



- Other HCSA Programmes
- Other Halfway Houses
- Prison Talks & Selarang
- Other Homes, Shelters, FSCs
- Alumni Referrals
- Social Media (Members of Public)



**38**

(100% of Graduates Interested to Work in F&B)

Graduates Placed in F&B Jobs



**\$2000**

Minimum Starting Salary for Job Placements

# Highlights

HCSA Academy

## HCSA Academy Alumni Volunteer as Mentors

15 June 2023

Seven alumni generously volunteered their time, skills, and experiences to serve as mentors in the Yellow Ribbon Culinary Competition. They were invited to form teams with the inmate participants and join in as co-participants.

The Yellow Ribbon Culinary Competition (YRCC) 2023 Grand Finale took place on 15 June 2023 in Changi Prison Complex. Organised by the Yellow Ribbon Project, Singapore Chefs' Association, and HCSA Academy Culinary Training Centre, this competition serves as a platform to equip inmates and ex-offenders with culinary skills, offering them career prospects in the F&B industry upon their release.

## Continuous Learning and Positive Network

The Academy organised quarterly Alumni Enhancement Programmes for continuous learning and networking opportunities. The events were attended by more than 40 members of the alumni community.



## Industry Familiarisation Events

The learners organised a total of 20 dining events for invited guests of HCSA community services in 2023 and also participated in off-site events, like in Singapore Polo Club Annual Carnival to showcase their learned skills.



# Leadership



LYNN HERMIJANTO



DOROTHY NG



# Board of Directors



President  
**Dominique Choy**



Vice-President  
**Yeo Jih-Shian**



Treasurer  
**Delene Lee**



Assistant Treasurer  
**Francis Ding**



Secretary  
**Brandon Phay**



Assistant Secretary  
**Emily Han**



**Vincent Lim**



**Tony Lim**



**Rachel Ooi**



**Harry Loh**



**Lynn Hermijanto**

# Management Committees & Academic Board

Highpoint Management Committee	Dayspring Management Committee	Academic Board
<p>Chair <b>Yeo Jih-Shian</b></p> <p><b>Bryan Leong</b> <b>Andrew Ong</b></p>	<p>Chair <b>Dominique Choy</b></p> <p>Deputy-Chair <b>Delene Lee</b></p> <p><b>Jacqueline Yap</b> <b>Tina Lim</b> <b>Cathy Livingston</b> <b>Hon Su Sian</b> <b>Lynn Hermijanto</b> <b>Clares De Cruz</b></p>	<p>Chair <b>Brandon Phay</b></p> <p><b>Dominique Choy</b> <b>Yeo Jih-Shian</b> <b>Sean Low</b> <b>Kim Lang Khalil</b> <b>Dorothy Ng</b> <b>Sony Haq</b></p>



# Committees

People, Culture & Organisation Committee	Philanthropy & Volunteerism Committee	Audit & Risk Committee	Finance Committee	Investment Committee
<p>Chair <b>Rachel Ooi</b></p> <p><b>Dominique Choy</b> <b>Sharon Thompson</b> <b>Dr Victor Goh</b></p> <p>Stepped Down on 13 June 2023 <b>George Butron</b> <b>Amy Teo</b> <b>Carol Hu</b></p>	<p>Co-Chairs <b>Dominique Choy</b> <b>Emily Han</b></p>	<p>Chair <b>Francis Ding</b></p> <p><b>Hon Su Sian</b> <b>Dorothy Ng</b></p>	<p>Chair <b>Delene Lee</b></p> <p><b>Francis Ding</b> <b>Dorothy Ng</b></p>	<p>Chair <b>Francis Ding</b></p> <p><b>Delene Lee</b> <b>Melvin Tan</b> <b>Tony Lim</b> <b>Dorothy Ng</b></p>

# Senior Management Team



Chief Executive Officer  
**Kim Lang Khalil**



Chief Operating Officer  
**Dorothy Ng**



Senior Director,  
Corporate Services  
**Daniel Chew**



Director, HCSA Dayspring  
**Maria Chua**



Head, HCSA SPIN  
**Adelene Wee**



Head, HCSA Highpoint  
**Shawn Lim**



Head, HCSA Academy  
**Sony Haq**



Director, Partnerships &  
Strategic Communications  
**Andrew Ong**



Director, Digital  
Transformation  
**Colin Liaw**



Assistant Director,  
Finance  
**Ong Lay Wah**



Assistant Director,  
Corporate Services  
**Samantha Lo**

# Organisation Structure

## Board of Directors

HCSA is governed by our Board of Directors  
Reporting to the Board of Directors are Committees that look into specific areas

Highpoint Management Committee

People, Culture & Organisation Committee

Dayspring Management Committee

Philanthropy & Volunteerism Committee\*

Academic Board

Audit & Risk Committee

Finance Committee

Investment Committee

\*known as Volunteer & Philanthropy Committee in 2023

## Senior Management Team

HCSA is also headed by our Chief Executive Officer (CEO) and the Senior Management Team

### SIGNATURE PROGRAMMES

**HIGHPOINT**  
REBUILDING EX-OFFENDERS' LIVES

**DAYSPRING**  
JOURNEYING WITH  
TRAUMA SURVIVORS

**SPIN**  
EMPOWERING  
SINGLE-PARENT  
FAMILIES

**ACADEMY**  
PREPARING WORKPLACE-READY  
PROFESSIONALS

### CORPORATE FUNCTIONS

People, Culture & Organisation  
Partnerships & Strategic Communications  
Digital Transformation  
Finance & Administration  
Property & Facilities

# People Highlights

Our People, Culture & Organisation (merged from Human Resources & Organisation Development) team nurtures a culture of collaboration, open communication and trust among our people, and enhances capability through continuous learning and professional development opportunities.

## HCSA Go!

17 January 2023

The theme for HCSA Community Services' townhall in 2023 was 'Together We Can Go Far'. It encapsulated our organisation's strategic direction for the year.



Sustainability in the areas of finance, service, and environment emerged as prominent discussion topics. With collective focus, Team HCSA exchanged different perspectives and co-created goals and action plans which contribute to driving sustainability efforts forward.

## HR/OD Learning Journey to OCBC Campus

20 April 2023

Our Human Resources & Organisation Development team went on a learning journey to OCBC Campus, where they gained insights into the bank's Learning and Transformation Framework, aimed at enhancing People Capability. This enriching experience provided both a platform for learning and valuable opportunities for collaboration.



## HCSA Chats

14 April & 13 October 2023

HCSA Chats is a platform that embraces the principles of Open Space Technology and creates space for staff to engage deeply and creatively around issues of concern to them.

On 14 April 2023, our staff engaged in a dynamic discussion on four key areas of service sustainability:

1. Data and evidence-based decision making
2. Human capital: recruit the right people
3. Staff welfare
4. Succession planning

On 13 October 2023, we had a second round of discussion on where we would like to be when we turn 30 in 2026, from being the go-to place where vulnerable individuals can get the support to make the lasting change they desire to maximising human capital; harnessing automation, cybersecurity and data analytics in our digital transformation journey; and being financially sustainable so that we can continue creating deep and lasting social impact.

Through this collaborative and open approach, our staff shared insights and best practices to further enhance organisational effectiveness.



Paulna Tan

# Partnerships Highlights

HCSA Community Services is deeply appreciative of our prosocial network of like-minded partners, who have rallied around our clients' areas of needs. These highlights affirm how our gotong royong community is working hand-in-hand in kindness to ensure no one is left behind as we build Singapore's shared future together.

## Educate, Test, Treat! (ETT)

In phase one of our Educate, Test, Treat! (ETT) initiative, 214 former drug offenders and those in recovery from addiction participated from HCSA Highpoint, Selarang Halfway House, Teen Challenge Singapore, and The Helping Hand. 37% were tested to have Hepatitis C (HCV), and up to 38 were able to receive treatment thanks to the generous support of the Tzu-Chi Foundation (Singapore).

On 25 July 2023, five halfway houses – HCSA Highpoint, Pertapis Halfway House, Selarang Halfway House, Teen Challenge Singapore, and The Helping Hand, gathered to sign a Memorandum of Understanding (MoU) for phase two of the ETT initiative. The MoU formalises our joint commitment to work together towards eliminating HCV among people who inject drugs in Singapore by 2030. The exchange of the MoU was witnessed by Assoc Prof Muhammad Faishal Ibrahim, Minister of State for Ministry of Home Affairs and Ministry of National Development.



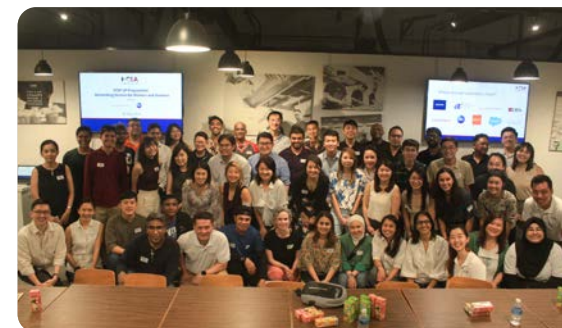
"A few weeks ago, I was here at HCSA Highpoint to support the Everesting for Second Chances event, which resonated well with people. And today, I am here to witness the MOU signing ceremony between HCSA Highpoint, Teen Challenge Halfway House, The Helping Hand Halfway House, Selarang Halfway House, and Pertapis Halfway House. Your work of helping and supporting our ex-offenders is a meaningful and important one. This is an endeavour that the Government cannot do on our own. I appreciate HCSA for coming on board this journey with us."

**Assoc Prof Muhammad Faishal Ibrahim**  
Minister of State,  
Ministry of Home Affairs and Ministry of National Development

## STEP UP Mentorship

STEP UP Mentorship is organised and designed by HCSA Community Services to help ex-offenders and trauma survivors re-integrate back into our community by facilitating our community stakeholders to journey alongside them. The objective of STEP UP Mentorship is to promote our clients' social and economic mobility by empowering them to build a better future for themselves and their families.

The pilot iteration of STEP UP was launched in 2022, funded by corporate partners Procter & Gamble, Jesus The Light Grant-Making Project and Allen & Overy. Mentees embarked on a six-month mentoring journey with volunteers from various corporates. They were also invited to join a series of entrepreneurship training workshops jointly organised by P&G volunteers and HCSA in early 2023.





The second cohort of STEP UP began their journey on 30 May 2023 with a networking session between new mentees and mentors. This session enabled mentees to pick their preferred mentors and allowed our mentors to engage with our ex-offenders and trauma survivors. This iteration of STEP UP was funded by Allen & Overy, The Majority Trust, and Procter & Gamble.

"At P&G, we see ourselves as a force for good and growth in the communities we are in. Programmes such as the STEP UP Entrepreneurship Series allow us to give back to our communities through mentorship and support for vulnerable segments such as ex-offenders and at-risk teenagers. It is inspiring to hear about their personal journeys and the drive they have to move forward. It's heartening to see how this program enables them with skills and opportunities to thrive in the society."

**Clint Navales**  
Vice President, Communications  
Asia Pacific, Middle East, And Africa (AMA)  
P&G



## GROW Community Garden C3A Cooking Activity

The Council for Third Age (C3A) funds two initiatives – GROW Community Garden & C3A Cooking Activity, to promote active ageing among seniors in Singapore.

GROW is a farm-to-table edible garden, designed with food security, environmental sustainability, client therapy and community engagement in mind. Maintained by our senior volunteers who come in on a weekly basis, the garden yields spinach, sweet potato leaves, okra, cucumber, chilli, lettuce and more – all of which our volunteers may harvest and enjoy.

C3A Cooking Activity is a monthly cooking session, where our senior volunteers and HCSA Academy chefs



prepare dinner from their hearts for HCSA Highpoint residents. Our volunteers also get to bond with residents over the food preparation and delicious meals, ranging from nasi briyani and rendang, to stir-fried vegetables and achar.

## Singapore Volunteer Management Conference 2023

1 April 2023

HCSA Community Services is honoured to be a part of the inaugural Singapore Volunteer Management Conference 2023, jointly organised by National Council of Social Service and Singapore University of Social Sciences.

Besides interacting and exchanging insights, thoughts, and ideas with fellow community partners, we also had the privilege of sharing our volunteer role redesign experience and the impact it has had on enhancing our service delivery and volunteer engagement efforts to then Deputy Prime Minister, Mr Lawrence Wong.



"Education, upskilling and lifelong learning are part of our DNA at Acronis. Our core belief is that knowledge should be available to all, and IT skills are ever more important in today's digital economy. The YRF-Acronis IT Skills Programme was launched 5 years ago to uplift ex-offenders' quality of life through providing IT skills and career development, co-creating new opportunities for their successful reintegration and contribution back to society. We are certain the Acronis-HCSA Computer Classroom will provide the residents with the much-needed training and help improve their employability."

**Mr Pasha Ershow**  
Senior Vice President  
APJ & EMEA  
Acronis



## Fundraising Highlights

### Everesting for Second Chances

15 June – 30 August 2023



The first ever Everesting for Second Chances challenge, a cycling challenge centred around cycling an elevated distance of 8,848m, was launched on 15 June 2023 to raise awareness on the social issue of reintegration for our ex-offenders, and to galvanise the community towards being more accepting and inclusive towards ex-offenders through engagement and volunteerism. The challenge also sought to raise funds for HCSA Community Services from 15 June to 30 August 2023.

There are two ways that participants may choose to complete a cycling elevation challenge of 8,848m, either on-site in a single-day event or accumulatively over the challenge period outdoors.

On 1 July 2023, the challenge culminated with a physical event flag-off with Minister of State, Ministry of Home Affairs and Ministry of National Development, Assoc Prof Mohamed Faishal Ibrahim as Guest-of-Honour.

A total of \$199,540 in funds was raised through the support of 582 individual donors and 12 organisation donors, with 165 participants and 16 teams participating in the event.

### Wall of Giving Fundraising Campaign

17 November 2023 – 31 December 2023

The second run of our Wall of Giving fundraising campaign commenced on 17 November 2023 and ran till 31 December 2023 with a fundraising target of \$180,000, in support of vulnerable single parents and abused teenage girls under HCSA SPIN and HCSA Dayspring.

The annual year-end campaign is a virtual fundraiser where donors are invited to donate and leave messages of encouragement for SPIN and Dayspring clients on the Wall of Giving.

By the end of the campaign, a total of \$225,550 was raised by 265 individual donors and 15 organisation donors.

### HCSA Dayspring Fundraising Gala

21 September 2023

As part of a wider effort to help address the rising number in reported cases of child abuse over recent years and serve a greater number of abused teenage girls, HCSA Dayspring Residential Treatment Centre will be relocating and expanding our premises in mid-2024.

To help achieve this goal, HCSA Community Services sought to raise \$500,000 in funds through our Fly Into The Dayspring Zone fundraising gala, which was held on 21 September 2023 at the Marriott Tang Plaza. As an aviation-themed gala dinner, supporters of Dayspring were encouraged to come dressed in aviation outfits, to enjoy a night of fun-filled and exciting performances, good food and company.



Support for Dayspring at the gala and throughout the fundraising campaign was tremendous. As a result, HCSA was able to meet our fundraising goal and raised \$503,376 through the support of 185 individual donors and 14 organisation donors.



## 20th SGX Care Bull Charge Charity Run 2023

27 October 2023



The 20th SGX Cares Bull Charge Charity Run 2023 was held on 27 October 2023 at the Marina Barrage with nearly 3,000 participants. The annual charity run is a flagship fundraising initiative aimed at raising funds to support charities in Singapore for various causes, including HCSA Community Services.

HCSA Community Services' staff participated in the run alongside Delene Lee, our Board Treasurer.

## St Patrick's Society Annual Ball

17 March 2023

St Patrick's Society Singapore adopted HCSA Community Services as their charity to fundraise for, during their annual ball on 17 March 2023.

Funds were raised through the sale of their raffle tickets and auction of items, and a total of \$25,550 was raised in support of our clients at HCSA.



## New Creation Community Services' Gift of Love

New Creation Community Services generously sponsored a total of \$24,000 worth of \$100 NTUC gift vouchers towards our clients at HCSA Highpoint (120 ex-offenders), HCSA Dayspring (45 teenage girls) and HCSA SPIN (80 single-parent families), under their Gift of Love 2023 Christmas project.



The gift vouchers were distributed to our clients over the festive period of Christmas and the New Year, to help our clients in their festive celebrations with family and bring them closer together during the year-end holidays.

## Hongkong Land: HOME Fund Project

2023 marked the second year Hongkong Land supported HCSA Community Services through their HOME Fund project: Inspiring Hope and a Future. Through scholarships and financial support, Hongkong Land empowered 15 HCSA Academy trainees to pursue training courses and secure sustainable employment with our F&B partners.

Additionally, their support extended to 13 HCSA Dayspring residents, in the provision of clinical therapy, education support and daily necessities. This allowed our residents to keep up with their studies and advance to their next academic level of study, while receiving treatment and therapy support.

Hongkong Land had also generously supported 30 single-parent children under HCSA SPIN, providing them access to tech and educational resources to help them with their weaker academic subjects. Their volunteers also actively engaged with our SPIN families by conducting a virtual handicraft session during festive celebrations.

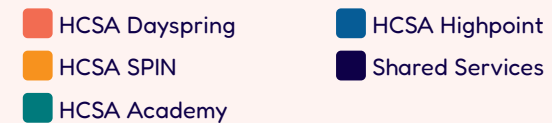
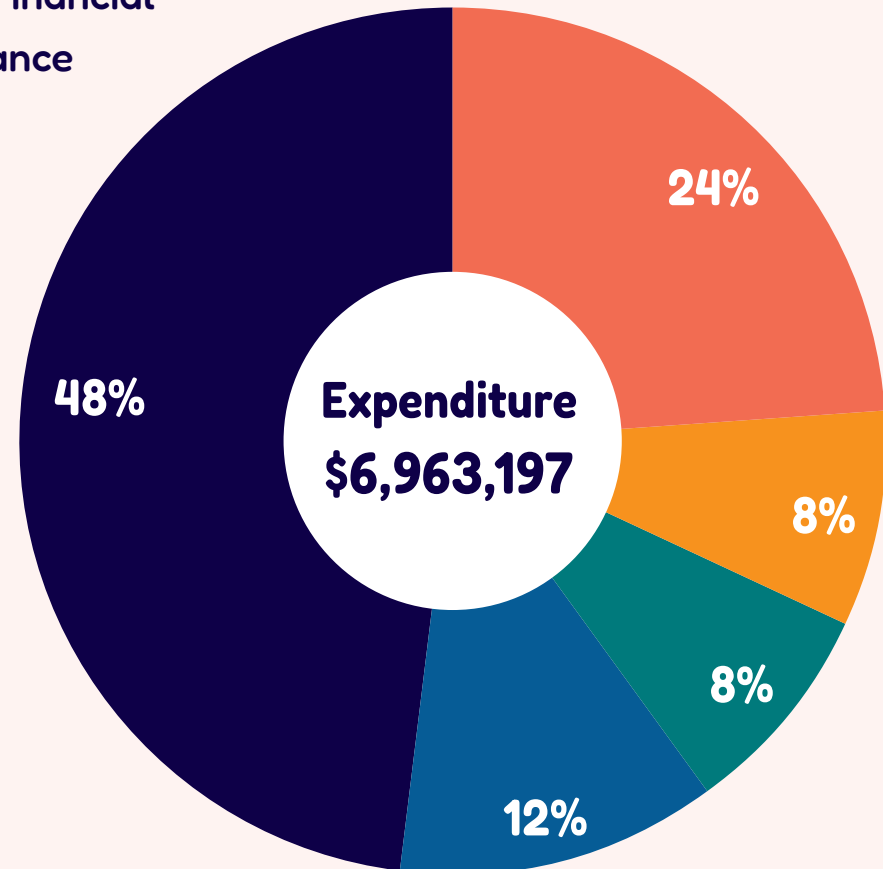
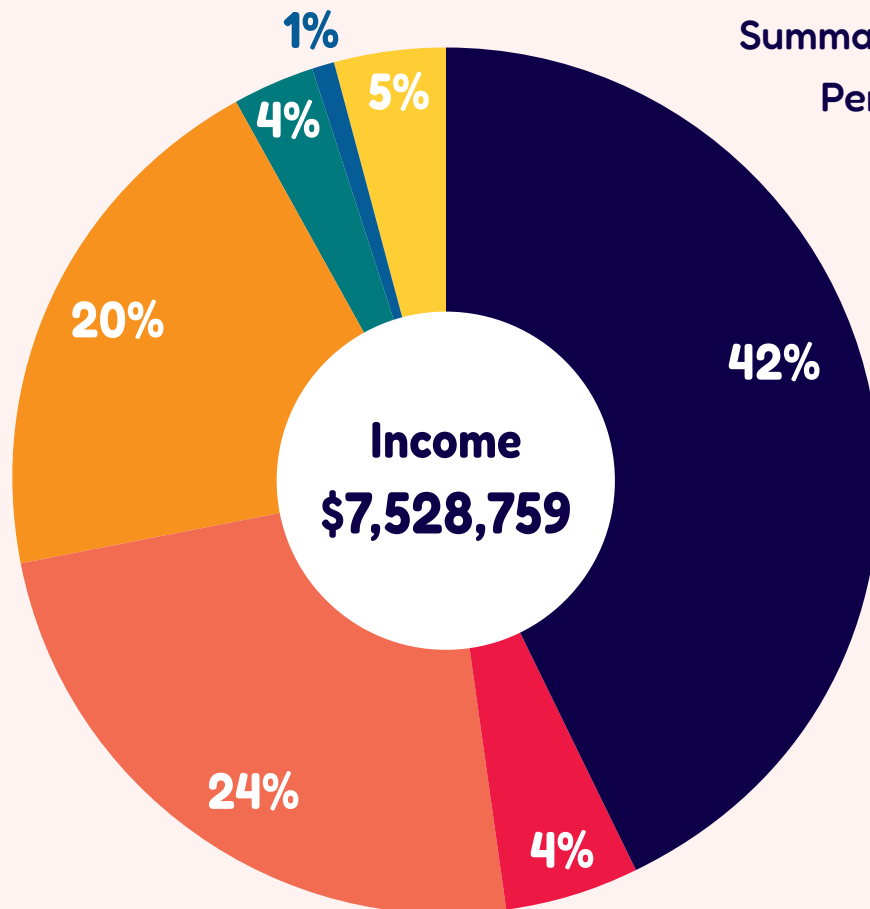
## Singapore Sogetsu Association

The Singapore Sogetsu Association fundraised a total of \$80,000 for HCSA Community Services as its adopted charity in 2023, in support of vulnerable groups served under HCSA.

On 3 September 2023, the Singapore Sogetsu Association held its 57th Anniversary charity gala dinner at the Shangri-La Hotel. The event was attended by His Excellency Ambassador of Japan to the Republic of Singapore, Mr Hiroshi Ishikawa; CEO of HCSA Community Services, Kim Lang Khalil as well as distinguished guests, including top management from Japanese businesses. The Gala Dinner included several Ikebana demonstrations by master instructors from Sogetsu School Japan, using exotic local materials, as well as materials and accessories from Japan.

# Financial Highlights

## Summary of Financial Performance

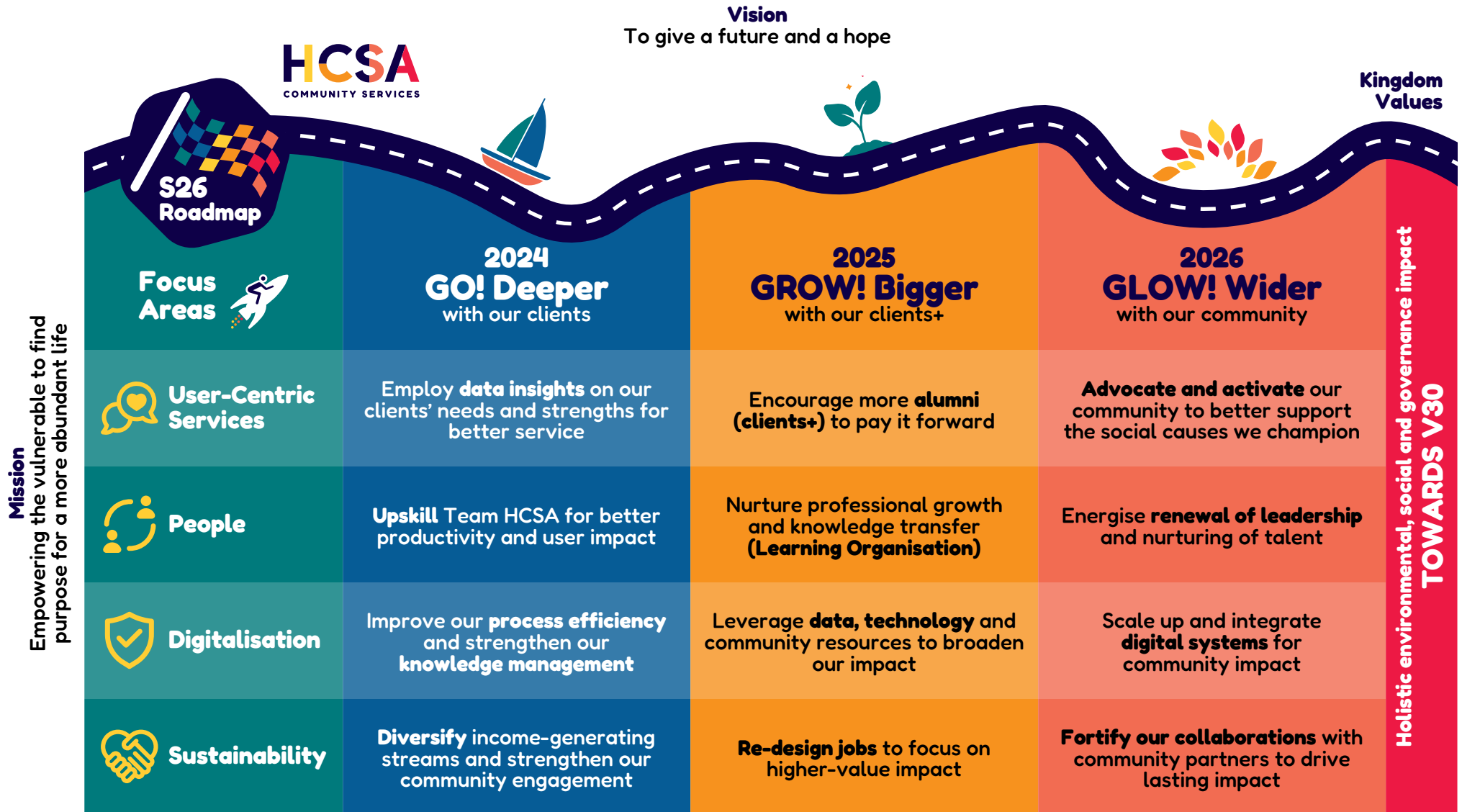


For more information on our major financial transactions, please refer to our Audited Financial Statements. The assets are listed in notes 6, 7 and 8. Our assets are held for the purpose of fulfilling the current and future plans and commitments of the charity, as stated in the Annual Report, with particular regard to on-going items of expenditure, projects yet to be completed and obligations yet to be met.



# Year Ahead

As we look ahead to our 30th anniversary in 2026, HCSA has developed four Focus Areas that align upwards to our 2026 Strategic Position to be a highly purpose-driven, innovative and sustainable social service agency empowering transformational change in vulnerable groups and sharing expertise with community partners.



# Governance

## Board Governance

The Board of Directors acts in the best interests of HCSA Community Services to fulfil our mission of empowering the vulnerable to find purpose for a more abundant life. The Board also ensures there are adequate resources for the operations and programmes of HCSA, and that such resources are effectively and efficiently managed; there are processes in place to ensure HCSA complies with all applicable laws, rules and regulations, 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 Senior Management Team headed by the Chief Executive Officer (CEO). There are written job descriptions for executive functions and operational duties.

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. The Board has documented terms of reference. Reporting to the Board are Committees, which also have documented terms of reference.

The Board strives to ensure that it collectively has 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 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.

None of the Board members, including the President, are staff of HCSA. The Board comprises members from diverse backgrounds with expertise in various industries and professions. The Treasurer can only serve a maximum of four consecutive years. HCSA has retained two Board members who have served more than ten consecutive years to ensure the necessary skill sets are represented on the Board, as well as assist the Board with its succession plan and leadership transition.

More than half the Board has served for five years or less. Induction and orientation are provided to incoming Board members, such as on 17 July 2023 with Rachel Ooi; and on 5 March 2024 with Harry Loh and Lynn Hermijanto. All Board members were re-appointed or newly appointed for a term of two years during the Annual General Meeting on 14 June 2023. Office bearers were also appointed or re-appointed during the Annual General Meeting.

The Board last did a self-evaluation of its performance and effectiveness in June 2022. The performance review cycle of the Board and Management will be reviewed in 2024 for compliance with the new Code of Governance.

## Board of Directors

Name	Role	Appointment to the Board	Board Meeting Attendance	Appointment to Office	Occupation (Relevant Office Holders)	Past Appointments
Dominique Choy	President	1 January 2009	4 of 5	25 May 2022	Director, Acquisitions and Development Klear Picture Capital APAC Pty Ltd	Vice-President
Yeo Jih-Shian	Vice-President	31 May 2017	2 of 5			
Delene Lee	Treasurer	23 May 2018	3 of 5	30 September 2020	Business Development Manager, Cisco Systems (USA) Pte Ltd	Nil
Francis Ding	Assistant Treasurer	23 June 2021	3 of 5			
Brandon Phay	Secretary	24 November 2021	3 of 5	14 June 2023	Director, Global Operations Excellence Supplier Quality, Flowserve Pte Ltd	
Emily Han	Assistant Secretary	25 May 2022	5 of 5			
Vincent Lim	Member	1 January 2008	5 of 5			
Tony Lim	Member	25 May 2016	3 of 5			
Rachel Ooi	Member	24 May 2023	4 of 4			
Harry Loh	Member	23 August 2023	2 of 2			
Lynn Hermijanto	Member	23 August 2023	1 of 2			

## Committees

### Highpoint Management Committee

The Highpoint Management Committee provides overall direction as determined by the Board and oversee effective delivery of services by HCSA Highpoint to our beneficiaries, taking into consideration the needs of the community we serve, so as to afford the best use of human resources, premises, assets and finances.

Name	Role	Appointment to the Committee	Committee Meeting Attendance	Remarks
Yeo Jih-Shian	Chair	27 July 2022	4 of 4	
Bryan Leong	Member	1 August 2023	3 of 4	
Andrew Ong	Member	17 October 2022	4 of 4	

### Dayspring Management Committee

The Dayspring Management Committee provides overall direction as determined by the Board and oversee effective delivery of services by HCSA Dayspring and HCSA SPIN to our beneficiaries, taking into consideration the needs of the community we serve, so as to afford the best use of human resources, premises, assets and finances.

Name	Role	Appointment to the Committee	Committee Meeting Attendance	Remarks
Dominique Choy	Chair	1 January 2007	5 of 5	
Delene Lee	Deputy Chair	1 January 2016	5 of 5	
Jacqueline Yap	Member	1 January 2007	5 of 5	
Tina Lim	Member	1 January 2007	5 of 5	
Cathy Livingston	Member	1 January 2017	5 of 5	
Hon Su Sian	Member	31 May 2022	5 of 5	
Lynn Hermijanto	Member	6 October 2023	0 of 1	
Clares De Cruz	Member	29 November 2023	0 of 0	

## Academic Board

The Academic Board 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.

Name	Role	Appointment to the Committee	Committee Meeting Attendance	Remarks
Brandon Phay	Chair	19 July 2022	4 of 4	
Dominique Choy	Member	2 December 2017	1 of 4	
Yeo Jih-Shian	Member	27 July 2020	1 of 4	
Sean Low	Member	15 November 2022	2 of 4	
Kim Lang Khalil	Member	25 February 2019	2 of 4	
Sony Haq	Member	25 February 2019	4 of 4	
Dorothy Ng	Member	2 December 2017	4 of 4	Stepped down on 31 December 2023

## People, Culture & Organisation Committee

The People, Culture & Organisation Committee consults and coaches for a change programme on strategy and implementation plan that will help level up HCSA capabilities to deliver its evolving mission and vision; reviews and develops People, Culture & Organisation structure, policies and implementation plans; and proposes to the Board for approval, the annual increment and performance bonus quantum.

Name	Role	Appointment to the Committee	Committee Meeting Attendance	Remarks
Rachel Ooi	Chair	14 June 2023	1 of 1	
Dominique Choy	Member	1 June 2022	1 of 1	
Sharon Thompson	Member	14 June 2023	1 of 1	
Dr Victor Goh	Member	14 June 2023	1 of 1	
George Butron	Chair	25 May 2022	1 of 1	Term ended on 13 June 2023
Amy Teo	Member	1 June 2022	0 of 1	Term ended on 13 June 2023
Carol Hu	Member	1 June 2022	1 of 1	Term ended on 13 June 2023

## Volunteer & Philanthropy Committee

*(Renamed to Philanthropy & Volunteerism Committee in 2024)*

The Volunteer & Philanthropy Committee is responsible for overseeing HCSA's overall fundraising and in particular, the strategic fundraising done by the Board, staff and volunteers. The Committee works with the CEO and Partnerships & Strategic Communications team to establish a fund-raising plan; and monitors fund-raising efforts to be sure that ethical practices are in place and fundraising efforts are cost-effectively managed.

Name	Role	Appointment to the Committee	Committee Meeting Attendance	Remarks
Dominique Choy	Co-Chair	27 July 2022	2 of 2	
Emily Han	Co-Chair	27 July 2022	2 of 2	

## Audit & Risk Committee

The Audit & Risk Committee provides independent oversight into HCSA's accounting and financial reporting, and oversees the annual audits. The Committee also oversees 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).

Name	Role	Appointment to the Committee	Committee Meeting Attendance	Remarks
Francis Ding	Chair	25 May 2022	1 of 1	
Hon Su Sian	Member	27 July 2022	1 of 1	
Dorothy Ng	Member	25 May 2022	1 of 1	Stepped down on 31 December 2023

## Finance Committee

The Finance Committee reviews and recommends approval of an annual operating and capital budget; regularly reviews financial results; ensures the maintenance of an appropriate reserve, and oversees the management of organisation-wide financial assets. The Committee also ensures that Management employs personnel and systems capable of providing timely and accurate financial information to key decision makers.

Name	Role	Appointment to the Committee	Committee Meeting Attendance	Remarks
Delene Lee	Chair	30 September 2020	2 of 2	
Francis Ding	Member	25 May 2022	2 of 2	
Dorothy Ng	Member	25 May 2022	2 of 2	Stepped down on 31 December 2023



### Investment Committee

The Investment Committee provides strategic direction and oversight of HCSA's investment assets, to at least maintain the real value of the investment portfolio over the long term; to generate a consistent and sustainable return; and to deliver the investment objectives within the investment guidelines approved by the Board.

Name	Role	Appointment to the Committee	Committee Meeting Attendance	Remarks
Francis Ding	Chair	25 May 2022	1 of 1	
Delene Lee	Member	27 July 2022	1 of 1	
Melvin Tan	Member	27 July 2022	1 of 1	
Tony Lim	Member	27 July 2022	1 of 1	
Dorothy Ng	Member	27 July 2022	1 of 1	Stepped down on 31 December 2023

### Appointment of CEO

Kim Lang Khalil was appointed as CEO on 1 January 2019.

### Conflict of Interest

HCSA has a documented conflict of interest policy to avoid situations where there may be real, potential or perceived conflicts of interest; and to protect HCSA from any appearance of impropriety. There are documented procedures for Board members, staff and volunteers to declare actual or potential conflicts of interest to the Board at the earliest opportunity. Board members do not vote or participate in decision making on matters where they have a conflict of interest.

### Strategic Planning

The Board periodically reviews and approves HCSA's strategic plan to ensure our activities are in line with our objectives. During the Board meeting on 22 March 2023, the theme for 2023 and overall direction on the sustainability of services, finance and the environment was shared by the CEO for the Board's blessing.

### Human Resource and Volunteer Management

The Board approves the documented human resource policy for staff. This was last reviewed and approved on 23 March 2022. There are processes for regular supervision, appraisal and professional development of staff. There is also a volunteer management policy in place for volunteers.

There is a documented code of conduct for Board members, staff and volunteers, which was written by a consultant with the Board's blessing.

### Financial Management and Internal Controls

We have a policy on discretionary purpose or incidental programmes, that are recognised to further advance the interest of HCSA and must be approved by the Board. The type and amount of risks HCSA is prepared to take in pursuit of our charitable purposes must be articulated, to support the Board's decision-making and approval of any loans, donations, grants or financial assistance that are not part of our core charitable programmes.

The Board ensures that reviews on HCSA's internal controls, processes, key programmes and events are regularly conducted. The Board also ensures there is a process to identify, and regularly monitor and review HCSA's key risks.

The Board approves an annual budget for HCSA's plans and regularly monitors our expenditure. HCSA has documented investment and reserves policies approved by the Board. The reserves policy helps inform the way in which HCSA manages our cash, liquid assets and debt; to balance the needs of current and future beneficiaries, and provide stakeholders with assurance that HCSA is well managed and has a strategy for building up reserves.

HCSA will work towards building up reserves of up to one year of operating expenditures from our unrestricted funds that are freely available for operating purposes, to ensure long-term sustainability. For more information on the level and purposes of reserves held, and the purposes and amounts of funds held for specific purposes and when those funds are likely to be used, please refer to notes 25, 13 and 13A of our Audited Financial Statements.

### Fundraising Practices

All cash donations (solicited and unsolicited) are properly accounted for and promptly deposited by the Finance team. All donations in kind are similarly properly recorded and accounted for.

## Disclosure and Transparency

The number of Board meetings in the financial year, and the attendance of every Board member at these meetings, have been disclosed. We have likewise disclosed the number of Committee meetings and attendance of each Committee member.

Board members are not remunerated for their services to the Board. No staff is involved in setting their own remuneration.

The annual salary band for our three highest paid staff:

Annual remuneration	Number of staff
\$100,001 to \$200,000	3

There are no paid staff, being a close member of the family belong to the Chief Executive Officer or Board Member, who have received remuneration exceeding \$50,000 in 2023.

## Public Image

HCSA has a documented communication policy on the release of information about HCSA and our activities across media platforms.

## Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
BOARD GOVERNANCE				
1	<b>Induction and orientation</b> are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	<b>Are there Board members holding staff appointments? (Skip items 2 and 3 if "No")</b>		No	
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one-third</b> of the Board.	1.1.3	Complied	
3	There are written job descriptions for their executive functions and operational duties which are <b>distinct from their Board roles</b> .	1.1.5	Complied	
4	There is a <b>maximum limit of four consecutive years</b> 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 <b>re-nomination and re-appointment</b> , at least once every three years.	1.1.8	Complied	
6	The Board conducts regular <b>self-evaluation</b> to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	Complied	
	<b>Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")</b>		Yes	
7	The charity discloses in its annual report the <b>reasons for retaining Board member(s) who have served for more than 10 consecutive years</b> .	1.1.13	Complied	
8	There are <b>documented terms of reference</b> 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 to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	Board members <b>do not vote or participate</b> in decision-making on matters where they have a conflict of interest.	2.4	Complied	
STRATEGIC PLANNING				
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	

HUMAN RESOURCE AND VOLUNTEER MANAGEMENT				
12	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
13	There is a <b>documented Code of Conduct</b> for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	<b>Are there volunteers serving in the charity? (Skip item 15 if "No")</b>		Yes	
15	There are <b>volunteer management policies</b> in place for volunteers.	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 <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	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 <b>identify, regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied	
20	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	<b>Does the charity invest its reserves, including fixed deposits? (Skip item 21 if "No")</b>		Yes	
21	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	
FUNDRAISING PRACTICES				
	<b>Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 22 if "No")</b>		Yes	
22	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
	<b>Did the charity receive donations-in-kind during the year? (Skip item 23 if "No")</b>		Yes	
23	All donations-in-kind received are <b>properly recorded</b> and <b>accounted for</b> 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	
	<b>Are Board members remunerated for their Board services? (Skip items 25 and 26 if "No")</b>		No	

25	<b>No</b> Board member is involved in setting his or her own remuneration.	2.2	Complied	
26	The charity discloses the <b>exact</b> 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	Complied	
	<b>Does the charity employ paid staff? (Skip items 27, 28 and 29 if "No")</b>		Yes	
27	No staff 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 <b>each of its three highest paid staff</b> , who each receives remuneration <b>exceeding \$100,000</b> , in bands of \$100,000; and ii) If any of the three highest paid staff also serves on the Board of the charity. <u>OR</u> The charity discloses that <b>none</b> of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied	
29	The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration <b>exceeding \$50,000</b> during the year, in bands of \$100,000. <u>OR</u> The charity discloses that there is <b>no</b> paid staff who are close members of the family 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 <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

**Notes:**

- 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.
- 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'.
- 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.

# Our Awesome Donors

We would like to express our heartfelt appreciation and gratitude to the following corporations, foundations and grantmakers, and community groups for your generous donations. Your kindness and generosity will go towards programmes that nurture resilient family and social bonds – thus reversing the cycle of intergenerational social disadvantage.

Thank you for your continued support in giving a future and a hope to those we serve.



## Patron (\$100,000 and above)

- Arina International Holding
- Gilead Sciences (Hong Kong)
- Hongkong Land (Singapore)
- Singapore Exchange Limited

## Guardian (\$50,000 – \$99,999)

- Allen & Overy

## Angel (\$25,000 – \$49,999)

- Procter & Gamble
- St Patrick's Society
- The Majority Trust

## Advocate (\$10,000 – \$24,999)

- Chew How Teck Foundation
- Elpis @ Hideout
- Happy Seafood Village
- Ishk Tolaram Foundation
- New Creation Community Services
- Nunchi Marine
- Singapore Sogetsu Association
- Tan Chin Tuan Foundation
- The Community Foundation of Singapore
- Thomson Medical
- Victory Life Christian School

## Champion (\$5,000 – \$9,999)

- Bridge Learning
- Bridgelife Communities
- Cornerstone Warehousing and Logistics
- Deutsche Bank
- Plusone Asia
- Shye Feng (Singapore)
- Singapore Polo Club
- Symasia Singapore Fund
- UK Online Giving Foundation
- Zurich Foundation



# How You Can Help

Our services to the community are made possible through the warm hearts and generous contributions of our partners' time, expertise and resources. If you would like to join our circle of kindness, here are some practical ways we can live out our kampung spirit:

## Volunteer with Us

We welcome both new and experienced volunteers at HCSA Community Services! From service-based to event-based and skilled-based volunteering, you can help us make a difference as you engage with and learn more about our clients' life journeys.



**Befriender**



**Event  
Organiser**



**Life/Career  
Skills Trainer**



**Corporate  
Service Support**



**Garden Therapy  
Support**

## Partner with Us

Collaborate with us on a meaningful project that reflects your organisation's social mission or contribute your skills and expertise in providing pro bono services. Help us empower our clients to achieve sustained employment and financial independence by offering them suitable jobs.

Bond over a scrumptious meal in our team bonding culinary workshops, and prepare a three-course meal for each other under the guidance of our HCSA Academy chefs. From plated meals to buffets, our Academy team also offers private dining experiences for cosy gatherings and exclusive parties.

## Donate / Fundraise for Our Clients

A little goes a long way in making a difference to the lives of our clients, and social service agencies like us require millions in funds annually to serve their needs. Give an outright donation, create a fundraising campaign or adopt us as your organisation's charity.



[hcsa.org.sg/donate](https://hcsa.org.sg/donate)

All monetary donations are eligible for a 250% tax deduction.





**HIGHPOINT**  
REBUILDING EX-OFFENDERS' LIVES

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**ACADEMY**  
PREPARING WORKPLACE-READY  
PROFESSIONALS



## HCSA Village

1 Lorong 23 Geylang, Singapore 388352

### HCSA Highpoint

✉ highpoint@hcsa.org.sg  
☎ 6440 2444

### HCSA SPIN

🌐 hcsaspin.sg  
✉ spin@hcsa.org.sg  
☎ 6440 1311 • WhatsApp 8787 0230

### HCSA Academy

🌐 hcsaacademy.sg  
✉ academy@hcsa.org.sg  
☎ 6745 5600 • WhatsApp 9773 8066

## HCSA Dayspring Residential Treatment Centre

69 Wan Tho Avenue, Singapore 347601

### HCSA Dayspring

✉ dayspring@hcsa.org.sg  
☎ 6276 8002

## HCSA Community Services

✉ enquiry@hcsa.org.sg  
☎ 6745 3532

Stay connected with us!

🌐 hcsa.org.sg     