

Together, We Go! Grow! Glow!

ANNUAL REPORT 2024

HCSA
COMMUNITY SERVICES





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ESG Reporting

HCSA's environmental, social and governance (ESG) considerations are integrated throughout our Annual Report. We have reported on our care approaches and resulting Quality of Life impact on service-users throughout our four signature programmes; as well as our value proposition and care approach for our people, in building up our Team HCSA culture and improving on our Great Place to Work certification. Our environmental and governance efforts are reported in dedicated sections, with ESG considerations for investment of our excess funds additionally reported under Financial Highlights.

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)

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

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

WongPartnership LLP

Welcome Message

What began as a mustard seed effort by a band of brothers – Timothy Das, Don Wong, Jeff Lim, Eric Chan, Peter Chan and Smokie Cheng – to serve as a support group for drug addicts in Das' three-room matrimonial flat unfolded into the launch of a residential drug addiction recovery programme in 1996. As we approach our 30th anniversary in 2026, HCSA Highpoint has grown beyond its humble and virtuous beginnings, paving the way for its God-given purpose today – a place of refuge for male ex-offenders as they rebuild their lives, and a lighthouse of love as our AIMS alumni and their WISDOM partners renew their commitment to one another and the community.

Just as HCSA Highpoint took root from a conviction to serve a vulnerable group in our community, another mustard seed of compassion was quietly taking shape – one that would become the foundation of HCSA Dayspring and HCSA SPIN. Alice Heng, armed with her faith and heart to help troubled women, established Dayspring in 2006 to create a sanctuary where they could find hope and begin healing. After Alice passed on to heaven, her friends – equally women of faith – stepped up to build on her bold dream of love. Today, HCSA Dayspring cares for young female trauma survivors, while HCSA SPIN empowers single parents and their children.

In 2016, culinary enthusiasts, Tony Lim and Dominique Choy, envisioned a centre that would provide culinary and career skills training to uplift vulnerable individuals seeking steady employment to provide for their families. This mustard seed of shared strength birthed the launch of HCSA Academy in 2018, which today 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. Our key developments in 2024 include:

Embarking on Our 3-Year S26 Strategic Roadmap

Our focus areas in 2024 included: employing data insights on our clients' needs and strengths for better service; upskilling Team HCSA for better productivity and user impact; improving our process efficiency and strengthening our knowledge management; and diversifying income streams and strengthening community partnerships.

Growing Dayspring's Residential Services

Last year, Dayspring expanded from a Therapeutic Group Home for young girls presenting with high levels of emotional and/or behavioural problems to now include Small Group Care, enabling us to accommodate more girls with moderate to high levels of needs and support. We also moved into a new home at Wan Tho Avenue to accommodate our expansion of services and higher number of residents.

Strengthening Data Insights on Our Clients' Needs and Strengths

We started reporting on quality of life outcomes for our service-users, and are strengthening our capabilities further in 2025 with the appointment of our inaugural Director, Impact and Innovation.

Upskilling Team HCSA

With the support of National Council of Social Service (NCSS), we have successfully applied for resourcing by the Transformation Sustainability Scheme (TSS) to build our capabilities in three critical areas: impact measurement and innovation, digital transformation, and a financial management system. This would enable us to continue designing and delivering user-centric services, enhance productivity through digitalisation and automation of workstreams, strengthen our financial management and internal controls, and attain higher transparency and accountability to our partners and the public.

Renewing Our Great Place to Work Certification

We are building a workplace culture where everyone plays a part in making HCSA a wonderful place to work. This is shown in a 10 percentage-point increase in our latest Great Place to Work certification, with 85% of our staff saying this is a great place to work. Our top three domains are:

- **Personal job, 91%** – how staff view their individual contribution to the organisation
- **Justice, 89%** – the extent to which staff perceive that management promotes inclusive behaviour, avoids discrimination and is committed to ensuring fair appeals
- **Support, 87%** – the provision of training opportunities, resources and equipment, as well as appreciation of professional accomplishments



Receiving Further Recognition

Our Dayspring care team received the COVID-19 Resilience Certificate, recognising our team's commitment to the safety and well-being of our resident trauma survivors. In addition, our SPIN care team marked five years of partnership with the NUS Social Work programme, receiving the 2024 Appreciation Award for our continued support of their students in field education.

Strengthening Community Partnerships

We signed a Memorandum of Understanding (MoU) with Tzu-Chi Foundation to formalise support for Phase 2 of the Educate, Test, Treat! (ETT) initiative, which has been supported by biopharmaceutical company Gilead Sciences since its launch in 2022. The initiative encourages former drug offenders and those in recovery from addiction to take up Hepatitis C virus (HCV) testing and treatment and work towards the World Health Organization's goal of eliminating HCV by 2030. The MoU exchange was witnessed by Mdm Rahayu Mahzam, Minister of State, Ministry of Health and Ministry of Digital Development and Information.

Institutionalising a Quality Management System

As an Institution of a Public Character, HCSA Community Services adheres to the principles and guidelines of the Charity Council's Code of Governance (COG) 2023. We have created a Quality Management System (QMS) in our staff Intranet to better manage our process efficiency and knowledge management. Our key documents, such as our Constitution, Terms of Reference, Policies and Work Instructions, have been mapped to the COG 2023 and the National Council of Social Service's Organisational Health Framework for Social Services (OHFSS). Our approach is stepped down from ISO9001:2015, the international QMS gold standard that

is popularly implemented in larger organisations, and tailored to our organisation's knowledge management and governance needs.

Moving forward into 2025, we are looking at how we can streamline our internal processes to improve institutional memory and continuity, and leveraging on our data to better tailor our services to our clients' needs and strengths. We will expand our services for both Highpoint and SPIN, to better meet the needs of prison inmates at the tail-end of their sentence, and the developmental needs of children in single-parent families.

We are also mindful of the continued high pacing of organisation development and service provision, which may adversely impact the well-being of our staff and staff retention – and will enhance our communication and alignment across the organisation, while being nimble and agile in making changes.

We are thankful to God for His faithfulness in leading, providing and journeying with us throughout these past 28 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 abusers in a three-room flat gave birth to a residential drug abuse 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 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

Singapore Prison Service, Yellow Ribbon Singapore, Tote Board

YEAR STARTED

1996 (as Highpoint Halfway House)

“I worked at the halfway house, learning how to help others and taking care of myself.”

Gabriel,
HCSA Highpoint alumnus

Gabriel's past was marked by difficulties and challenges, as he was being surrounded by negative peer influence. He started to go astray when he was 12, and by the time he was 15, he was in a gang and addicted to heroin. Gabriel was caught using drugs while he was in the army, which marked the start of his seven times in and out of prison.

While he was in prison for the sixth time, his mum passed away, and Gabriel was hit with an immense feeling of guilt. At night, he would cry under the cover, and he told himself, he would change for the better.

Feeling like he had no options in life and needing guidance, he joined a halfway house, where he learned how to help others, while also learning how to take care of himself. Gabriel was encouraged to see his relationships with family and friends improve as he continued on his recovery journey.

Gabriel joined HCSA Highpoint about 25 years ago, and today gives back to the ex-offender community by working as a rehabilitation counsellor and recovery coach. He manages the welfare and discipline of Highpoint's residents, and is a strong believer in giving second chances to our ex-offender friends who need our help and support.

.....

“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



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



Our Care Approach (2024)

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 A&O Shearman, The Majority Trust & P&G
- Peer Support Specialist course
- Volunteering for anti-drug educational prison visits
- Giving testimony as an HCSA ambassador

AIMS

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

WISDOM

- Prosocial support network by the significant others of our alumni

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



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



Our Care Approach (2025)



Social work with 6mth follow-up

- Job placement and career guidance
- Financial/social assistance
- Case management

In-house programmes and activities

- **SOUL** relapse prevention programme
Seeking Opportunities to Upgrade My Life
- Housing plan for displaced desistors

Vocational upskilling and job placement

- **WSQ Higher Certificate in Food Services** by HCSA Academy
- Customer service training

Life upskilling

- **Expedition Highpoint** recovery and resilience programme
- Counselling
- Prosocial activities e.g. volunteering, acts of kindness

Social support

- **STEP UP Mentorship**
- Emergency fund
- Social/family gatherings e.g. festivals, celebrations

Empowerment

- **Peer Support Specialist** programme to support other desistors through their lived experiences
- Prosocial prison outreach
- Fortnightly support group

AIMS

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

WISDOM

- Prosocial support network by the significant others of our alumni

Desired Outcomes



Personal growth



Achieving families



Thriving careers



Housing stability



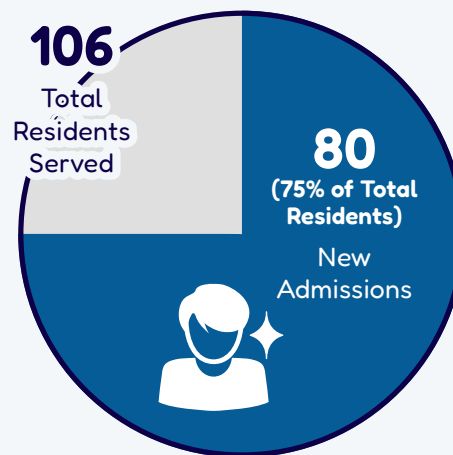
Strong community

Social 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.



71

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



47

(66% of Employed
Residents)
Residents Stayed
Employed Longer
Than 2 Months



31

(35% 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 sustain their re-integration journey: AIMS, where our alumni support and sustain one another; and WISDOM, a pro-social support network by their partners.



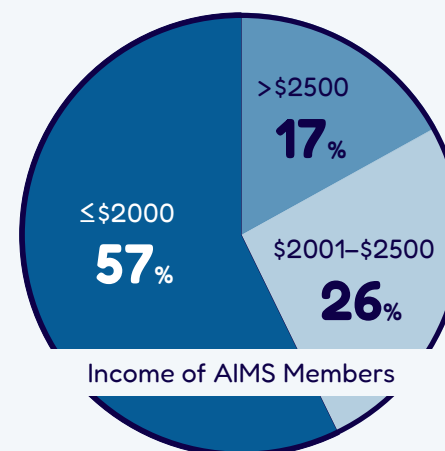
37

After-Care Alumni
Served



126

AIMS
Members



Income of AIMS Members



39

WISDOM Members

Highlights

HCSA Highpoint

HCSA Highpoint Thanksgiving and Volunteer Appreciation Dinner

30 January 2024

On 30 January 2024, HCSA Highpoint hosted a Thanksgiving and Volunteer Appreciation Dinner to honour the dedicated volunteers who have supported us on our journey. The event saw the participation of 68 residents, volunteers and staff, who enjoyed a delicious buffet and engaged in lively conversations.

During the event, guests heard from Shawn Lim, Head of HCSA Highpoint, who provided a brief overview of Highpoint, followed by heartfelt expressions of gratitude from residents towards the alumni members and volunteers for their unwavering support.

The night concluded with the presentation of Certificates of Appreciation and goody bags to 33 volunteers, recognising their invaluable contributions.



HCSA Highpoint Hari Raya Celebration

30 April 2024

We had an incredible time celebrating Hari Raya with HCSA Highpoint residents, alumni, their families, volunteers and staff on 30 April!

It was an evening filled with delicious food, photo-taking, singing performances, festive games and wonderful memories. A prize presentation ceremony was held to congratulate the games winner, and best dressed individuals of the night.



Thank you to everyone who joined us and made this event so special. We hope you had as much fun as we did!

GIC X HCSA Highpoint Masak Masak

11 May 2024

We were thrilled to host the GIC x HCSA Highpoint Masak Masak event on 11 May, a landmark volunteering activity curated for our first engagement with GIC. This special event aimed not only to give back but also to deepen understanding of the reintegration challenges ex-offenders face in Singapore.

Highpoint alumni (AIMS) and their significant others (WISDOM) joined hands with GIC volunteers to cook a delightful lunch for our Highpoint residents. Together, we prepared a sumptuous menu featuring Authentic Nasi Minyak, Chicken Buenos Special, Dalca Supremo, Zesty Prawn Samba, Pineapple Paceri, and Pink Fizzy Delight.

Thank you to everyone who participated and made this event so meaningful. Your efforts have brought warmth and joy to our community!



Highlights

HCSA Highpoint

AIMS Family Day 2024

1 June 2024

AIMS – HCSA Highpoint's alumni after-care group – had a fantastic Family Day on 1 June. Loved ones of AIMS members, our Highpoint residents, staff and volunteers all joined in for a fun-filled event!

We enjoyed a BBQ Party with games and performances. Everyone took turns at the grill, making sure there was plenty of food for all. By the end of the night, all guests had full tummies and happy hearts.



Care Network Learning Journey for MSF Transitional Shelter Operators

20 June 2024

On 20 June 2024, HCSA Highpoint hosted the CARE Network Learning Journey for MSF Transitional Shelter Operators.

The event began with a joint presentation by the Singapore Prison Service (SPS) and Yellow Ribbon

Singapore (YRSG) on their Throughcare Approach for inmates' rehabilitation and reintegration into society. Participants then toured the premises of Highpoint, where our team shared best practices for operators.

We had small group discussions, focused on overcoming current operational challenges and improving collaboration to support the housing needs of ex-offenders in their reintegration journey.



Shawn Lim, Head of Highpoint, and SUPT Ho Kim Teck, Senior Assistant Director (Community Reintegration Branch) at SPS, wrapped up the event with insights on how we can better serve our clients as part of the local community for a caring and inclusive society.

Thank you once again to Singapore Prison Service, Yellow Ribbon Singapore, AWWA, Allkin Singapore and New Hope Community Services for this opportunity to share and learn from one another.

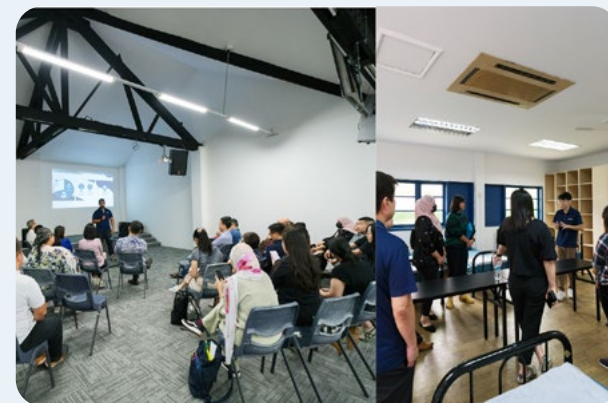
Singapore Prison Visit to HCSA Community Services

17 July 2024

On 17 July, we welcomed the team from Singapore Prison Service (SPS) to HCSA Community Services, to learn more about HCSA Highpoint.

The day started with our CEO Mrs Kim Lang Khalil sharing an overview of HCSA's history. The Highpoint team then shared insights into the services available for residents during their stay, employment and accommodation support they can tap on and the AIMS alumni after-care group that supports them post-residency. We wrapped up the visit with a Q&A session, and a walk-about tour around HCSA.

Thank you SPS for visiting us! We are excited to grow our partnership and continue supporting the ex-offender community.



Highlights

HCSA Highpoint

AIMS 5 Year Anniversary

17 August 2024

Celebrating 5 Years of AIMS

To mark the special occasion, HCSA Highpoint hosted an anniversary dinner on 17 August for AIMS, our alumni after-care group. We were joined by Guest-of-Honour Assoc Prof Muhammad Faishal Ibrahim, Minister of State for Ministry of Home Affairs & Ministry of National Development.

The festivities began with a rousing sing-along to "Home," celebrating Singapore's National Day, followed by a warm welcome from Shawn Lim, Head of HCSA Highpoint, and an introduction to AIMS by Samuel Wong, our Aftercare Manager. We also heard an encouraging testimonial from an AIMS member about his recovery journey.

In his opening remarks, Assoc Prof Muhammad Faishal Ibrahim recognised the commitment of our AIMS members to their desistance journey. He also thanked our Everesting for Second Chances campaign sponsors, partners, and participants for coming together to support the rehabilitation of ex-offenders in Singapore.

Medals were presented to AIMS members who have achieved at least 5 years of positive change and

desistance; and tokens of appreciation were presented to our Everesting for Second Chances sponsors, partners, and top fundraisers and participants.



We enjoyed an energetic dance performance by WISDOM, the pro-social support network by AIMS members' significant others, before wrapping up the night with a lucky draw for AIMS members.

A huge thank you to MOS Faishal for spending time with us, and to all our guests for being part of this meaningful celebration. Your support is crucial in helping us make a difference in the lives of ex-offenders and their families.

Yellow Ribbon Prison Run 2024

1 September 2024

We're proud to be part of the Yellow Ribbon Prison Run 2024!

This year's theme, "A Nation Beyond Second Chances", highlights the importance of communities across Singapore coming together to build an inclusive society, giving ex-offenders the opportunity to take ownership of their transformation.

At HCSA Community Services, we recognise how vital community support is for our ex-offender peers. Our CEO Mrs Kim Lang Khalil, along with HCSA Highpoint residents, volunteers and staff, participated in the run, standing alongside fellow Singaporeans to champion a future where ex-offenders are given the support they need to reintegrate and rebuild their lives.



Highlights

HCSA Highpoint

HCSA Highpoint Christmas Celebrations (Residents and AIMS)

21 December 2024

Jingle all the way with HCSA Highpoint and AIMS!

Last Christmas, our residents and alumni came together for a day of fun, laughter, and festive cheer! From belting out their favourite tunes in a karaoke competition to showcasing their skills in a friendly pool challenge, the energy was through the roof!

We also tested everyone's holiday knowledge with a lively Christmas quiz, enjoyed heartfelt caroling, snapped joy-filled memories at the photo booth, and wrapped up the celebrations with a lucky draw that left everyone smiling.

Events like these remind us of the joy in community and the power of second chances.

A heartfelt thank you to our generous sponsors for their wonderful gift of supermarket vouchers, which brought joy and practical support to every Highpoint resident and alumnus this festive season!

Here's to spreading joy and making a difference this festive season!



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

Ministry of Social and Family Development

YEAR STARTED

2006

"I know Dayspring will always welcome me with open arms."

Natasha,
HCSA Dayspring alumna & OWENA leader

For Natasha, a significant turning point occurred after she endured an especially dark phase. At the tender age of 15, she experienced her first suicide attempt, an event that drastically altered her life's trajectory by leading to her placement in a children's home.

Unfortunately, this new setting failed to provide the essential support she required, resulting in another attempt on her life. Following this second crisis, Natasha was transferred to HCSA Dayspring, a move necessitated to better help her in rebuilding her life.

Natasha's time at Dayspring was pivotal in helping her address and process her traumatic past. Surrounded by a dedicated support system, Natasha began to build healthier coping mechanisms. The therapeutic practices at Dayspring were tailored to her unique needs, guiding her through each phase of her recovery. Each therapy session, each heartfelt conversation, and each moment of introspection brought Natasha closer to understanding and accepting herself.

Sharing her story with peers helped Natasha realise she was not alone in her journey. These connections provided her with a sense of belonging and mutual understanding, which was crucial for her emotional well-being. Today, Natasha has also gained confidence in leading OWENA, Dayspring's alumni community, with the support of the Dayspring staff who believed in her and her potential.

"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."

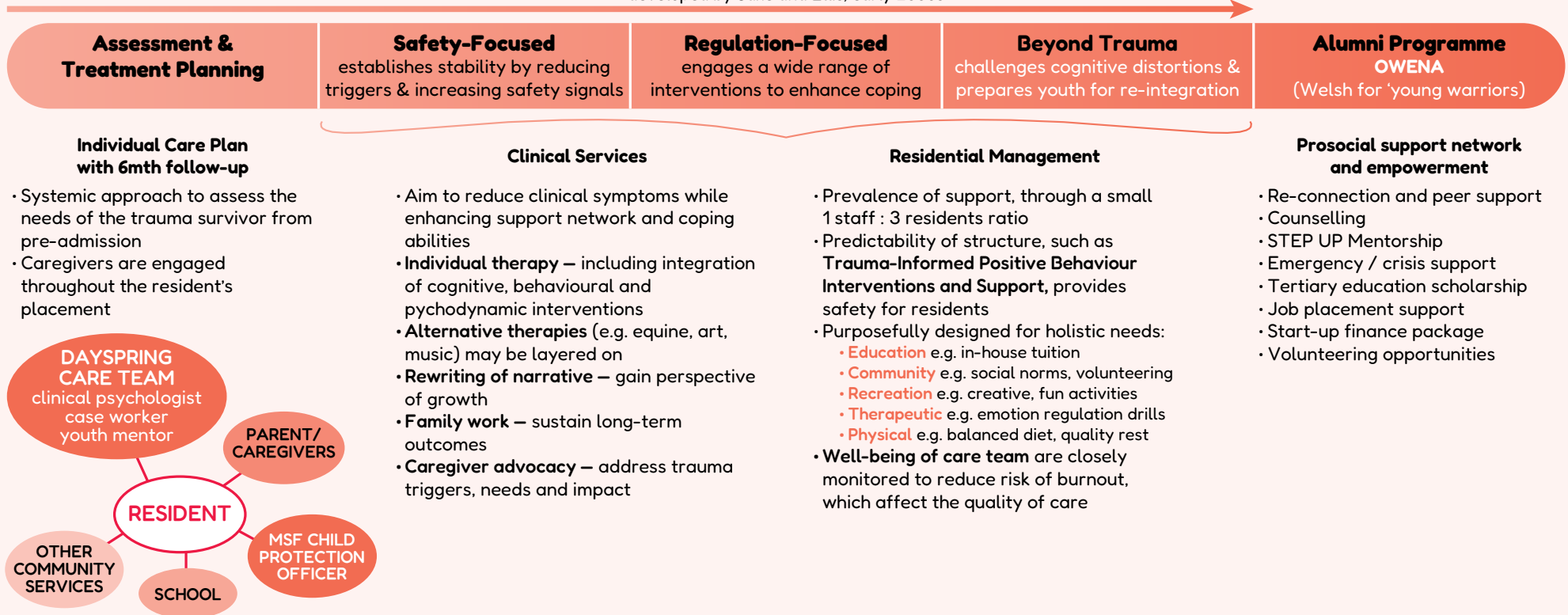
NYU Langone Health's Trauma Systems Therapy Training Center



Our Trauma-Informed Care Approach

Trauma Systems Therapy

developed by Saxe and Ellis, early 2000s



Social Impact

HCSA Dayspring

RESIDENTIAL CARE

Our residential care 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 are also engaged for sessions to meet family treatment goals.



21

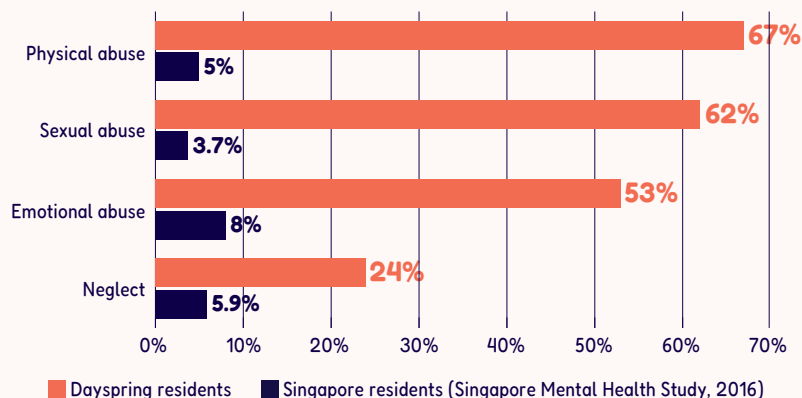
Residents Served



14

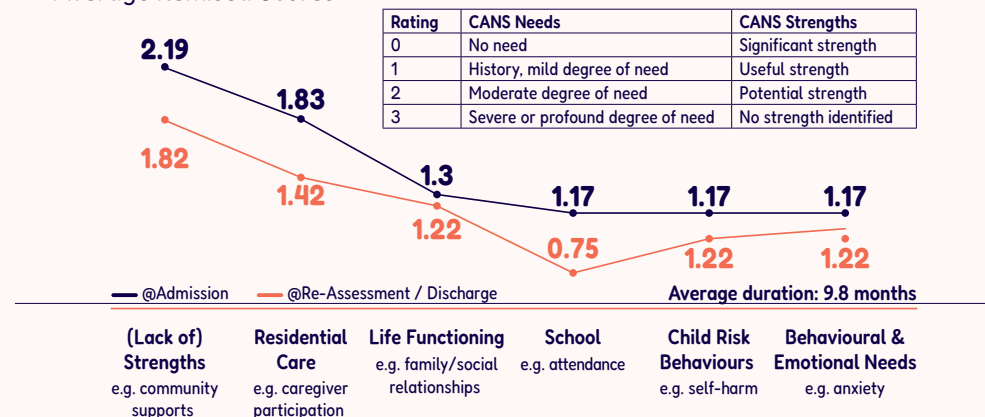
New Admissions

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. Many former residents have reported challenges such as recurring conflicts with family members resulting in housing instability, difficulties juggling their basic needs and studies, and mental health concerns. We check in on them regularly in the first six months after discharge, and we also encourage them to join our alumni support group, OWENA, which enables them to receive ongoing support through peer connections, practical needs and guidance from mentors as they work towards their life aspirations.



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OWENA Members

Highlights

HCSA Dayspring

HCSA Community Services Recertified to Provide Trauma Systems Therapy

6 March 2024

HCSA Community Services is humbled to be re-certified by NYU Langone Health to provide Trauma Systems Therapy in HCSA Dayspring Residential Treatment Centre. One of three Therapeutic Group Homes in Singapore, our Residential Treatment Centre cares for teenage girls who have experienced complex trauma from repeated abuse and profound neglect.

Complex trauma results in our residents having severe and persistent difficulties managing their behavioural or emotional responses, despite support from the community. They may resort to negative coping mechanisms such as self-harm, avoidance, substance abuse or aggressive behaviour, affecting their safety and well-being. The adverse experiences that our residents have faced in their formative years has a lifelong impact on their development, including reduced social skills, poor school performance and mental health issues.

Trauma Systems Therapy is a model of care for young trauma survivors, that addresses both their emotional needs as well as contextual factors in their social environment that may trigger traumatic stress reactions. The Trauma Systems Therapy Training

Center in NYU Langone Health's NYU Grossman School of Medicine is the primary centre in the world to train agencies to establish and sustain trauma-informed care guided by Trauma Systems Therapy principles. When an organisation is ready to implement Trauma Systems Therapy independently, they are offered a certification assessment.

"HCSA Community Services is honoured to first achieve Trauma Systems Therapy certification in August 2020, and have our programme certification renewed in March 2024," said HCSA Community

Services CEO Kim Lang Khalil. "It takes a village to journey alongside young trauma survivors, and our care team helps them develop positive coping skills within a safe and healing environment, and support in managing their trauma reminders. The certification is a testimony to our team's dedication and professionalism in helping our residents become healthy individuals who can successfully re-integrate into their schools, families and society. Congratulations to our ten colleagues who are also certified!



Highlights

HCSA Dayspring

Tapestry of Love Presentation

8 March 2024

We are delighted to have received the Tapestry of Love today, organised by Elpis @ Hideout, Zonta Singapore and To.gather Studio in celebration of International Women's Day.

The Tapestry comprises of 360 granny squares crocheted by 40 individuals from diverse backgrounds, including our alumni from HCSA Dayspring.

The Tapestry was presented by First Lady Ms Jane Ittogi to Adelene Wee, one of the founders of Dayspring. It will find its home at Dayspring' upcoming new premises for girls who are on a journey of healing from complex trauma, with a message of love and hope for the residents.

A very big thank you to all our partners, supporters and alumni for including our young women in IWD through this gift of warmth and encouragement!



Radio Interview on 96.3FM

12 March 2024

Thank you 96.3FM for the opportunity to share our story on the important work being done at HCSA Dayspring to support teenage girls who have gone through complex trauma.

Our CEO Kim Lang Khalil shares how Dayspring equips residents with positive coping skills in response to their trauma triggers. Additionally, therapy support is extended to the residents' families, facilitating reconciliation sessions as well.

OWENA alumna Ting Ting (name changed to protect her privacy) recounts her journey as a former resident, rooted in the pain of her parents often not being present and having experienced sexual abuse when she was younger.

When Ting Ting entered Dayspring, she initially had little willpower to become better. However, with the love and patience of her care team, she gradually found a sense of belonging. Ting Ting echoes Kim Lang's sharing that therapy has guided her towards re-integration back into her family.



Highlights

HCSA Dayspring

Tapestry of Love Appreciation Lunch 22 April 2024

Dominique Choy, Board President of HCSA Community Services and co-founder of HCSA Dayspring, hosted a heartfelt appreciation lunch at HCSA Academy to honour Elpis @ Hideout, Zonta Singapore, To.gather Studio, and other volunteers who contributed to the creation of the Tapestry of Love – gifted to Dayspring which will find its home at Dayspring's new premises for girls who are on a journey of healing from complex trauma.



Guests were treated to a delightful three-course meal, meticulously prepared as part of on-the-job training for trainees of the WSQ Higher Certificate in Food Services (Culinary Arts). This meal not only provided a culinary experience but also showcased the trainees' skills in planning and executing the workflow of live Food & Beverage operations.

As lunch came to a close, representatives of Elpis @ Hideout, Zonta Singapore and To.gather Studio were

presented with a token of appreciation. Thank you to everyone who made the Tapestry of Love possible and shoutout to our dedicated Academy trainees who impressed everyone with their culinary talents!

HCSA Dayspring Dedication and Home Blessing 31 May 2024

On 31 May, we hosted a Dedication and Home Blessing for HCSA Dayspring's new premises at Wan Tho Avenue. We were joined by our HCSA Community Services' staff, board members, Dayspring Management Committee and invited guests.



CEO Mrs Kim Lang Khalil gave a warm welcome to all and Dayspring Management Committee Chair (and Board President) Ms Dominique Choy presented an introduction of Dayspring's history. Staff, board members and guests were then invited to go on a walk around the premises, to dedicate and bless each room. The event ended with a moment of appreciation for our Dayspring staff team.

Thank you to everyone who has played a part in planning and raising funds and support for Dayspring's move!

Highlights

HCSA Dayspring

HCSA Dayspring Sports Court Opening

20 September 2024

On 20 September, we gathered to mark a very exciting milestone – the opening of our very first multi-purpose sports court at Wan Tho Avenue! Dayspring residents, staff, volunteers, Dayspring Management Committee and invited guests were present to witness the ribbon cutting ceremony.

This brand-new court, featuring specialised flooring and markings for badminton, pickleball, netball and basketball, will give our residents a safe and fun space to stay active, bond, and try out new sports.

We were thrilled to have Joy at the Courts, a pickleball interest group, and Mr Yeo Jih-Shian, Vice-President of our Board, introduce the game of pickleball to everyone after the sports court was declared open.



Thank you, Arina International Holding Pte Ltd for your generous donation which made this sports

facility possible; and to all our partners, volunteers, and guests for celebrating this special moment with us. We can't wait to see our residents enjoy their time here, building not just physical strength, but lifelong memories.

Children's Home Connection

12 November 2024

Building Connections, Sharing Insights!

We were honoured to host the Children's Home Connection Event 2024, which brought together 54 passionate leaders and key staff from Children's Homes across Singapore. This special gathering was

all about fostering collaboration, resource sharing, and supporting each other in our mission to serve vulnerable children and youths. Our HCSA Dayspring team shared valuable insights on trauma-informed incident management and our best practices at the event. Attendees also heard from Singapore Mental Health Services and Mendaki on their impactful programmes. The day ended with a guided tour of our brand-new Dayspring facility – a space designed with healing and growth in mind.

It was an incredible day of learning, connection, and inspiration, and we're excited about the possibilities that lie ahead as we work together to empower those we serve.



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 works with both single parents and their children to enhance their well-being, strengthens their social support and empowers single parents to better care for the holistic needs of their families.

PARTNER AGENCY

Co-Created with National Council of Social Service

YEAR STARTED

2017

"With the right support, we can heal, grow, and find strength."

Lai Peng,
HCSA SPIN client

Nine years ago, Lai Peng's life changed irrevocably when her husband passed away from cancer. Left to care for their 18-month-old son, who was born with Down Syndrome and faced numerous health challenges, she found herself navigating a path of immense grief and responsibility.

Balancing the roles of grieving wife and devoted mother, she masked her pain from those around her. Her family, unaware of the emotional toll, assumed she was coping well. Yet beneath the surface, Lai Peng struggled with the weight of her responsibilities and the isolation of her journey.

The Covid-19 lockdown magnified her challenges, leaving her emotionally drained and struggling to cope with her son's growing curiosity about the absence of a father figure. Desperate for support, she was recommended by another single mother to HCSA SPIN. The understanding and flexibility of support from the SPIN Care Team marked a turning point, offering her the opportunity to receive counselling sessions at home, an arrangement that accommodated her son's special needs and her limited mobility.

With the help of the SPIN Care Team, Lai Peng's son also began receiving tailored grief counselling. The sessions not only supported his emotional growth but also strengthened their bond as mother and son.

"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



Our Care Approach (2024)

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

empower 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
pro-social support network by single parents

Better caregiving / parenting

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

Our Care Approach (2025)

Needs Assessment



Individualised Care Plan
co-created by case workers
together with clients
to address identified needs

Interventions for Single Parents



Counselling
offered to clients in high need
of emotional and mental
health support



Respite care
provides parents a short
break from caregiving every
month to rest and recharge



Befriending
through meaningful
interactions with volunteers
extend a listening ear



Workshops & events
empower clients with essential
life and career skills; and
bonding with their children



Practical support
through SPIN's self-help
portal, grocery support,
referrals, and access to
community resources



Peer support
by fellow single parents
support and sustain one
another, alongside
Solo & Strong
our SPIN alumni community

Interventions for Children



Counselling
to help children navigate
emotional challenges and
build resilience



Group Tuition
with personalised academic
support to strengthen learning



Homework support
through guidance for children
to keep up with their
schoolwork

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

Social 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.



188

Single Parents Served



412

Attendees across 24 Workshops & Events



185

(98%)
Clients Matched with Volunteers for Counselling & Befriending



63

Disbursements of Practical Support



336

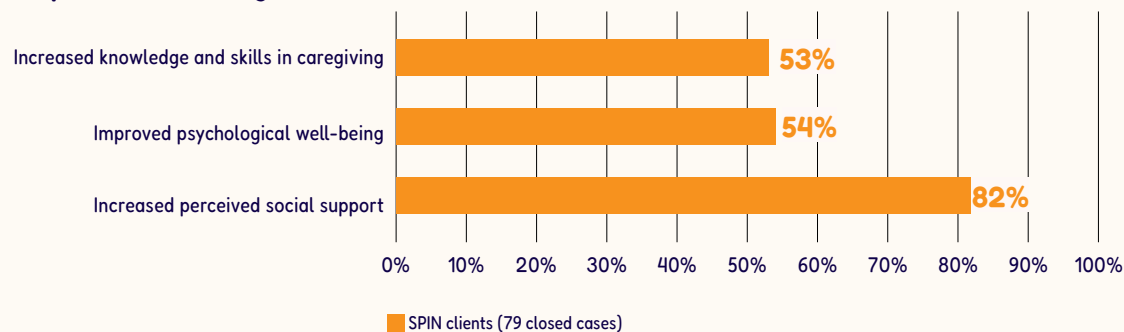
Children Supported



37

Enrolments in 1:1 Tuition

Empowerment of Single Parents



376

Active Counsellors and Befrienders, and Ad-Hoc Volunteers

Highlights

HCSA SPIN

Amazing Race at National Gallery Singapore

8 March 2024

What an unforgettable day at National Gallery Singapore (NGS)!

Our HCSA SPIN clients, single parents and/or lone caregivers, embarked on an Amazing Race, guided by our incredible volunteers from Apple Singapore! Happy parents/caregivers and excited children combed NGS to complete special tasks, take we-fies, snack on tarts and cookies, and redeem complimentary sticker packs from NGS. The day ended with a prize presentation for the winners, and exclusive Children's Biennale Art Packs distributed to all the kids.



Thank you once again to our volunteers from Apple Singapore, National Gallery Singapore for hosting us,

Mother-In-Law Egg Tarts for providing savoury treats and our SPIN clients for their enthusiastic participation.

Visit to Children's Museum Singapore

12 March 2024

What are holidays without fun!

Our HCSA SPIN clients, single parents and/or lone caregivers, had a blast at the Children's Museum Singapore (CMSG) on 12 March! For many of our SPIN parents/caregivers and children, it was a first-time experience and the vibrant colours, interactive exhibits, and mesmerising light projections left

everyone in awe. Time flew by as they immersed themselves in fun and exploration. To make the day even more special, CMSG generously provided our clients with complimentary art kits to take home as cherished mementos.

Thank you to the team at CMSG for organising this event, making the March holiday season truly memorable for our SPIN clients! A special shoutout to the four amazing CMSG volunteer tour guides in their bright orange polo tees. Despite being young seniors, their energy and enthusiasm were contagious, engaging our children with boundless energy and youthfulness.



Highlights

HCSA SPIN

Packing of Hearty Bags by HongKong Land

16 May 2024

We are immensely grateful to Hongkong Land Limited for their unwavering support and partnership. 20 dedicated volunteers from Hongkong Land gathered and packed 100 hearty bags filled with groceries and stationery for HCSA SPIN's single-parent families on 16 May.

Our CEO, Kim Lang Khalil, also presented a token of appreciation to Kwok Yuen Mun, General Manager, People & Culture, South Asia, in recognition of their invaluable contribution.



2024 marks the third year of Hongkong Land's support through their HOME Fund project, making a significant impact on our community. Notably,

Hongkong Land was our first corporate partner to support SPIN's single-parent children by providing access to tech and educational resources, including personal online tuition, to help with their academic challenges.

Thank you, Hongkong Land, for your continuous dedication to enriching the lives of single-parent families. Your generosity and commitment make a world of difference!

Hong Kong Land and HCSA SPIN Outing to Edible Garden City

18 May 2024

Our HCSA SPIN single-parent families had an incredible day out with Hongkong Land volunteers at Edible Garden City. Around 50 participants, including

30 enthusiastic volunteers from Hongkong Land and 20 SPIN families, enjoyed a hands-on gardening workshop.

We toured the beautiful garden, learned about food security, identified various herbs and vegetables and how to grow and use them, and discovered the essential role earthworms play in fertilising the soil. Each participant even brought home a small pot of sweet potato cuttings.

To top it all off, Hongkong Land provided our families with the hearty bags that they had previously packed. A heartfelt thank you to Hongkong Land for organising this wonderful outing and to Edible Garden City for hosting us. Your support makes a meaningful impact!



Highlights

HCSA SPIN

C&W Family Day Carnival 2024

17 August 2024

What a fun-filled day it was at East Coast Park! Our single parents and their children from HCSA SPIN had an amazing time at the C&W Family Day Carnival 2024, organised by C&W Services Singapore to kick off our partnership as part of Project V.

Project V is a structured corporate volunteering programme aimed at encouraging sustainable volunteering on a large scale. A collaboration between the National Council of Social Service (NCSS) and the National Volunteer & Philanthropy Centre (NVPC), Project V is driving change in corporate volunteerism by promoting regular and sustainable volunteering efforts. We're thrilled to be part of this programme and to have been matched with C&W Services for a series of volunteering events over the next 6 to 9 months!



A huge thank you to the incredible team of 20 volunteers from C&W Services Singapore for spending quality time with our parents and their little ones. From games and live music to some much-needed relaxation by the beach, it was truly a day to remember.

SIA Cares Open House 2024

31 August 2024

Children of our HCSA SPIN members enjoyed an extraordinary day at the SIA Cares Open House 2024, where they were warmly welcomed by a wonderful team of Singapore Airlines (SIA) volunteers.

The day was filled with exciting activities – from exploring SIA's Business Class cabin and the A380's

luxurious First Class suites to hands-on fun with the flight simulator and emergency equipment.

The children also learned about SIA's fascinating history and heritage, sparking curiosity and admiration for the pilots, cabin crew, engineers, and trainers they met. Many were in awe of the elegance of the SQ crew and the professionalism of the pilots. To round off the day, they enjoyed a hearty meal and were gifted some wonderful souvenirs to remember the experience.

Thank you to the team at SIA for organising this fun and educational experience – your efforts made the day truly remarkable!



Highlights

HCSA SPIN

Popiah Making Workshop

5 September 2024

Our HCSA SPIN members and amazing volunteers from C&W Services Singapore came together on 5 September at Kway Guan Huat Joo Chiat Popiah for a popiah-making workshop filled with laughter and delicious bites!

We learnt about the rich heritage of this iconic dish from the 2nd and 3rd generation owners, whose family has been making popiah for over 80 years! Then, it was time to get our hands messy and make our own popiah and kueh pie tee, with everyone adding their own unique touches. The children, of course, couldn't resist loading theirs with extra peanuts, prawns, and egg strips!

The volunteers from C&W Services Singapore supported our SPIN members and their children throughout the session, sharing stories and smiles along the way. And to top it all off, Kway Guan Huat Joo Chiat Popiah treated us to a mouthwatering homecooked lunch – fried bee hoon, chicken wings, eggs, fishball, and soup.

Thank you, C&W Services Singapore for coordinating this event and sponsoring the workshop and lunch! Everyone left with full bellies and happy hearts.



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

SkillsFuture Singapore

YEAR STARTED

2018

“One of the reasons I put myself down for this programme is because I want to cook for my daughter.”

Syed,
HCSA Academy graduate

Syed is no stranger to the burden of drug misuse on families. When Syed was 9 years old, his father was arrested for drug consumption and sent to the Drug Rehabilitation Centre (DRC) for treatment and rehabilitation. On school days, after dismissal, Syed would head to the airport where his mother worked 16-hour shifts. He hung out at the viewing gallery, often falling asleep while waiting for her. On non-school days, Syed also had to follow her to work, since she was the sole caregiver.

Though Syed's father emerged from DRC a changed man and worked hard to provide him with everything he needed, Syed shared that he still had a rebellious and wild streak in him. He would often roam around the void deck, finding a “family” he could play and hang out with. This continued even as he entered secondary school, where Syed was introduced to drinking and drugs under the influence of his peers. At age 30, the law caught up with Syed; he was arrested for drug consumption and sentenced to eight months in prison.

During this time, Syed learnt about the WSQ Higher Certificate in Food Services (Culinary Arts), a five-week course that is offered at HCSA Academy. The programme aims to provide ex-offenders and other at-risk individuals with a new lease on life and a level playing field to support themselves and their families.

His motivation? His 4-year-old daughter, whom he is raising alone, following his divorce. Syed is determined to ensure that his daughter does not experience the same hardships he faced as a child. Reflecting on his release from prison, Syed expressed his resolve to stay away from drugs. He emphasised that he would not risk being separated from his daughter again, as he deeply loves her and wants to provide her with a better future.

.....
“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



Our 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 environments

Enhanced well-being

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

Sustained employment

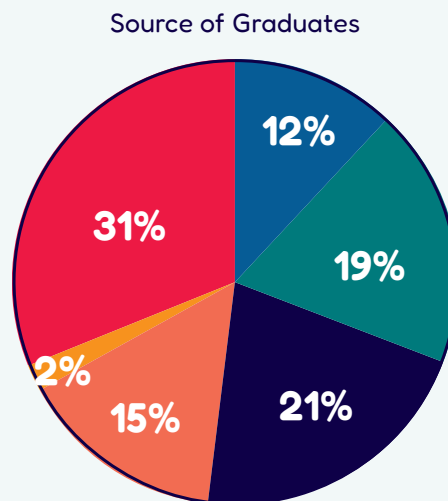
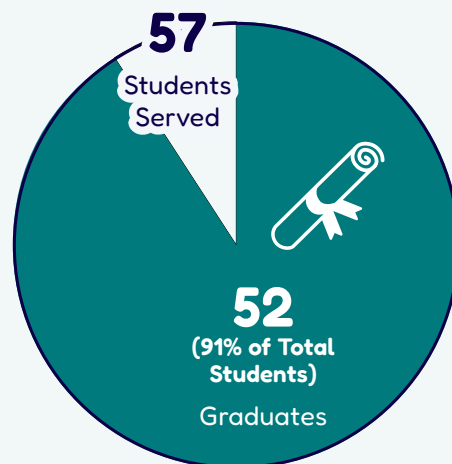
to support alumni's independence, providence for their families and life aspirations

Social 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
- 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

Community Engagement and Career Fairs

April – November 2024

HCSA Academy participated in various career fairs and roadshows in collaboration with Community Development Councils (CDCs) and e2i. Some notable highlights include our participation in Food and Hotel Asia 2024 with Lee Kum Kee from 23 to 26 April, Agape Job and Skills Discovery Fair with e2i on 29 December, as well as the Sembawang GRC Health Fiesta. Furthermore, we also conducted a job fair and roadshow at NorthEast CDC from 3 to 4 August, and another roadshow at Kolam Ayer Community Club on 6 September.



Family Carnival for Everesting for Second Chances

29 June 2024

On 29 June, in conjunction with the Everesting for Second Chances 2024, HCSA Academy operated three food stalls at the Family Carnival. Food and beverages prepared by the Academy's chefs and students received widespread appreciation. The event attracted over 500 visitors, who savoured and appreciated the Academy's offerings.

The Academy's strong relationships with its partners contributed to their active support of this Family Carnival through participation and contributions to the goodie bags. Lee Kum Kee and FairPrice Group generously donated items for the goodie bags, while the e2i team participated by offering job opportunities to visiting service-users and their families and provided complimentary career coaching during the event.

Career Fair

25 July 2024

HCSA Academy and e2i jointly organised a career fair at the Academy on 25 July. This event was attended by various employers, including RE&S Enterprises, Pullman Orchard and Novotel on Stevens and training providers such as Creator+Craftsmen. Chef Boon conducted a culinary demonstration, while

the Academy's Head, Sony Haq, delivered a career talk on opportunities in the F&B industry.

Audit and Certification

July-September 2024

HCSA Academy holds a unique position in the WSQ skills training landscape as a training organisation dedicated to empowering vulnerable individuals. We are proud to have successfully passed the Continuous Improvement and Review (CIR) audit conducted by SkillsFuture Singapore in 2024. The rigorous audit process, which took place from July to September, involved multiple rounds of virtual and on-site evaluations. The Academy's systems and processes were thoroughly inspected, with evidence-based assessments ensuring that established procedures are consistently followed. The outcome of the audit validated the robustness of the Academy's systems and operations, resulting in the continued certification as a Registered Training Organisation offering WSQ Programmes.

Alumni Enhancement Programme

December 2024

HCSA Academy's Alumni Enhancement Programme is designed to promote continuous learning, foster a supportive community and strengthen professional networks among our culinary alumni. The Programme includes training sessions, industry talks and social

gatherings centred around food. Led by the Academy's chefs, alumni are invited to gather once every quarter to learn, connect, celebrate and share their personal and professional journeys. This year's training sessions covered topics such as Asian desserts (by Chef Mazlan Bin Boyamin) and Western hot and cold desserts (by Chef Andrew Ng). In December, the alumni came together for a bonding lunch, where a three-course meal was prepared and



served by students from the final cohort of 2024.

Recipe Development Challenge for HCSA Academy Alumni

12 December 2024

Lee Kum Kee, one of HCSA Academy's key corporate partners, collaborated with the Academy on a recipe development challenge featuring its alumni. The project focused on creating innovative recipes using Lee Kum Kee's newly launched 'Spicy Shrimp Sauce'. Ten alumni members participated in the competition,

held at the Academy on 12 December 2024, to demonstrate their skills and creativity. Six recipes were selected by Lee Kum Kee for promotional use. The event was attended by prominent figures from



the F&B industry, significantly enhancing the visibility of talent within the Academy alumni network.

Hosting of Dining Events

In 2024, HCSA Academy hosted a variety of clients and partners, including the Singapore Prison Services, Thailand Institute of Justice, Empact (students from international schools in mainland China and Hong Kong) and the STEP Secretariat. Guests enjoyed meals prepared by the Academy's chefs while gaining valuable insights into HCSA Community Services' mission and activities. The Academy also organized a team bonding event for Menarini Pharma, where participants created 16 different amuse-bouche and paired them with selected wines. Additionally, the Academy hosted Fabrique Connection, featuring a unique dating-over-cooking concept. These engagements

strengthened relationships with partners and showcased the Academy's diverse offerings.

Staff Lunch Sessions at HCSA Academy

Since January 2024, HCSA Academy has opened its lunch sessions to staff and friends of the broader HCSA Community Services. Training dishes prepared during the WSQ Higher Certificate lessons were served through advanced bookings made by staff. Aimed at enhancing students' skills in plating and customer service, each student plated individual portions and served them to their designated diners. The initiative was well received, with colleagues and friends participating in over 350 lunch sessions throughout 2024. In addition to strengthening camaraderie among staff, this initiative has also contributed to the Academy's revenue generation.

Curating Gift Boxes

HCSA Academy continued its project of curating gift boxes for special events in 2024. Approximately 300 gift boxes were prepared and enjoyed by HCSA Community Services' partners, staff and their families.



Team HCSA

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



Our Value Proposition

We Aspire

We are a **purpose-driven** team, **committed to empowering** the vulnerable in Singapore.
We **embrace** challenges and change, and **aspire** towards excellence.

We Grow

We **serve** with passion and compassion.
We **support** one another to give a future and a hope.
We **nurture** an environment of learning and innovation through open communication and feedback.

We Value

We **value** our staff, **recognising** their contribution and **caring** for their well-being.
We **empower** them to make a difference and are **committed to developing** their potential.

Caring for Our People Shaping Our Team HCSA Culture



HCSA Go!

Annual townhall to kickstart the year and focus Team HCSA on the key priorities ahead

Orientation & Induction

New people induction programme

ETHICS Awards

Annual recognition of efforts to embody and encourage our values and culture



HCSA Chats

Open discussions on key issues that matter to our people

HCSA Plays

Annual team-bonding and building

Tea with the CEO

Conversations from the heart with our CEO



HCSA Celebrates

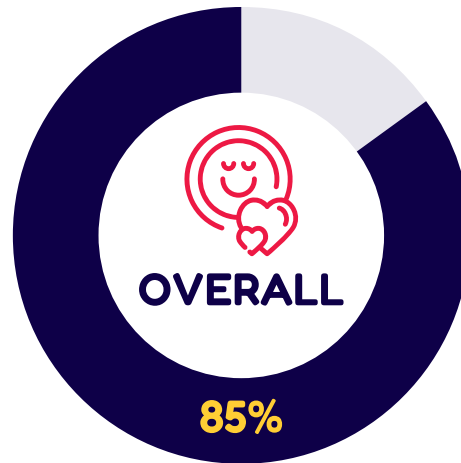
Annual appreciation of the heart work and achievements by our people and teams

Special Recognition Awards

Annual honouring of efforts going above and beyond the call of duty

Diversity, Equity & Inclusion Flexible Work Arrangements Self-Care

e.g. counselling, silver learning leave



Team HCSA Culture

PERSONAL JOB	value of each staff's individual contribution	91%
JUSTICE	inclusive behaviour is promoted, discrimination is avoided and there is a commitment to fair appeals	89%
SUPPORT	training opportunities, resources and equipment are provided; professional accomplishments appreciated	87%
HOSPITALITY	friendly and welcoming work environment; fun and enjoyment in each other's company	84%
INNOVATION	ability to continuously improve, adopt quickly, and generate game-changing opportunities	84%
INTEGRITY	leadership's commitment and actions to uphold principled standards	84%

Understanding our workplace culture's strengths and opportunities is important to our leadership team. We have achieved and improved on our Great Place to Work certification, with a 10 percentage-point increase in Team HCSA saying we are a wonderful place to work.

Highlights

Team HCSA

HCSA Go! 2024

12 January 2024

On 12 Jan, Team HCSA had a fun and enriching morning connecting with each other over team-building games and breakout sharing. Our CEO, Kim Lang Khalil, also introduced our new theme for 2024 – “Together We Go! Grow! Glow!”

Team HCSA has come together to sharpen and align our four focus areas: User-Centric Services, People, Digitalisation and Sustainability. HCSA Go! was a wonderful opportunity for us to give thanks for the past year and to shape our future as one.



As we look forward to turning 30 in 2026, we are mindful that we need to grow and scale up to ensure we stay relevant and effectively address the needs of the vulnerable within our community.

HCSA Chats: We Value

19 April 2024

Team HCSA gathered on 19 April for our bi-annual HCSA Chats – using the principles of Open Space Technology to create time and space for staff to engage deeply and creatively in conversation!

In this edition, we delved deeper into the theme of “We Value”, one aspect of HCSA’s Organisation Value Proposition. From exploring whether ‘value’ is top-down or bottom-up, to deciphering the essence of ‘caring for staff,’ our team reflected on HCSA’s strengths and areas for growth, fostering a culture of continuous improvement.

Through open dialogue and collaboration, we strive to cultivate an environment where every voice is heard and valued.



NUS Appreciation Award 2024

14 August 2024

On 14 August, HCSA SPIN was invited to the NUS Graduate Diploma in Social Work Graduation & Awards 2024. We’re honoured to receive the Appreciation Award 2024, recognising our fifth year of support to NUS social work students in their field education.

Jeanne Lin, our Senior Social Worker, provides clinical supervision to NUS social work students during their internship placement at SPIN – offering them real-world experience as a social worker and integration of theory with practice through on-the-job training.

Our heartbeat is to nurture the next generation of user-centric social workers and uplift the ethics of the profession. We guide the students in applying classroom knowledge to field practice, provide them a conducive environment to discuss their learning points and difficulties, and provide feedback on their skills and casework

Highlights

Team HCSA

management, so that our social work interns can grow in their competencies and flourish in their chosen vocation.



Thank you, NUS Department of Social Work, for partnering with us to mentor tomorrow's social workers. Here's to many more years of collaboration!

NCSS 40 Under 40

23 – 25 October 2024

A huge congratulations to Maria Chua, our Director of Dayspring, for being named to the distinguished NCSS 40 Under 40!

HCSA Dayspring is dedicated to supporting young female trauma survivors in a safe and nurturing environment. Maria's selection for the NCSS 40-Under-40 programme reflects her commitment to empowering these young women and her leadership within the social service sector.

This NCSS initiative recognises young changemakers and equips them with the tools to shape Singapore's social service landscape. Maria's experience on the programme has been filled with inspiring discussions—on topics like combating impostor syndrome, uplifting service culture, and navigating complexities in service.

Her highlights include an inspiring Starry Starry Night dialogue with NCSS leaders like Mr Eugene Seow. It was a moment of deep connection for Maria, who celebrated her new citizenship as a proud Singaporean. "Though I wasn't born here, Singapore has always felt like home, and now, it's my forever home," she says. "The night's warmth and camaraderie reaffirmed my love for this country and its people."

Maria's time on the programme has filled her with a renewed sense of purpose and

determination. "The 40 Under 40 experience has given me invaluable insights, not just for my work at Dayspring, but for my commitment to creating a loving, inclusive society where everyone can thrive," she reflects. "I'm eager to apply these lessons, collaborate with like-minded individuals, and continue empowering those we serve at HCSA."

Join us in celebrating with Maria as she strengthens her connections with the sector and deepens her commitment to serving the vulnerable!



National Awards (COVID-19)

22 November 2024

We are incredibly proud to share that HCSA Community Services has been awarded the COVID-19 Resilience Certificate—a testament to the unwavering dedication and selflessness of our residential teams during the pandemic.

When the circuit breaker measures were introduced, our Dayspring team stepped up amidst immense challenges to ensure the safety and well-being of our young female residents. Despite the risks, they continued operating an essential service to trauma survivors, prioritising the health of those under our care.

Highlights

Team HCSA

From ensuring safe distancing to supporting residents who had contracted COVID-19, our staff showed exceptional resilience, heart, and commitment to make sure our residents were cared for, protected, and meaningfully engaged.

This recognition is a tribute to their heroic efforts and steadfast compassion in the face of adversity.

To our incredible Dayspring team: Thank you for inspiring us all. This award belongs to you, and we couldn't be prouder!

Accelerate Innovation with Design Thinking and Artificial Intelligence Workshop

5 December 2024

What an incredible and insightful session we had with Chris Goh! Through an engaging workshop, our HCSA Community Services staff, alongside participants from other social service agencies, explored the powerful synergy between Design Thinking and Artificial Intelligence.

From tackling complex problems with a user-centred design approach to discovering how AI tools like ChatGPT can spark innovative solutions, the session was packed with actionable insights and new perspectives.



A big thank you to Chris for guiding us through practical prompts and strategies to integrate AI seamlessly into our Design Thinking process, helping us redefine problems and prototype impactful solutions for our beneficiaries.

This workshop wasn't just about innovation—it was about collaboration, growth, and pushing boundaries to better serve our communities.

Let's keep the momentum going as we bring these ideas to life!

HCSA Celebrates

13 December 2024

What an incredible time we had honouring the dedication, hard work, and heart of our amazing team! From recognising our long-serving staff of over 10 years to celebrating those who went above and beyond in their roles this year, the event was filled with gratitude and joy.

The festive spirit came alive with delightful Christmas carol singing and fun-filled games that brought together colleagues from across our teams, strengthening bonds and spreading cheer.

Here's to another year of making a difference, together as one HCSA!



Leadership



LYNN HERMIJANTO



Board of Directors



President
Dominique Choy



Vice-President
Yeo Jih-Shian



Treasurer
Harry Loh



Assistant Treasurer
Francis Ding



Secretary
Brandon Phay



Assistant Secretary
Emily Han



Vincent Lim



Tony Lim



Delene Lee



Rachel Ooi



Lynn Hermijanto

Management Committees & Academic Board

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

Committees

People, Culture & Organisation Committee	Philanthropy & Volunteerism Committee	Audit & Risk Committee	Finance Committee	Investment Committee
<p>Chair Rachel Ooi</p> <p>Dominique Choy Sharon Thompson Dr Victor Goh</p>	<p>Co-Chairs Dominique Choy Emily Han</p> <p>Adelene Wee</p>	<p>Chair Francis Ding</p> <p>Hon Su Sian</p>	<p>Chair Harry Loh</p> <p>Delene Lee Francis Ding</p>	<p>Chair Francis Ding</p> <p>Delene Lee Melvin Tan Tony Lim</p>

Senior Management Team



Chief Executive Officer
Kim Lang Khalil



Senior Director,
Corporate Services
Daniel Chew



Head, HCSA Highpoint
Shawn Lim



Head, HCSA Dayspring
Valerie Wong



Head, HCSA SPIN
Adelene Wee



Head, HCSA Academy
Sony Haq



Director, Partnerships &
Strategic Communications
Andrew Ong



Director, Impact and
Innovation
Maria Chua



Deputy Director,
Finance
Janice Chua



Deputy Director,
Organisation Development
Samantha Lo

*Maria Chua and Valerie Wong assumed their current positions on 1 January 2025.
In 2024, Maria was Director, HCSA Dayspring, with Valerie understudying her as Deputy Head, HCSA Dayspring.*

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

Dayspring Management Committee

SPIN Management Committee

Academic Board

Philanthropy & Volunteerism Committee

People, Culture & Organisation Committee

Audit & Risk Committee

Finance Committee

Investment Committee

Nomination Committee

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

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

Partnerships & Community Engagement

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.

Our Volunteer Community

	Number of Volunteers	Volunteer Hours Served
HCSA Highpoint	321	932
HCSA Dayspring	121	121
HCSA SPIN	357	2704.5
Corporate Services	416	1786
Total	1215	5543.5



“Participating in training programmes organised by the social sector has enhanced my ability to connect with and understand the girls we serve, whilst deepening my comprehension of the challenges and difficulties these young women face.”

Tina,
HCSA Dayspring Co-Founder & Long-Time Volunteer

“Participating in this mentorship taught me to think differently and keeps us grounded everyday.”

Winnie,
STEP UP Mentorship Volunteer (Mentor Support)



Impact Learning Journey to HCSA

24 January, 3 February 2024

On 24 January and 3 February, we welcomed a total of 24 overseas students on a learning journey to HCSA Community Services! The students, who were part of Impact's Study Camp, were in Singapore to learn more about our nation's social issues and solutions.

The day started with an introduction of HCSA, an overview of Singapore's social landscape and a walkabout tour by our Partnerships team. The students then heard from our Highpoint team and resident about its transitional living programme. The learning journey ended with a sharing session from our Director of Partnerships & Strategic Communications, Andrew Ong.



Highlights

Partnerships

Thank you, Empact for giving us the opportunity to be part of the students' journey! We hope that this has given them a greater insight into the work that HCSA does and the community that we continue to empower.

STEP UP Career-Ready Series: Personal Branding on Social Media

24 February 2024

STEP UP Mentorship helps ex-offenders and trauma survivors re-integrate back into our community by facilitating our community stakeholders to journey alongside them.

As part of STEP UP, volunteers from Procter & Gamble (P&G) conducted a Personal Branding on Social Media workshop on 24 Feb. Participants included alumni members of HCSA Highpoint, HCSA Dayspring and clients from MWS Girls' Residence.

During the breakout sessions, participants studied the styles and content ideas of their favourite social media creators. They proceeded to craft their own story; ideating content ideas focused on their interests and identifying a platform of their choice to share on.

We also had the honour of hearing from Guest Speaker Simonboy, Founder of Peace Street Productions & Social Media Personality, as he shared his own story of being in prison, the struggles of re-integration into society and the road to setting up his career path.



Thank you once again to our participants who joined us and to P&G and Simonboy for partnering with HCSA to promote our clients' social and economic mobility by empowering them to build a better future for themselves and their families.

STEP UP Volunteers Appreciation Lunch

12 March 2024

STEP UP Mentorship helps ex-offenders and trauma survivors re-integrate back into our community by facilitating our community stakeholders to journey alongside them.

To thank our Mentors, Mentor Supports, and Relationship Managers who have participated in the STEP UP 2023/24 mentoring journey, a Volunteers' Appreciation Lunch was organised by HCSA Community Services and hosted by Allen & Overy.



Our volunteers, from different corporate organisations, have come together to work closely with our Mentees in building up different aspects of their lives such as identifying career options, developing communication skills and building strong relationships with others.

A special thanks goes out to Mr Eric Chua, Senior Parliamentary Secretary for Ministry of Culture, Community and Youth and Ministry of Social and Family Development for gracing our event and honouring our dedicated volunteers.

STEP UP Career-Ready Series: Writing a Winning Resume

27 April 2024

Our STEP UP Career-Ready Workshop: Writing a Winning Resume, was a platform for transformation. The entire experience was geared towards empowering vulnerable individuals on their journey towards career success.

Participants heard from Procter & Gamble (P&G) Trainer, Robin Thadathil, how to craft resumes that reflect authenticity; and our guest speaker, Jabez Koh, shared

Highlights

Partnerships

his work experience after his release from prison. Through breakout sessions and engaging discussions with the P&G volunteers, participants honed their skills and gained confidence in navigating their career paths.



Our Guest-of-Honour, Minister of State Alvin Tan, engaged in conversations with participants about the support they have received in their journey of reintegration into society. In his closing remarks, MOS Alvin highlighted more corporates are recognising the power of mentoring, and thanked all volunteers for their dedication

in guiding our participants and mentees. A token of appreciation was presented to P&G, acknowledging their partnership with HCSA Community Services.

Thank you to everyone who joined us for this workshop! Your participation and enthusiasm made it a truly enriching experience. Here's to continued growth and success on your career journeys.

Community Chest Visit to HCSA Community Services

16 July 2024

We had a great time hosting the Community Chest (ComChest) team on 16 July. Our strategic partners visited to learn more about HCSA Community Services and to gain insights into HCSA SPIN, which empowers single parents with funding support from ComChest.

Our CEO Mrs Kim Lang Khalil kicked things off with a warm welcome and an introduction to HCSA. The heads of our four signature programmes – Highpoint, Dayspring, SPIN and Academy – then shared more about our work, followed by a dialogue session.

We took the team on a tour around HCSA before heading to the Academy, where the visit ended on a delectable note with a three-course meal prepared by our amazing Academy students as part of their on-the-job training.

Thank you ComChest for taking the time to visit! #teamHCSA appreciates your partnership and support.



MoU Signing between HCSA Community Services and Tzu-Chi Foundation (Singapore)

25 July 2024

This World Hepatitis Day, we are thrilled to announce a new milestone in Singapore's journey towards eliminating the Hepatitis C virus (HCV) by 2030!

On 25 July 2024, HCSA Community Services and Tzu-Chi Foundation (Singapore) signed a Memorandum of Understanding (MoU) for Phase II of the Educate, Test, Treat! (ETT) initiative.

Launched in July 2022, the ETT initiative aims to provide former drug offenders with access to HCV screening, education and care services. With the support of Gilead Sciences, Tan Tock Seng Hospital, and Tzu-Chi Foundation over the past two years, more than 270 former drug offenders from participating halfway houses have been screened for HCV.

Highlights

Partnerships

HCV infections can progress to lifelong chronic liver conditions without timely medical intervention. Tzu-Chi Foundation's pledge of \$83,000 to the ETT initiative this year ensures that treatment will continue to be made accessible for low-income former drug offenders.

Thank you Mdm Rahayu Mahzam, Minister of State, Ministry of Health and Ministry of Digital Development and Information, for gracing our event and witnessing the MoU signing in support of our ETT initiative.



RSVP Appreciation Day 2024

10 November 2024

We're proud to share that HCSA Community Services received a Silver Award in appreciation from RSVP Singapore The Organisation of Senior Volunteers! The award was presented to our CEO Kim Lang Khalil at RSVP Singapore's annual Appreciation Day – honouring the incredible senior volunteers and valued community partners who make a difference.

Thanks to the support of the Council for Third Age (C3A) and their Silver Volunteer Fund, senior volunteers from RSVP Singapore join us at the HCSA Academy kitchen every first Tuesday of the month.

Together with Sony Haq, our Head of Academy who plans the menu and prepares the ingredients for the day, the senior volunteers cook hearty meals for our HCSA Highpoint residents to enjoy before their regular house meetings held on the same day.

These sessions are extra special when our Highpoint residents join in the cooking, fostering friendships and showing that acceptance and hope are always possible.

By working alongside our Highpoint residents, the senior volunteers demonstrate how age is no barrier to contributing meaningfully to society. Volunteering also helps them stay engaged and fulfilled in their later years by sharing their knowledge and experiences. It offers a sense of purpose, enabling them to remain active participants in society.

What we cook up together nourishes not just bodies, but also hearts. A huge thank you to RSVP Singapore for being such a wonderful partner on this journey!



Highlights

Fundraising

Everesting for Second Chances 2024 Campaign Launch

14 April 2024

HCSA Community Services' Everesting for Second Chances made a comeback this June 2024. The Everesting Challenge saw cycling enthusiasts and athletes challenge themselves and cycle an elevation gain of 8,848m – equivalent to the height of Mount Everest. The campaign is proudly supported by Yellow Ribbon Singapore, Singapore Cycling Federation and National Volunteer & Philanthropy Centre.

Proceeds from the fundraising challenge will be directed towards HCSA Highpoint and HCSA Academy to support ex-offenders in their reintegration journey. Our Highpoint and Academy care teams play a crucial role in reducing Singapore's recidivism rate:

- Highpoint empowers ex-offenders to attain permanent housing, gainful employment and financial independence, so that they can live a productive, addiction-free life and successfully reintegrate into society.
- The Academy equips ex-offenders with professional skills to secure stable employment in F&B, so that they can better support themselves and their families.



The campaign was launched on 14 April with a bicycle fellowship ride with BikeBaju, Southeast Asia's leading cycling apparel brand. The ride started at Mount Faber and concluded at HCSA Village. At the launch event, BikeBaju was introduced as Everesting's official Jersey Sponsor. This marks BikeBaju's inaugural collaboration with

a Singaporean organisation, formalised by the Memorandum of Understanding (MOU) signed at HCSA.

Everesting Event and Family Carnival

29 June 2024

Thank you for being part of our Everesting Event & Family Carnival on 29 June 2024! With over 500 supporters and volunteers partaking in food, games & festivities, the atmosphere was brimming with excitement!

This edition saw a total of 245 participants who took up the Everesting challenge with more than half of them managing to summit the challenge (reaching an elevation gain of 8,848M), showcasing their incredible perseverance. We are also thrilled to announce that our Everesting participants have collectively accumulated 2 million metres of elevation gain!

With the collective support from our community, we managed to raise a total of \$509,718 which includes a donation matching grant from Tote Board. This remarkable achievement is made possible with the contribution and effort of every participant and supporter.



Tengah Football Club

28 July 2024

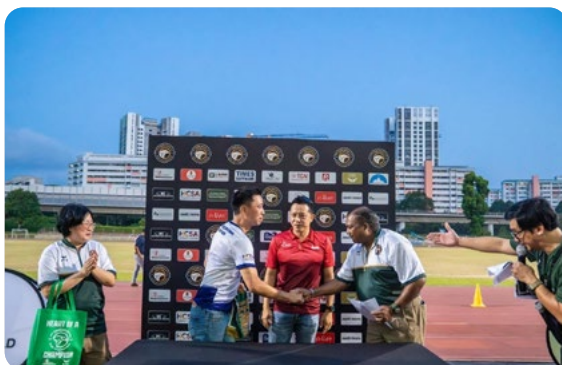
On 28 July, we were thrilled to sign a Memorandum of Understanding (MoU) with Tengah Football Club at Woodlands Stadium. Tengah FC had pledged \$100 for

Highlights

Fundraising

every goal they score for the season of 2024, and as fellow Singaporeans, we couldn't be more excited to cheer them on!

Aside from the fundraising efforts, Tengah FC also organised a football clinic for our children of our single parent families from HCSA SPIN and youths from YGOS (Youth Guidance Outreach Services). Their football players played soccer alongside 15 children and youths and also inspired them with their stories.



At the end of the season, Tengah FC emerged as the newly crowned league champions for Division 2. Scored a total of 29 goals and donated \$2,900 to HCSA Community Services! The cheque was received by Mrs Kim Lang Khalil, CEO of HCSA from Mr Louis Amalorpavanathan.

Be Bold, Be Brave, Be You Fundraiser

30 October 2024

Thanks to the support of Vihari Jewels and its generous partners, a total of \$59,555 was raised at the Be Bold Be You Fundraiser for HCSA Dayspring's alumni – OWENA – as well as HCSA SPIN single-parent families. The fundraising dinner was a fun-filled night of live music, fantastic food and exciting raffle ticket prize draws – all done for a good cause.

More importantly, attendees got to hear a first-hand sharing and testimonials from SPIN staff and OWENA alumna, which shed great insight into the impact of



the work done at both Dayspring and SPIN. We're thankful for the opportunity to collaborate with Vihari Jewels and various partners to host this successful fundraising night!

Latina Fever and Men In Black Fundraisers

27-28 November 2024

The month of November saw two back to back fundraisers for HCSA Dayspring, the Latina Fever the Men In Black fundraisers. The ladies-only Latina Fever fundraiser



saw our generous donors raise a total of \$117,114 while having fun with a Latin American themed dinner gala of food from the region along with Latin dance. Meanwhile, over at the mens-only Men In Black fundraiser, a total of \$33,253 was raised over an evening gala of auctioneering and

dance. Attendees at both fundraisers also heard about the impact on the lives of our young female trauma survivors. We are immensely grateful to our supportive donors for making the work of Dayspring possible!

Wall of Giving

1 December 2024

Thank you for contributing to our second signature fundraising campaign – Wall of Giving that started from 1 December 2024 to 28 February 2025. This online fundraiser focuses on highlighting the social needs of our trauma survivors and women who are single parents to support our HCSA Dayspring and HCSA SPIN programmes!

Highlights

Fundraising

The campaign ended with more than 400 individual donors in addition to more than 30 organisation donors contributed to our Wall of Giving campaign. We are grateful for our community in their generous giving that amounted to \$218,016.



JUNGSÆMMOOL

5-31 December 2024

A heartfelt thank you to Jung Saem Mool, celebrity makeup artist & founder of JUNGSÆMMOOL for your incredible generosity towards HCSA SPIN!

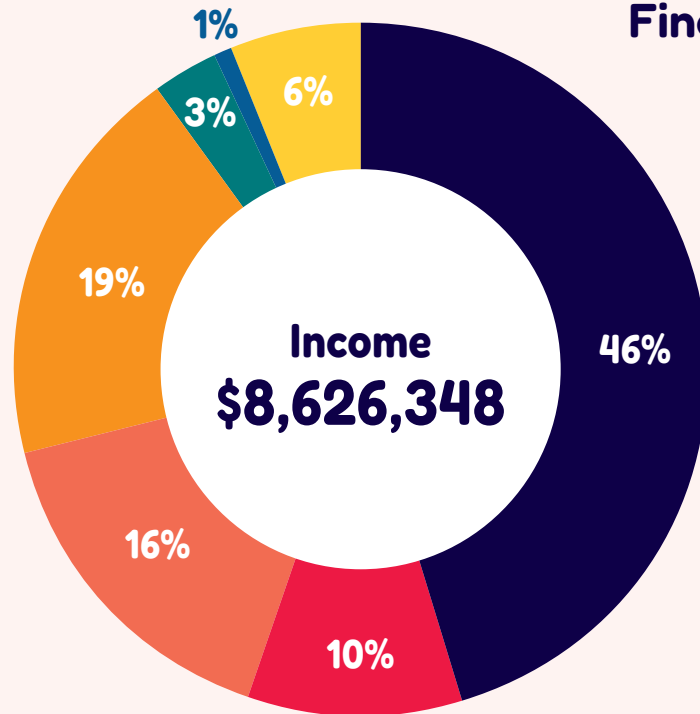
During the holiday season, JUNGSÆMMOOL pledged 100% of the profits from their Limited Edition: Youtiful Moment JUNGSÆMMOOL Essential Skin Nuder Cushion to support single parents and young single mothers in Singapore. This meaningful initiative reflects Ms Jung's unwavering commitment to women's empowerment – a cause deeply aligned with our mission at HCSA SPIN. By the end of their campaign, JUNGSÆMMOOL was able to raise a total of \$30,000 for HCSA SPIN – which will go a long way in providing support to our single-parent families.

Our CEO, Kim Lang Khalil, also had the honour of presenting Ms. Jung with a token of appreciation for her generous support. Now calling Singapore her second home, Ms Jung's dedication to giving back truly inspires us!

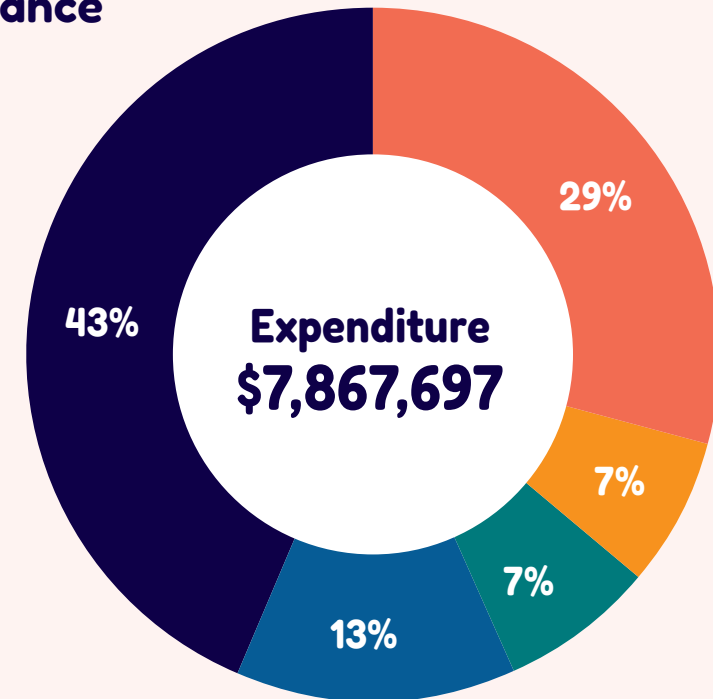


Financial Highlights

Summary of Financial Performance



- Government grants
- Donations
- Income from fund-raising events
- Rental income, utilities recovery & carpark fees
- HCSA Academy course fees
- HCSA Highpoint residential rental
- Others



- HCSA Dayspring
- HCSA SPIN
- HCSA Academy
- HCSA Highpoint
- Shared Services

Green Investments

Our excess funds, which are the surplus remaining after all expenses and obligations have been paid, are invested with Lion Global Investors (LGI), of which material ESG factors are integrated into the existing investment process. For instance, the LGI investment team perform a targeted engagement with investee companies to better understand their stance towards these material ESG issues and encourage improvement, and ultimately influence LGI's investment decisions.

For more information on our major financial transactions, please refer to our Audited Financial Statements. The assets are listed in notes 5 to 10. 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.

Environmental Efforts

HCSA Dayspring's Residential Therapeutic Spaces

Our new residential treatment centre for HCSA Dayspring is thoughtfully designed to provide trauma survivor residents with a serene and tranquil environment. By incorporating open green spaces and outdoor recreational facilities, the centre fosters a serene and tranquil environment that promotes emotional and physical well-being. This includes the outdoor swing for heartfelt conversations and



connections, while the multi-purpose sports court with specialised flooring and markings, accommodates for badminton, pickleball, netball and basketball, encouraging residents to engage in sports as part of their holistic recovery.



HCSA GROW Community Garden & Farm

Alongside a thriving community of volunteers, we established a farm-to-table edible garden in HCSA Village to support both the residents of HCSA Highpoint and culinary students at HCSA Village. Gardening is a therapeutic and calming activity for our former offenders and recovering drug addicts, who are also encouraged to build their social skills and forge bonds as they interact with our gardening volunteers.



With the support of SG Eco Fund by Ministry of Sustainability and the Environment (MSE), HCSA GROW was expanded in 2024 with a vertical farm, with the hope that this could create potential pathways for our Highpoint residents to be placed in landscaping, farming or conservation jobs.

Resource Management

We are committed to sustainable resource management, and have implemented several measures to reduce our environmental footprint, starting with our new residential treatment centre for HCSA Dayspring and HCSA GROW Community Garden & Farm.

Energy-efficient lighting and appliances have been installed at HCSA Dayspring, including motion sensor-activated lighting, as well as 5-tick energy-saving heating, ventilation and aircon (HVAC) systems in selected communal areas. The HVAC systems in the recreation rooms are switched on only when the temperature exceeds 30°C. The construction of our new premises complies with the Building and Construction Authority's Super Low Energy (SLE) programme. We have also installed 5-tick water-efficient sanitary wares. Recycling bins are placed strategically around HCSA Dayspring, and we have engaged SembWaste to provide waste segregation facilities.



At HCSA GROW, we have rolled out sustainable farming systems and food waste valorisation with the support of MSE. Our smart capillary irrigation system ensures efficient water use and minimal wastage in our urban farm. We have also engaged nearby shopping centres, hawker centres and wet markets to collect and repurpose more than 600kg of food waste as compost.

“Through our year-long partnership, GROW Community Garden & Farm provided a platform for volunteers from Singapore Pools to interact and connect with their senior volunteers and beneficiaries, while gaining new knowledge about gardening.”

Ginnessa Goh,
Singapore Pools Community Partnerships
HCSA GROW Corporate Volunteer



Year Ahead

As we look ahead to our 30th anniversary in 2026, HCSA Community Services 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. Looking ahead to 2025, we are committed to deepening our impact and scaling our efforts across these focus areas:



3-year S26 Strategic Roadmap

User-Centric Services

Building on last year's efforts to strengthen our data analytics capabilities, we intend to leverage data insights to better understand and meet the needs of our service-users. Additionally, by engaging our alumni groups to give back to the community and pay it forward to support other service-users through their lived experiences – such as through mentorship and peer support – we can build a sustainable cycle of social transformation.

2025 will also see us strengthening and expanding our signature programmes – including stabilising HCSA Dayspring's expanded residential services in a new home; opening HCSA Highpoint's doors to the first intakes of the Community-Based Programme for prison inmates serving the tail-end of their sentences; and providing more interventions in HCSA SPIN for children in single-parent families, such as counselling, group tuition and home support to help them navigate challenges and level up with their peers.

People

We intend to continue upskilling Team HCSA to boost staff productivity and deepen our impact with service-users, by fostering a culture of professional growth and knowledge sharing. We will also cultivate leadership renewal, talent development and augmentation of our workforce through skilled volunteers to enhance our resilience into tomorrow.

We have appointed a Senior Manager to oversee Volunteer and Community Engagement across HCSA, so that we can more intentionally and strategically engage the community to step forward, volunteer and make a difference in the lives of our service-users.

In order to ensure the continuity and resilience of our mission, we are also prioritising a robust CEO succession plan, including identifying both internal and external candidates. We continue to nurture potential internal candidates through a structured leadership development programme, providing them with the necessary training and exposure to strategic decision-making processes.

Additionally, we will engage external experts in our People, Culture and Organisation Committee to evaluate and enhance our succession framework, ensuring it aligns with our long-term heartbeat and the evolving landscape of social services. By fostering a pipeline of capable and visionary leaders, we aim to seamlessly transition leadership roles and maintain the momentum of our transformative initiatives.

Digitalisation

Building on our earlier efforts to institutionalise knowledge transfer through our Quality Management System and establish a Customer Relationship Management System (CRMS) to consolidate data insights on service-users, we will review and improve on data flows across systems in 2025. This includes the planned implementation of a Financial Management System (FMS), and data integration of online donation records and volunteer registration from our websites' Content Management System to our CRMS, as well as reconciliation of online donation records into the new FMS. We are exploring other ways we can automate data flows and processes, as well as leverage on data analytics and community resources, to sustain our impact with a lean workforce.

Sustainability

We are also working towards diversifying our income streams to ensure financial stability and long-term operational continuity, such as by optimising the use of our HCSA Village space with like-minded community service providers. We will likewise strengthen our strategic partnerships with community collaborators to amplify and sustain our collective impact.



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/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. During the election and appointment of the Board at the Annual General Meeting in 2025, their extension will be deliberated and approved if necessary.

More than half the Board has served for five years or less. Induction and orientation are provided to incoming Board members, such as 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. New Board members from 2024 onwards will be subject to background checks to ensure they are suited to be on the Board.

The Board did an external evaluation of its performance and effectiveness in September 2024 by National Volunteer And Philanthropy Centre (NVPC), with the results of the Board Leadership Study due in 2025.

Relevant discussions, dissenting views and decisions are recorded in the minutes of General and Board meetings, with the minutes circulated to the Board as soon as practicable. Board meetings have a quorum of half the Board or at least three Board members, whichever is greater, as stated in HCSA's Constitution.



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 / 4	25 May 2022	Director, Acquisitions and Development Klear Picture Capital APAC Pty Ltd	Vice-President
Yeo Jih-Shian	Vice-President	31 May 2017	4 / 4			
Harry Loh	Treasurer	23 August 2023	4 / 4	29 May 2024	Retired Accountant	Nil
Francis Ding	Assistant Treasurer	23 June 2021	3 / 4			
Brandon Phay	Secretary	24 November 2021	4 / 4	14 June 2023	Global Operational Excellence Supplier Quality Engineering Flowserve Corporation	Nil
Emily Han	Assistant Secretary	25 May 2022	3 / 4			
Vincent Lim	Member	1 January 2008	4 / 4			
Tony Lim	Member	25 May 2016	3 / 4			
Delene Lee	Member	23 May 2018	2 / 4			
Rachel Ooi	Member	24 May 2023	3 / 4			
Lynn Hermijanto	Member	23 August 2023	4 / 4			

Committees

Highpoint Management Committee

The Highpoint Management Committee provides overall direction as determined by the Board and oversees 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	3 / 4	
Bryan Leong	Member	1 August 2023	3 / 4	
Dominique Choy	Member	6 May 2024	3 / 4	
Andrew Ong	Member	17 October 2022	4 / 4	

Dayspring Management Committee

The Dayspring Management Committee provides overall direction as determined by the Board and oversees effective delivery of services by HCSA Dayspring 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.

Up to 11 October 2024, the Dayspring Management Committee also provided overall direction as determined by the Board and oversaw effective delivery of services by HCSA SPIN. From 12 October 2024 onwards, the SPIN Management Committee was set up.

Name	Role	Appointment to the Committee	Committee Meeting Attendance	Remarks
Dominique Choy	Chair	1 January 2007	4 / 5	
Delene Lee	Deputy Chair	1 January 2016	5 / 5	
Jacqueline Yap	Member	1 January 2007	4 / 5	
Tina Lim	Member	1 January 2007	5 / 5	
Cathy Livingston	Member	1 January 2017	5 / 5	
Hon Su Sian	Member	31 May 2022	4 / 5	
Lynn Hermijanto	Member	11 October 2023	3 / 5	
Clares De Cruz	Member	29 November 2023	5 / 5	

SPIN Management Committee

From 12 October 2024 onwards, the SPIN Management Committee provides overall direction as determined by the Board and oversees effective delivery of services by 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	1 / 1	
Jacqueline Yap	Deputy Chair	1 January 2016	1 / 1	
Tina Lim	Member	1 January 2007	1 / 1	

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 / 4	
Dominique Choy	Member	2 December 2017	3 / 4	
Yeo Jih-Shian	Member	27 July 2020	2 / 4	
Sean Low	Member	15 November 2022	1 / 4	
Kim Lang Khalil	Member	25 February 2019	4 / 4	
Sony Haq	Member	25 February 2019	4 / 4	

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.

Nomination Committee

The Nomination Committee leads the process for Board appointments. The Committee makes recommendations to the Board and assists the Board in fulfilling its corporate governance responsibilities regarding all matters related to the appointment and termination of Board directors, their training, performance evaluation, etc.

The members of the People, Culture & Organisation Committee and the Nomination Committee are the same.

Name	Role	Appointment to the Committees	Committee Meeting Attendance	Remarks
Rachel Ooi	Chair	14 June 2023	5 / 5	
Dominique Choy	Member	1 June 2022	4 / 5	
Sharon Thompson	Member	14 June 2023	5 / 5	
Dr Victor Goh	Member	14 June 2023	4 / 5	

Philanthropy & Volunteerism Committee

The Philanthropy & Volunteerism 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	4 / 4	
Emily Han	Co-Chair	27 July 2022	4 / 4	
Adelene Wee	Member	8 February 2024	3 / 3	

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 / 1	
Hon Su Sian	Member	27 July 2022	1 / 1	

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
Harry Loh	Chair	29 May 2024	2 / 2	
Delene Lee	Member	30 September 2020	2 / 2	
Francis Ding	Member	25 May 2022	2 / 4	
Delene Lee	Chair	30 September 2020	2 / 2	Stepped down on 28 May 2024

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	2 / 2	
Delene Lee	Member	27 July 2022	1 / 2	
Melvin Tan	Member	27 July 2022	2 / 2	
Tony Lim	Member	27 July 2022	1 / 2	

Appointment of CEO

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

Senior Management Team

The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management are clear and distinct.

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 for clarity.

The Management are hired with suitable qualifications and experience, and background checks are conducted to ensure they are suited to work at HCSA. The Management are inducted and undergo training, and their performance are reviewed annually to ensure effectiveness.

The Management ensures the Board is provided with complete and timely information, and do not vote or participate in the Board's decision-making.

Clear reporting structures, augmented by our Quality Management System, are in place so that the Board, Management and staff can access all relevant information, advice and resources to conduct their roles effectively.

Quality Management System

HCSA has established a digital-first quality management system for institutional management and transfer of knowledge. This system takes inspiration from ISO:9001 with mapping of documents to the National Council of Social Service's Organisational Health Framework for Social Services and the Charity Council's Code of Governance 2023.

HCSA's quality management system applies to the Constitution, policies, strategic plans, terms of references and procedures/processes (work instructions) required for compliance to the Code of Governance, as well as supporting guidelines and forms.

Key policies include:

- Board Strategies, Functions and Responsibilities Policy
- Service and Quality Standards Policy
- Investment Policy
- Finance & Procurement Policy (including revenue and receipting; procurement and payment; and system for the delegation of authority and limits of approval)
- Anti-Money Laundering & Countering the Financing of Terrorism Policy
- Fundraising Policy
- Volunteer Management Policy
- Human Resource Policy (including employment practices)
- Information Technology Policy
- Cyber Security Policy
- Data Privacy Management Policy (including data protection)
- Whistleblowing Policy
- Media Communication Policy

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 recuse themselves, and 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 28 February 2024, the theme for 2024 and overall direction on the sustainability of services, finance and the environment was shared by the CEO for the Board's approval.

Human Resource and Volunteer Management

The Board approves the documented human resource policy for staff. This was last reviewed and approved on 29 May 2024. There are processes for regular supervision, appraisal and professional development of staff. There is also a volunteer management

policy in place for volunteers.

There are documented codes of conduct for Board members, staff and volunteers, which were 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. Internal controls are in place to manage and monitor HCSA's funds and resources, including key processes such as revenue and receipting, procurement and payment, delegation of authority and limits of approval.

The Board, including the Audit & Risk Committee Chair, is confident that HCSA's operational policies and procedures, including IT processes, are effective in managing HCSA's key risks. The Board is further supportive for HCSA to undertake an internal controls review or audit by 2026. HCSA measures the impact of our activities, reviews external risk factors and their likelihood of occurrence, and responds to key risks for our sustainability.

We have implemented a whistle-blowing policy for any persons to raise concerns about possible wrongdoings within the charity, and ensure such concerns are investigated independent of the staff or volunteer under investigation, and follow-up action taken as appropriate.

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, 11 and 12 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 2024.

ESG Reporting

HCSA's environmental, social and governance (ESG) considerations are integrated throughout our Annual Report. We have reported on our care approaches and resulting Quality of Life impact on service-users throughout our four signature programmes; as well as our value proposition and care approach for our people, in building up our Team HCSA culture and improving on our Great Place to Work certification. Our environmental and governance efforts are reported in dedicated sections, with ESG considerations for investment of our excess funds additionally reported under Financial Highlights.

Public Image

HCSA's charitable purposes are published on the Charity Portal, as well as our website and Annual Report for easy access by the public. We have implemented a media communication policy to help the Board and Management build positive relationships with the media and public. We have implemented strategies for regular communication with our stakeholders and the public, to strengthen our charity's brand and narrative, as well as our social causes, care approach and impact on our service-users. We listen to the views of our stakeholders and public, including through post-activity reviews, for continual improvement.

Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
PRINCIPLE 1				
The charity serves its mission and achieves its objectives				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Complied	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Complied	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Complied	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Complied	
PRINCIPLE 2				
The charity has an effective Board and Management				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Complied	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Complied	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Complied	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. a. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Complied	

9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Complied	
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	Complied	
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Complied	
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Complied	
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Complied	

14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Complied	
<p>PRINCIPLE 3</p> <p>The charity acts responsibly, fairly and with integrity</p>				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Complied	
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Complied	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Complied	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Complied	
<p>PRINCIPLE 4</p> <p>The charity is well-managed and plans for the future</p>				
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	4.1a	Complied	
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Complied	

23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Complied	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Complied	
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Complied	
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Complied	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Complied	
PRINCIPLE 5 The charity is accountable and transparent				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Complied	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Complied	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Complied	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Complied	

32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Complied	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Complied	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Complied	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Complied	
PRINCIPLE 6 The charity communicates actively to instil public confidence				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Complied	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Complied	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Complied	

Our Awesome Donors

We would like to express our heartfelt appreciation and gratitude to all individuals, 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
- Green Avenue Pte Ltd
- Hongkong Land (Singapore)
- Singapore Exchange Limited

Angel (\$25,000 – \$49,999)

- Allen Overy Shearman Sterling LLP
- Happy Seafood Village Pte Ltd
- Jungsaemmool East Asia Pte Ltd
- Linklaters
- Nanyang Inc
- Nomura Singapore Ltd
- Procter & Gamble

Advocate (\$10,000 – \$24,999)

- Community Foundation of Singapore
- Kachin Baptist Church (Singapore)
- Prestige Products Distribution Pte Ltd
- Tan Chin Tuan Foundation
- Victory Life Christian School Ltd

Champion (\$5,000 – \$9,999)

- Barclays
- Bridgelife Communities Ltd
- Imperial Treasure Restaurant Group Pte Ltd
- L Tan Consultants Pte Ltd
- Trinity Casket Pte Ltd

Hope Giver (\$1,000 – \$4,999)

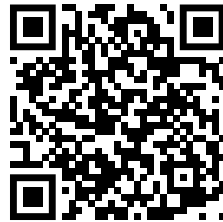
- ABrandADay Pte Ltd
- Aequitas Advisory Pte Ltd
- AT4S Pte Ltd
- Bedok Methodist Church
- Bethany Emmanuel Church
- Diamond Love Foundation Limited
- D-Tech Controls Pte Ltd
- E&RS' Force Creation Pte Ltd
- Lion Trust (Singapore) Limited
- NAC Consultancy Pte Ltd
- Salt and Light
- Singapore Bukit Panjang Hokkien Konghuay
- Tengah Football Club
- The Rightway Corporation Pte Ltd
- Tutopiya Pte Ltd
- Varde Partners Asia Pte Ltd

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.



hcsa.org.sg/volunteer-registration



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.

All donations are eligible for a 250% tax deduction and Tote Board's donation matching grant.



hcsa.org.sg/donate





HIGHPOINT
REBUILDING EX-OFFENDERS' LIVES

DAYSPRING
JOURNEYING WITH
TRAUMA SURVIVORS

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EMPOWERING
SINGLE-PARENT
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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

69 Wan Tho Avenue, Singapore 347601

✉ dayspring@hcsa.org.sg
☎ 6276 8002

HCSA Community Services

✉ enquiry@hcsa.org.sg
☎ 6745 3532

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