

2024 ANNUAL REPORT



*More Influence,
More Impact,
More Involvement*

Celebrating 20 Years of Impact

Start of Something New

Pastor Andrew established Singapore's first homeless shelter, the "Shelter for Men-in-Crisis," in his church in Sembawang after four ex-offenders sought his help, having no home to return to.



2007

Going Where None Had Gone Before

MCYS (now renamed Ministry of Social and Family Development, MSF) approached New Hope CS to run Singapore's first government-supported homeless shelter, the "Shelter for Displaced Families," using HDB units to serve displaced families.

2010



Then-MCYS (now MSF) approached New Hope CS to operate another shelter to serve displaced male and female individuals. More HDB units were placed under our custody, allowing more to receive temporary shelter.

2013

Over the years, New Hope CS had over 40 HDB units across the North, West and South of Singapore. By 2013, these shelter units would be consolidated into one area in Chinatown for greater efficiency and management. These units are collectively known as "Transit Point @ Jalan Kukoh" today, serving displaced individuals and families.



2017



New Hope CS partnered with the Singapore Business Federation Foundation (SBFF) to run its first employment support services, the SBFF Job Support and Retention Programme.



Our strong commitment to corporate governance was affirmed with the award of the Charity Governance Award (CGA), one of only two charities to do so that year. The CGA is given to charities who have displayed the highest standards of governance and accountability.

2020



During the Circuit Breaker period in Singapore, MSF approached New Hope CS to manage operations for a new shelter, "The Innkeeper's Project."



New Hope CS launched a new shelter, "Transit Point @ Margaret Drive", on the site of the former Queenstown Polyclinic. Operating on a service model different from a typical transitional shelter, it aims to serve long-term homeless persons who require more time to work on their issues.

2023

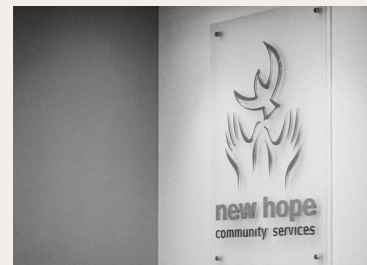
New Hope CS launched Kampung Siglap, a unique community space with residential and communal facilities, designed to inspire hope and change in the social service sector.



*Our Journey
Continues..*

2004

New Hope Community Services (New Hope CS) is officially registered as a charity.



New Hope CS became a full member of the National Council of Social Service.

2011



MSF appointed New Hope CS as one of the mentoring agencies for the Home Ownership Plus Education (HOPE) Scheme, supporting young, low-income families in achieving self-reliance and improving their socio-economic status.

2015



As part of New Hope CS' strategy to build a sustainable organisation, Jumping@ Singapore was launched as a social enterprise, bringing the original aerobics rebounding programme Jumping@ Fitness from the Czech Republic to Singapore.

2019



New Hope CS launched the inaugural Homelessness Learning Forum, inviting participants from across the 3Ps (Public, Private and People Sectors) to learn and collaborate towards better serving the displaced individuals and families.



The "Shelter for Men-in-Crisis" moved to its new premises at 3 Spooner Road, providing greater capacity and better facilities and accessibility for our beneficiaries.

2021

New Hope CS was appointed by MCCY to operate the SG Cares Volunteer Centre @ Kreta Ayer, connecting organisations and volunteers with social service agencies in the area.

2022

New Hope CS was appointed by HDB to pilot the new Joint Singles Scheme (Operator Run) site at Bukit Batok West. The JSS-OR pilot aims to help low-income individuals without a home find a public rental unit more easily.



2024

New Hope CS celebrates its 20th anniversary.

HDB appointed New Hope CS to operate the Single Room Shared Facilities Pilot.



Transit Point @ 1 Spooner moves to Yio Chu Kang. Now known as 'Transit Point @ Yio Chu Kang'.

Celebrating 20 Years of Impact


For two decades, New Hope Community Services has been a beacon of hope for the marginalised and displaced in Singapore. Founded with the vision of addressing critical unmet needs, we established the nation's first homeless shelter, marking a significant step towards a more caring and inclusive society.

Over the past 20 years, we have had the privilege of serving over 14,000 individuals and families, empowering them on their journeys towards stability and self-sufficiency.

As we celebrate this milestone, we remain committed to the values of innovation and continuous improvement with the theme of “**More Influence, More Impact, More Involvement**”. Looking ahead, we are dedicated to remaining a progressive and impactful organisation that continues to make a lasting difference in the lives of those we serve.

WHAT'S IN THIS REPORT?

This annual report covers the highlights and activities of New Hope CS for the financial year ended 31 December 2024 (FY24)

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ABOUT NEW HOPE CS

New Hope Community Services (New Hope CS) is a social service agency working to

bring change into the lives of the displaced and disadvantaged in the community.

Since 2004, we have been empowering our beneficiaries with opportunities to better their own lives. We provide a range of services and programmes such as temporary shelter, casework, mentoring, job-matching, life-skills training and support with long-term housing and employment. Together with our 3P Partners — Public, Private and People — we serve all people regardless of race or religion. We are a full member of the National Council of Social Service since 2005 and have been granted Institutions of a Public Character (IPC) status until 2026.

Corporate Info

UEN : T04SS0026C

Registered as a Society on 16 Jan 2004 (0333/2004)

Registered as a Charity on 13 Oct 2004 (01825)

New Hope CS has a Constitution as its governing instrument

Registered Address: 148 Yishun Street 11, #01-123, Singapore 760148

Full member of the National Council of Social Service since 1 Nov 2005

Current IPC Period : 1 Nov 2022 - 30 Sep 2026 (IPC000037)

Banker : DBS Bank

Auditor : Assurance Partners LLP

Our Vision

To be a **Beacon of New Hope** to the Displaced and Disadvantaged in the Community.

Our Mission

To restore **HOPE** to those we serve.

- H** eart to serve all regardless of race or religion.
- O** pportunities made accessible and equalised for all.
- P** artnership with 3P Partners (Public, Private and People) to form communities of support.
- E** mpower individuals and families to bring about change and betterment in their lives.

Our Core Values

Respect
Value everyone.
Everyone has a voice.

Compassion
Have a heart.
Be hospitable and welcoming to all.

Integrity
Do the right thing.
Strive for positive outcomes as individuals and as a team

Excellence
Be at our best.
Represent the best of New Hope CS to our stakeholders and partners.



FOREWORD

PATRON'S MESSAGE

"From its humble beginnings, New Hope CS has become a beacon of hope for those facing homelessness, providing them shelter and support, and offering them a path toward stability, dignity, and renewed hope. At the heart of its success are the dedicated staff, volunteers, and partners who have given selflessly of their time and energy to uplift those in need. Their unwavering dedication is a reminder of what can be achieved when a community comes together with a shared purpose."

Mr K. Shanmugam*Minister for Home Affairs and
Minister for Law*

It is a privilege to pen this foreword for New Hope Community Services' 2024 Annual Report as we celebrate its 20th Anniversary—a significant chapter in the organisation's inspiring journey of service. It is with a deep sense of gratitude that I reflect not only on its growth over two decades but also on the profound impact it has made on the lives of many individuals and families in Singapore.

I had the honour of being the Guest of Honour at New Hope CS's 20th Anniversary Celebration Dinner. The occasion was a testament to the enduring spirit of compassion and resilience that drives the organisation. From its humble beginnings, New Hope CS has become a beacon of hope for those facing homelessness, providing them shelter and support, and offering them a path toward stability, dignity, and renewed hope. At the heart of its success are the dedicated staff, volunteers, and partners who have given selflessly of their time and energy to uplift those in need. Their unwavering dedication is a reminder of what can be achieved when a community comes together with a shared purpose.

The past year also saw Pastor Andrew Khoo hand over the CEO role to Mr Lim Bak Chim. I would like to express my sincere gratitude to Pastor Andrew for his visionary leadership and service to the community. His steadfast commitment and compassion have been instrumental in shaping not just the work of New Hope CS but also the homelessness landscape in Singapore. Leadership transitions are crucial junctures for any organisation, and New Hope CS has navigated this change with grace and thoughtful planning. Under Bak Chim's leadership, I am confident that the organisation will continue to expand its reach and deepen its impact, building upon the strong foundation laid by its predecessors.

Notably, 2024 saw the launch of HDB's Single Room Shared Facilities (SRSF) pilot, for which New Hope CS has been selected as the managing agent. This project provides a dignified, affordable housing option for lower-income singles, while fostering a sense of community among residents. The addition of the SRSF to New Hope CS's portfolio reflects the organisation's commitment to expanding its services to better meet the complex challenges of homelessness. I look forward to seeing the work and impact that New Hope CS can create in the years to come.

As Singapore recovers after the pandemic, government support for fund-raising matching will gradually revert to pre-COVID levels, though I am glad that the 40% fundraising matching support from Tote Board will be extended until end-2025. Additionally, the recently revised Code of Governance for Charities and IPCs, starting in January 2024, introduces the concept of ESG (Environmental, Social, and Governance) to the charity sector, which aims to set higher standards for governance and boost public confidence in charities. New Hope CS must continue to innovate and adapt, but I am heartened by the organisation's resilience and forward-thinking approach, which positions it well to meet the challenges ahead.

On this milestone 20th Anniversary, I extend my heartfelt congratulations to everyone who has played a part in New Hope CS's journey. May you continue to be a source of inspiration and hope for those in need.

FOREWORD

PRESIDENT'S MESSAGE



"The year 2024 is a joyous milestone for New Hope Community Services as we celebrate 20 years of serving our community and also celebrate the year of leadership transition. This momentous occasion is an opportunity to reflect, celebrate, and give thanks—for the journey we have travelled, the lives we have touched, and the many hands that have helped build New Hope CS into what it is today."

Elder Kevin Lee
President
New Hope Community Services

The year 2024 is a joyous milestone for New Hope Community Services as we celebrate 20 years of serving our community and also celebrate the year of leadership transition. This momentous occasion is an opportunity to reflect, celebrate, and give thanks—for the journey we have travelled, the lives we have touched, and the many hands that have helped build New Hope CS into what it is today.

MORE Influence: Honouring a Legacy of Hope

At the heart of our story is our Founder, Pastor Andrew Khoo, whose unwavering faith, compassion, and vision laid the foundation for our mission. What started as his humble calling has become a movement that has transformed thousands of lives—pioneering homelessness services in Singapore and inspiring staff, volunteers, partners and stakeholders along the way.

After two decades of faithful leadership, Pastor Andrew has entrusted the next chapter of New Hope Community Services to our new CEO, Mr. Lim Bak Chim. While Pastor Andrew now serves as Senior Advisor, his heart for the community and his steadfast commitment to our mission will always remain central to New Hope CS.

We warmly welcome Mr. Lim Bak Chim, whose deep experience and passion for social causes will guide us into a new era of growth and innovation, building on the firm foundation of the past 20 years.

MORE Impact: Strengthening Partnerships, Expanding Reach

The past two decades would not have been possible without the dedication and generosity of our stakeholders, partners, volunteers, and supporters. Your faithfulness has fueled our programmes and services, bringing hope and dignity to those in need. In 2024, we forged five key partnerships by signing Memoranda of Understanding with Girls' Brigade Singapore, PanCare Medical, Samaritans of Singapore, TS Group Pte Ltd and New Creation Community Services.

These collaborations will deepen our impact and pave the way for even greater initiatives to serve the community. We are also blessed to welcome three additional Board members—Mr. Daniel Chan, Mr. Andrew Lim, and Mr. Chua Sui Tong—whose expertise and insights, together with our Board Sub-Committees, will further

strengthen our leadership and enhance our community impact. To all past Board and sub-committee members, we extend our deepest gratitude for your dedication and contributions.

MORE Involvement: Pioneering New Solutions for the Future

As we look ahead, the work remains challenging, but our mission remains clear. We must continue to adapt and innovate to meet the evolving needs of our community.

In 2024, HDB's Single Room Shared Facilities (SRSF) pilot was launched, where we have been selected to be the managing agent. It is an initiative designed to provide more dignified housing solutions for those in need. Looking ahead to 2025, we will open the Male Alcoholic Recovery Centre (MARC) to offer specialised support and rehabilitation for those battling addiction.

These new projects reflect our commitment to evolving with the needs of society, ensuring that no one is left behind.

A Call to Action: MORE Together

As we embark on this next chapter, let us commit to:

- **MORE Influence** – Leading with **vision and integrity**.
- **MORE Impact** – Expanding our **reach and effectiveness**.
- **MORE Involvement** – Deepening our **engagement and partnerships**.

Let us remain steadfast in our Mission, trusting in God's providence and grace. Together, we will continue restoring hope and dignity to those who need it most.

On behalf of the Board, I extend my heartfelt congratulations to New Hope Community Services on 20 incredible years. May we press on with faith, compassion, and steadfast commitment to those we serve.

FOREWORD

FOUNDER'S MESSAGE



"When I founded New Hope Community Services, I was inspired by a Chinese proverb: **"The best time to plant a tree was twenty years ago. The second-best time is now."** Looking back at the past two decades, I see how this seed of hope has grown into a flourishing tree—one that bears fruit in the lives of those we serve."

Pastor Andrew Khoo

Founder & Senior Advisor
Chief Executive Officer (2004-2024)
New Hope Community Services

When I founded New Hope Community Services, I was inspired by a Chinese proverb: **"The best time to plant a tree was twenty years ago. The second-best time is now."** Looking back at the past two decades, I see how this seed of hope has grown into a flourishing tree—one that bears fruit in the lives of those we serve.

As we celebrate our 20th anniversary in 2024, I am filled with deep gratitude and renewed excitement. This is more than just a milestone; it is a moment to reaffirm our mission and press forward with boldness and intention. Our theme for this year—**More Influence, More Impact, More Involvement**—calls us to continue pioneering change and transforming lives.

At its heart, this theme is about growth, innovation, and excellence. Ephesians 2:10 reminds us: "For we are God's masterpiece, created in Christ Jesus to do good works, which God prepared in advance for us to do." This truth has always guided our mission—to serve, uplift, and empower those in need.

This 20th anniversary also marks a personal transition for me. Years ago, I shared with the Board my desire to plan for succession, and now, the time has come to pass the leadership baton. After two decades, I will be stepping down as CEO and entrusting the organisation to Mr Lim Bak Chim. Having served alongside us for 16 years—first as a volunteer and later in various board roles—Bak Chim is no stranger to New Hope CS. With his heart for service and deep passion for our clients, I have every confidence that he will lead New Hope CS into an even stronger, healthier, and more impactful future.

I want to express my heartfelt thanks to everyone who has been part of this journey—our Patron, Minister K. Shanmugam, past and present Board and Committee members, our dedicated management team and colleagues, and our incredible partners. This work has never been mine alone; it has been built on the unwavering support, faithfulness, and commitment of many. It is hard to put into words how I feel as I step down, but I know this: it has been an incredible journey, one that has shaped me deeply. God has been faithful and gracious to New Hope Community Services, and it has been my great privilege to serve as its leader.

As we step into this next chapter, I invite you to stand with us—to believe in more, to strive for greater, and to continue bringing hope where it is needed most.

Thank you for your unwavering support and dedication. I thank God for you.

FOREWORD

CEO MESSAGE

"More Influence, More Impact, More Involvement— this year's annual report theme captures our aspiration to strengthen New Hope CS's role as a transformative force in society. It reflects our commitment to advocating for sustainable solutions to homelessness, ensuring our support translates into meaningful outcomes for beneficiaries, and fostering deeper engagement with stakeholders—volunteers, donors, partners, and the broader community—because collective action amplifies the change we can achieve."

Mr Lim Bak Chim
Chief Executive Officer
New Hope Community Services



It is my great privilege to write this message as the new CEO of New Hope Community Services. Having stepped into this role on 1 October 2024, following Pastor Andrew Khoo's exemplary leadership, I am humbled by the responsibility to build upon his remarkable legacy of service, compassion, and transformation.

More Influence, More Impact, More Involvement—this year's annual report theme captures our aspiration to strengthen New Hope CS's role as a transformative force in society. It reflects our commitment to advocating for sustainable solutions to homelessness, ensuring our support translates into meaningful outcomes for beneficiaries, and fostering deeper engagement with stakeholders—volunteers, donors, partners, and the broader community—because collective action amplifies the change we can achieve.

2024 has been a year of milestones, including our twentieth year of service to the vulnerable and marginalised in the community. It is truly a momentous occasion and a testament to the unwavering dedication of our staff, volunteers, and partners. Our 20th Anniversary Celebrations, themed "Celebrating the Fruits of Good Work," were a wonderful opportunity to reflect on our journey, celebrate our achievements, and reaffirm our commitment to serving the community. We have come far, and I am deeply grateful for the support we have received from so many individuals and organisations along the way.

A major highlight of the year was the launch of the **HDB Single Room Shared Facilities (SRSF) pilot**, for which we were appointed as the Managing Agent. This innovative approach addresses a critical need for dignified housing for lower-income singles, providing a safe and supportive environment for individuals in need of housing assistance. I want to commend the extraordinary efforts of our team for swiftly setting up the pilot, efficiently managing the intake process, and mobilising our partners. I believe this initiative has the potential to significantly improve the lives of many in our community, and we are committed to its continued development and success.

The addition of the SRSF pilot has further solidified New Hope CS' reputation as the leading Social Service Agency serving those experiencing homelessness and housing challenges in Singapore. Together with our Transitional Shelters and Joint Single Scheme Operator-Run sites, we

manage a diverse range of housing typologies with expertise. However, as needs on the ground continue to evolve, we must remain proactive in expanding and improving our services. In 2025, we will be launching the **Male Alcohollic Recovery Centre (MARC)** in collaboration with New Creation Community Services. This meaningful programme will provide holistic support to individuals in need, addressing their physical, emotional, and spiritual well-being as they journey toward recovery and reintegration. Additionally, we have formalised a partnership with the Singapore Prison Service to establish a **Satellite Visit Centre (SVC)** at our Yishun HQ office. This facility will provide a secure and supportive environment for family members of incarcerated individuals to connect with their loved ones via video calls. The SVC at our HQ is set to launch in January 2025.


We also successfully concluded the fifth **Homelessness Learning Forum (HLF)** on 10 October 2024, co-organised with key partners from the PEERS Network. As part of the forum, learning journeys were conducted, offering the public a first-hand look at the programmes run by various PEERS organisations. The event saw a strong turnout of over 180 attendees, with A/Prof Lee Kheng Hock from SingHealth Community Hospitals delivering a keynote on how Social Prescribing can enhance care transition and navigation. His insights deeply resonated with the audience, with Senior Parliamentary Secretary Eric Chua and the Director-General of MSF staying through the sessions, underscoring the importance of the forum.

In 2025, we are taking deliberate steps toward **Vision 2030**, a strategic five-year roadmap to help New Hope CS navigate evolving challenges and opportunities in the social service landscape. This vision focuses on enhancing our service model, strengthening our unique value proposition, addressing critical social gaps, and scaling programmes that drive lasting impact. As part of this journey, we will thoughtfully reassess our core mission to ensure we remain relevant, responsive, and effective in meeting the changing needs of our clients and community.

I invite every stakeholder—volunteers, donors, community members, and partners—to get involved as we work toward creating sustainable solutions for homelessness and housing insecurity. Together, we can continue to be a beacon of hope and transformation for those in need.

OUR LEADERSHIP

BOARD MEMBERS




Elder Kevin Lee
President

Managing Director,
Asia Center for Serving Leadership



Dr Pauline Tan
Vice-President

Director, Clinical Quality & Services,
Sheares Healthcare International Holdings



Mr Daniel Chan
Secretary

Legal Counsel,
SP Group




Elder Ethan Pang
Treasurer

Director, University Wellbeing Office,
Nanyang Technological University




Mr William Chan
Assistant Treasurer

Director,
Horizon Educational Supplies Pte Ltd




Mr Michael Lee
Member

Chief of Franchise Office,
Golden Gate Restaurant Group, Vietnam



Ms Khoo Swee Lan
Member

Group CHRO,
National Healthcare Group (NHG)




Ms Pauline Sng
Member

Business Partner,
Gaudium et Pax Company



Mr Chua Sui Tong
Member

Director,
REVLaw LLC



Mr Andrew Lim
Member

CEO & Co-Founder, Narwhal Financial
Systems
CEO & Founder, ShopnJoy
CEO & Founder, Xergame

Board Member	Date First Joined	Board Appointment(s)
Elder Lee Chin Chai (Kevin)	2 May 2019	President (22 May 2023 - Present)
		Vice President (17 Jun 2021 - 21 May 2023)
		Secretary (23 Jan 2020 - 16 Jun 2021)
Dr Pauline Tan Cheng Jee	11 Feb 2017	Vice President (22 May 2023 - Present)
		Secretary (25 May 2017 - 21 May 2019)
Mr Chan Daniel (Zeng Junjie)	10 May 2024	Secretary (10 May 2024 - Present)
Elder Pang Loke Wee (Ethan)	2 May 2019	Treasurer (9 Jun 2022 - Present)
		Assistant Treasurer (23 Jan 2020 - 8 Jun 2022)
Mr Chan Kwok Siew (William)	Second-term: 2 May 2019	Assistant Treasurer (9 Jun 2022 - Present)
	First-term: 16 Jan 2004 - 25 May 2017	Treasurer (23 Jan 2020 - 8 Jun 2022)
		Assistant Treasurer (2 May 2019 - 22 Jan 2020)
		Treasurer (29 Mar 2016 - 25 May 2017)
		Treasurer (1 Apr 2012 - 29 May 2014)
Mr Lee Chia Chye (Michael)	2 May 2019	Member (2 May 2019 - Present)
Ms Khoo Swee Lan	5 Aug 2021	Member (5 Aug 2021 - Present)
Ms Pauline Sng Lee Hwuang	22 May 2023	Member (22 May 2023 - Present)
Mr Chua Sui Tong	Second-term: 10 May 2024	Member (10 May 2024 - Present)
	First-term: 25 May 2017 - 21 May 2023	Secretary (17 Jun 2021 - 21 May 2023)
		Vice-President (8 May 2018 - 16 Jun 2021)
Mr Lim Meng Soon Andrew	10 May 2024	Member (10 May 2024 - Present)

Notes:

- Mr Lim Bak Chim held the role of Secretary until his resignation from the Board on 9 May 2024.
- Board Member Ms Yeo Mui Sung resigned from the Board on 9 May 2024.

OUR LEADERSHIP

MANAGEMENT TEAM



A

Mr Lim Bak Chim

Chief Executive Officer
(Appointed 1 Oct 2024)

Date first joined : 1 Jul 2024

B

Pastor Andrew Khoo

Senior Advisor
(Appointed 1 Oct 2024)

Date first joined : 1 Jan 2007

C

Ms Lilian Ong

Director of Social Work
(Appointed 15 May 2019)

Date first joined : 15 May 2019

D

Mr Lim Chin Sing

Director of Finance & Corporate Services
(Appointed 1 May 2022)

Date first joined : 18 Dec 2017

E

Mr Willy Ong

Director, Kampung Siglap,
Employment Services, Tech, OD
(Appointed 14 Sep 2022)

Date first joined : 14 Sep 2022

F

Mr Benny Tan

Facilities Manager
(Appointed 1 Jun 2020)

Date first joined : 27 May 2019

G

Ms Fouzia Noor Batcha

Human Resource Manager
(Appointed 1 Sep 2021)

Date first joined : 3 May 2021

H

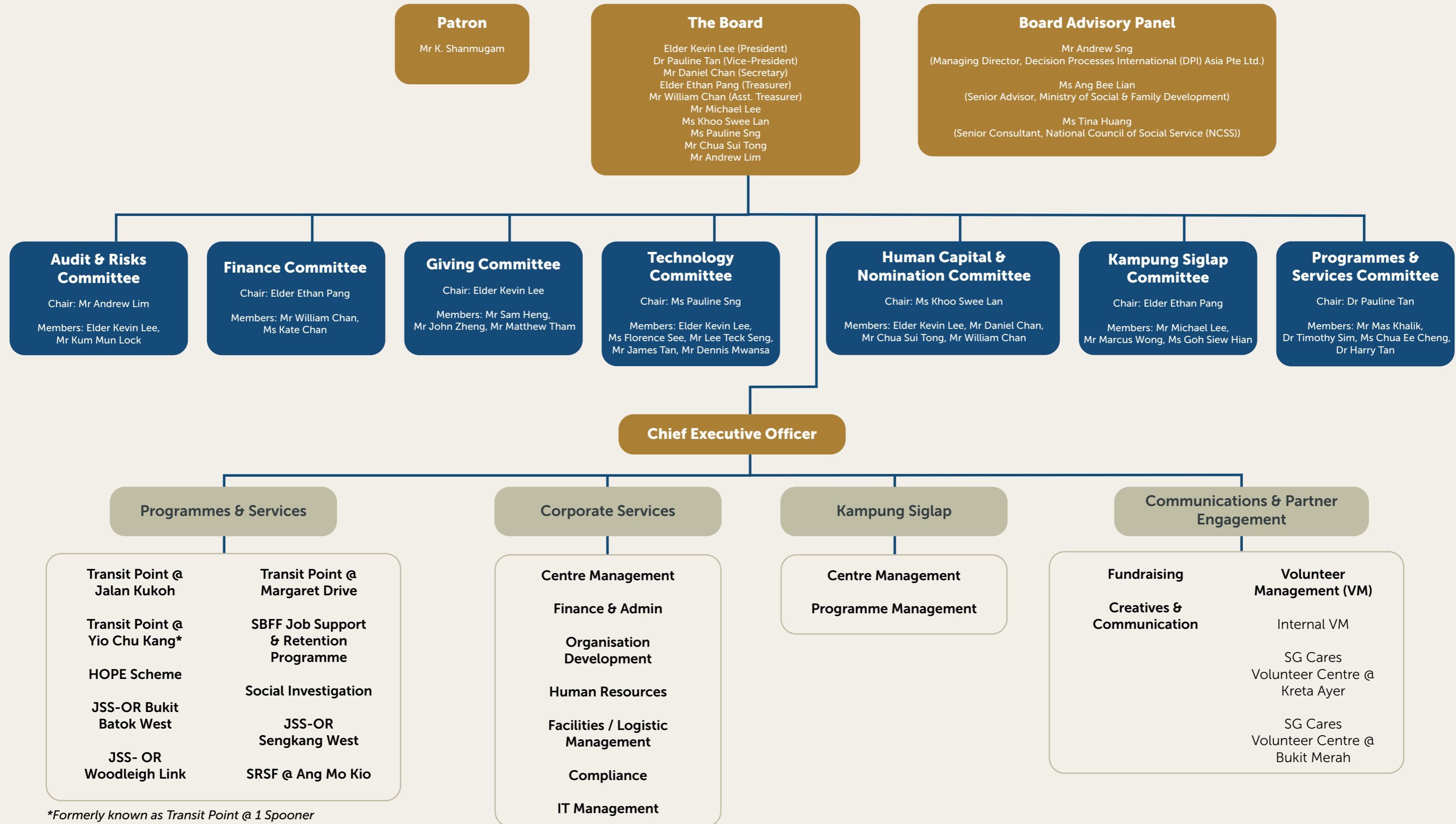
Ms Ong Xin Ling

Head (Communications & Partner Engagement)
(Appointed 1 Jul 2024)

Date first joined : 19 Feb 2018

OUR LEADERSHIP

ORGANISATIONAL STRUCTURE



*Formerly known as Transit Point @ 1 Spooner

YEAR IN REVIEW

2024 IN NUMBERS

2,683

individuals and families impacted through New Hope CS' programmes

20,150

additional individuals impacted through SG Cares VC

298

individuals and families stayed in our shelters

417

Families mentored under HOPE Scheme

1,002

tenants staying in JSS-OR and SRSF



201

individuals right-sited through Social Investigation

243

individuals engaged for job-coaching

522

participants engaged in Kampung Siglap

5,404

volunteers mobilised

\$1,333m

raised through donations

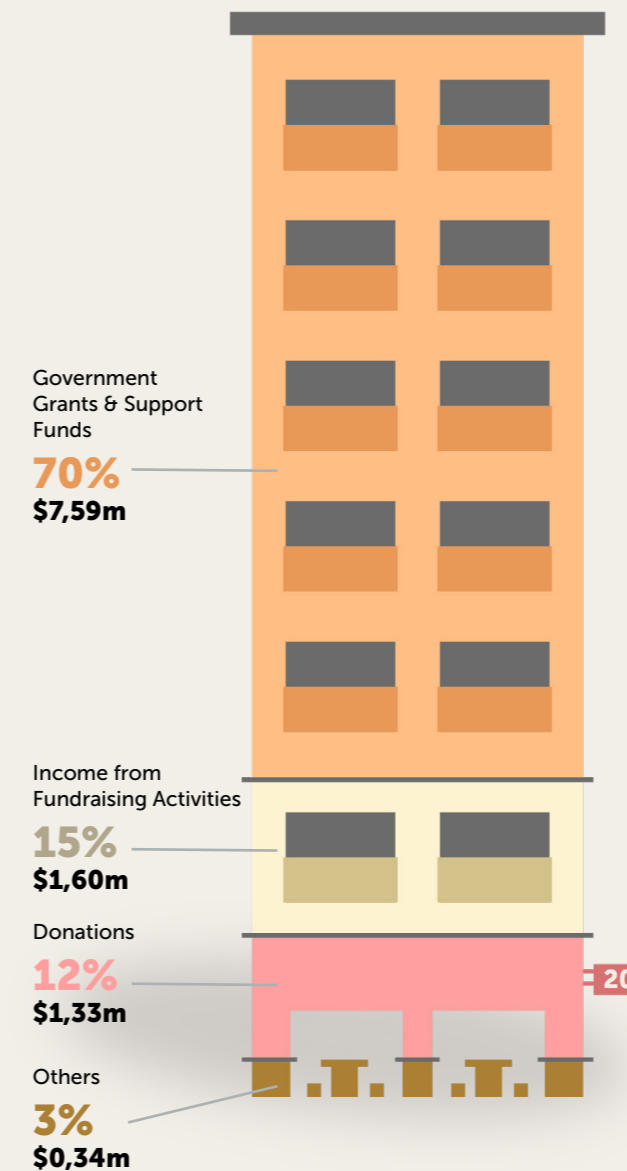
FINANCIAL HIGHLIGHTS

For more information on our financials, such as major financial transactions, purposes of charitable assets held and more can be found in our Financial Statements published on our website.

TOTAL FY24 INCOME

\$10,86m

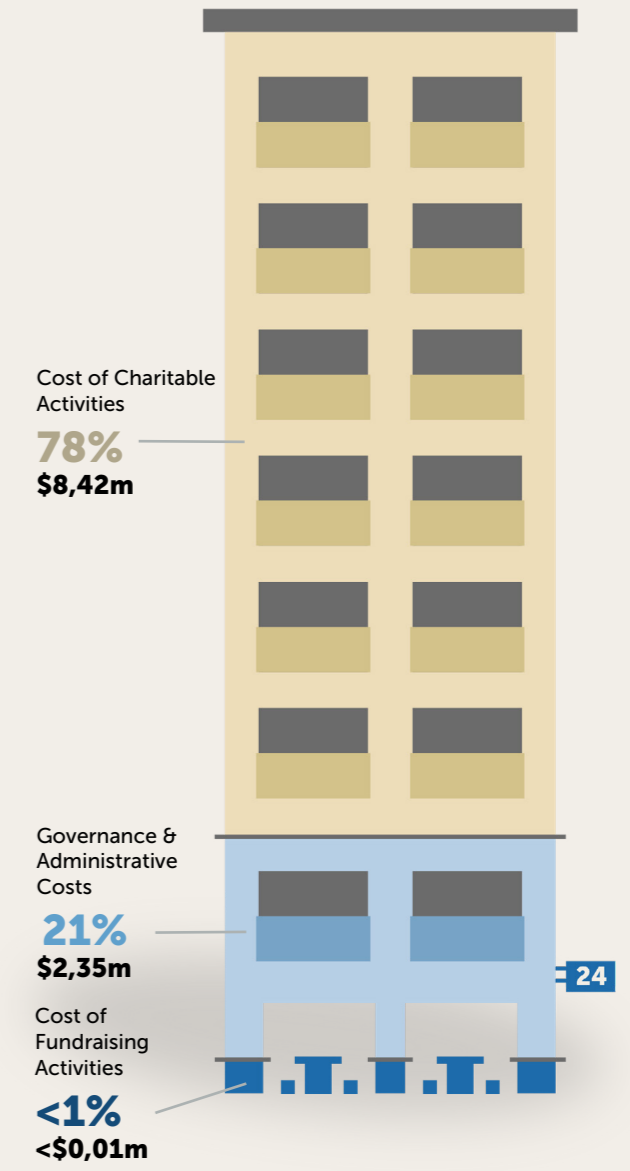
MAJOR SOURCES OF INCOME



TOTAL FY24 EXPENDITURE

\$10,78m

ALLOCATION OF EXPENSES



YEAR IN REVIEW

CORPORATE HIGHLIGHTS

20th Anniversary Celebration

On 26 April 2024, New Hope Community Services marked its 20th anniversary with a heartfelt dinner celebration at Kampung Siglap Lifeskills Training & Retreat Centre, bringing together staff and partners to honour two decades of service and impact. The event was graced by our Patron and Guest of Honour, Minister K. Shanmugam, whose presence underscored the significance of the work we do in supporting the homeless and low-income communities in Singapore.

Themed **“Celebrating the Fruits of Good Work”**, the evening featured a delightful dinner and live music performances, but the highlight of the night were the videos of moving testimonies shared by staff, partners and former beneficiaries. Their personal stories showcased the resilience and transformation that have been at the heart of New Hope’s journey over the years.

As we look back on 20 years of milestones, challenges, and triumphs, we are not only filled with gratitude for the collective support that has brought us this far, but also hopeful for what the next 20 years may hold. As summed up beautifully by our Founder and former CEO Pastor Andrew:

*“The best time to plant a tree was 20 years ago.
The second best time is now.”*



New Hope CS Staff at the 20th Anniversary Celebration



Ms Amy Hing, Elder Kevin Lee, Pastor Andrew Khoo and Ms Tan Li San cutting the anniversary cake

MOU Signing Ceremony with Girls' Brigade Singapore, PanCare Medical, Samaritans of Singapore Limited, and TS Group Pte Ltd

As part of our 20th Anniversary Celebration, we were proud to formalise partnerships with four esteemed organisations through the signing of Memorandums of Understanding (MOUs). The agreements with Girls' Brigade Singapore, PanCare Medical, Samaritans of Singapore Limited, and TS Group Pte Ltd mark a significant step forward in expanding our support for the displaced and disadvantaged communities.

These partnerships will enable us to provide holistic care, from mental health support to medical services, community engagement and better operational capabilities. We are excited to collaborate with these organisations to improve the well-being of the people we serve.



Elder Kevin Lee and The Girls' Brigade Singapore's President, Ms Sharon Liat signing the MoU

Fundraising During the 20th Anniversary Celebrations

As part of our 20th Anniversary celebrations, we launched a special fundraising effort to support our mission. Thanks to the generosity of our donors, we successfully raised over \$250,000, which will go towards strengthening our programmes and expanding our reach. This milestone not only reflects the trust and commitment of our community but also reaffirms our collective dedication to building a future where everyone has a place to call home.

Leadership Transition at New Hope Community Services

On 27 September 2024, New Hope Community Services passed a momentous milestone as our Founder, Pastor Andrew Khoo, symbolically passed the leadership baton to our new CEO, Mr Lim Bak Chim. A handover ceremony, held in the presence of our patron, Minister K. Shanmugam, honoured the legacy of Pastor Andrew while looking ahead to an exciting new chapter for the organisation.

The evening brought together current and former staff, partners and former beneficiaries who have been a part of Pastor Andrew and New Hope CS's journey over the years. The profound impact of Pastor Andrew's vision, unwavering dedication and the transformative work he led cannot be understated, and we are immensely grateful for his leadership over the past two decades.

At the same time, we are excited to welcome Mr Lim Bak Chim as CEO from 1 Oct 2024. Bak Chim brings with him a proven track record of success in a career spanning over 30 years in various industries, and has a deep understanding of our organisation's mission and values. With the continued support of our partners, we look forward to serving the displaced and disadvantaged under Bak Chim's leadership.



Pastor Andrew Khoo passing the helm of leadership to Mr Lim Bak Chim



Mr K Shanmugam sharing a few words of appreciation at the CEO handover ceremony

A New Shelter for Recovering Male Alcoholics

We are excited to announce that New Hope Community Services has received approval from the Ministry of Social and Family Development to set up the Male Alcoholic Recovery Centre (MARC). This initiative is made possible through a meaningful collaboration with New Creation Community Services (NCCS). A Memorandum of Understanding was signed with NCCS on 1 November 2024 and operations of the shelter will begin in 2025. MARC represents a critical step in providing holistic care and support for individuals on their journey to recovery and reintegration.

Collaboration with Singapore Prison Service

We have firmed up a collaboration with the Singapore Prison Service to host a Satellite Visit Centre (SVC) at our Yishun HQ Office. This service will provide a secure and supportive environment for family members of current prison inmates to connect with their loved ones via video calls. The SVC is set to go live in January 2025.

Advocacy & Fundraising with Celebrate Christmas in Singapore

From 14 – 21 December 2024, we participated in a meaningful advocacy and fundraising effort at Orchard Road, hosted by Celebrate Christmas in Singapore (CCIS). Thanks to the generosity of the public, we successfully raise over \$13,000 and raised awareness about homelessness and the challenges faced by the individuals and families we serve. Every interaction — whether through heartfelt conversations or simple smiles — helped to amplify the voices of those often unheard. We are deeply grateful to CCIS for providing us with the platform, setting up the booth, and selecting us as their charity beneficiary in 2024.



Community Matters Volunteers at CCIS

YEAR IN REVIEW

CORPORATE HIGHLIGHTS

Ho-Ho Home for Christmas: Client Christmas Party

On 14 December, 2024, we celebrated the festive season with our annual Client Christmas Party at Kampung Siglap Lifeskills Training and Retreat Centre. The event brought together beneficiaries from across all our programmes and services for an evening filled with joy, laughter, and community spirit. We're deeply grateful to our incredible volunteers for making this celebration possible, and to our sponsors for ensuring every participant went back home with a present.



New Hope CS's staff, clients and volunteers at Client Christmas Party

"Flip The Script": Beacons of New Hope Fundraising Campaign

We ran the fourth iteration of the Beacons of New Hope fundraising campaign, held from 30 September, 2024 to 31 January, 2025. This annual peer-to-peer online initiative encourages individuals and teams to become "Beacons" by starting their own fundraising campaigns, sharing our cause, and rallying support from their networks. 33 Beacons participated in the campaign and raised over \$280,000. Furthermore, the first \$250,000 raised will be matched 40% by Tote Board's Enhanced Fundraising Programme. We are grateful to all participants and donors who joined us in supporting individuals and families experiencing homelessness.



BlackRock GIVES Fair 2024

In 2024, New Hope Community Services once again was selected as one of five beneficiaries of BlackRock GIVES Grant. We were also invited to the BlackRock Gives Fair 2024 to share our mission and raise awareness about the challenges faced by the homeless and low-income communities in Singapore. The fair was a wonderful opportunity to connect with passionate individuals and foster meaningful conversations about supporting those in need.

Keppel Club Charity Golf 2024

In 2024, New Hope Community Services was honoured to be one of the 17 charitable organisations supported by the Keppel Club Charity Golf 2024 (KCCG 2024). The event, held from 31 August to 8 September 2024, successfully raised \$1.638 million, thanks to the generosity of sponsors, donors, and over 600 participating golfers, from which \$75,000 was distributed to each charity. The funds raised will significantly bolster our efforts to support individuals and families experiencing homelessness in Singapore. We extend our heartfelt gratitude to Keppel Club and all contributors for their unwavering support.

Enhancing Facilities at Transit Point @ Margaret Drive

We are grateful to the Church of Jesus Christ of Latter-day Saints in Singapore for their generous donation of \$14,000, which supported the refurbishment of the toilets at Transit Point @ Margaret Drive. This contribution has helped create a cleaner, safer, and more comfortable environment for our residents, enhancing their quality of life as they work towards stability and independence. We deeply appreciate this partnership in our shared mission of providing dignity and hope to those in need.

Enhancing Resident Well-Being with LG

New Hope Community Services collaborated with LG Electronics to improve air quality and enhance the well-being of our shelter residents. LG provided air purifiers equipped with multi-filtration systems, which will help remove particles and improve air quality in the communal activity and holding areas, creating a healthier living environment system at our shelters.

Staff Retreat to Johor Bahru

From 26 to 29 January 2024, our staff embarked on an enriching staff retreat to Johor Bahru. This four-day getaway provided a perfect blend of team-building activities, workplan discussions, and much-needed relaxation. Our President, Elder Kevin Lee, also led us through "The Serving Leader" workshop which reinforced our shared vision and values. The retreat not only strengthened our bonds but left us inspired and recharged for the year ahead.



Group photo taken after 'The Serving Leader' Workshop

Staff Learning & Training

Investing in our team's growth is a priority. In 2024, the total training hours for all staff was 2,823 hours. Staff are encouraged to deepen their expertise and enhance their ability to serve our clients through workshops, skill-building sessions, and external learning opportunities.

Mediation Training with International Institute of Mediators (Singapore)

In 2024, a group of Client Engagement and Social Worker colleagues underwent mediation training with the International Institute of Mediators (Singapore) and were subsequently appointed as in-house mediators for New Hope CS. This training equipped them with essential conflict resolution skills to support our clients more effectively.

The training proved useful when in August, our staff mediated a dispute between two family clients. The mediation, conducted by staff from other sites to ensure neutrality and impartiality, culminated in a settlement agreement by October, reinforcing the value of structured mediation in fostering communal living. These experiences affirm the effectiveness of staff training in real-life situations. Moving forward, we aim to expand these efforts, ensuring that mediation remains a valuable tool in supporting our clients.

Suicide Prevention 101: Workshop by Samaritans of Singapore (SOS)

Several staff attended the Be A Samaritan workshop conducted by Samaritans of Singapore (SOS) across two sessions in 2024. This training equipped them with essential skills to recognise signs of distress, provide emotional support, and connect individuals in crisis with appropriate resources. Through interactive discussions and real-life scenarios, participants gained deeper insights into suicide prevention and the importance of empathetic listening.



Group roleplay at 'Suicide Prevention 101' Workshop

YEAR IN REVIEW

CORPORATE HIGHLIGHTS

Global Leadership Summit SG 2024

On 30-31 October 2024, New Hope CS sent a team of staff to attend the Global Leadership Summit SG 2024, an annual event dedicated to equipping leaders with fresh insights and practical strategies. Through engaging talks by world-class speakers, our team gained valuable perspectives on leadership, resilience, and innovation—key qualities in driving positive change in our work. Attending GLSSG 2024 was an enriching experience, inspiring our staff to lead with greater vision and impact as we continue serving our community.

Inform & Inspire: Monthly Staff Engagement

In 2024, our monthly Inform & Inspire sessions continue to be a mainstay of team connection and growth. These gatherings provide a platform to share important updates, celebrate milestones, and spotlight inspiring stories from across the entire organisation's learning opportunities.



Group Session at Inform and Inspire

Strengthening Organisational Direction and Capability for the Future

As 2024 comes to a close, we are now taking intentional steps towards kickstarting Vision 2030, a strategic 5-year roadmap for New Hope CS to address the evolving challenges and opportunities in the social service landscape. Vision 2030 will start next year by firstly taking stock of our previous Vision 2025 5-year plan. Next, we anticipate that Vision 2030 will involve a reimagining of how we deliver services and engage stakeholders. This could involve a process of enhancing our services portfolio, address deep social gaps, and scale programs that could bring lasting change. With support from system design experts, we also plan to refine our organization's mission to ensure it remains relevant and compelling to all stakeholders.

As part of internal capability building related to Vision 2030, we have also successfully applied to the National Council of Social Service (NCSS) to undergo the Organisational Health Diagnostic Survey (OHDS) in early 2025. This six-week OHDS, conducted by NCSS-appointed consultant Korn Ferry, will provide an objective analysis of our current organisational health. Through interviews with Senior Management and Board members, as well as focus group discussions with staff, the process will generate an in-depth diagnosis and a three-year strategy roadmap to strengthen our organisation.

5-Year PEERS Network Partnership Award

To mark the 5-year milestone of the PEERS Network, Senior Parliamentary Secretary Mr Eric Chua presented New Hope Community Services with the 5-Year Partnership Award during the award ceremony at the Homelessness Learning Forum 2024. We are honoured to receive this award, and remain committed to strengthening this partnership and to better the lives of our rough sleepers.

COVID-19 Resilience Certificate

Our shelters, Transit Point @ Jalan Kukoh and Transit Point @ 1 Spooner (now known as Transit Point @ Yio Chu Kang) were awarded with the COVID-19 Resilience Certificate by MSF for ensuring uninterrupted essential services throughout the pandemic. We thank and acknowledge all our staff at TP@JK and TP@1SR who had worked tirelessly on the ground to ensure the safety and well-being of our residents.

Internal Volunteer Management

Volunteers Engaged: 1,217

Volunteer Hours: 4,945

A Heartfelt Thank You to Our Volunteers

This past year, we have been deeply encouraged by the dedication and commitment of our volunteers, whose unwavering support has strengthened our programmes and extended our reach within the community.

Our focus has been on fostering sustainable volunteerism—asking that those who step forward to serve can do so in a structured, regular, and meaningful way. We are proud to share that every programme under New Hope Community Services has been adopted by at least one volunteer group, each of whom has committed to serving on a regular basis. This consistency has provided stability for our beneficiaries and has allowed volunteers to build deeper, more impactful relationships with those they serve.

We extend our heartfelt gratitude to each and every volunteer who has contributed their time and passion to our cause. Your dedication is a testament to the power of community, and we look forward to continuing this journey together in the years ahead.

Thank you for making a difference.

SG Cares Volunteer Centres @ Kreta Ayer and Bukit Merah

	Kreta Ayer	Bukit Merah
Volunteers Engaged:	2,063	2,124
Regular Volunteers:	189	114
Volunteer Hours:	8,278	7,414.5
Service Users Impacted:	7,206	12,944
Partnership Formed:	120	165

Recognising Our Volunteers and Partners

In July 2024, SG Cares Volunteer Centre @ Kreta Ayer and Bukit Merah hosted the Volunteer and Partner Appreciation event to honour the dedication and commitment of our volunteers and community partners. Minister Josephine Teo graced the occasion as our Guest-of-Honour, joining us in celebrating the contributions of over 80 volunteers and partners who have played a vital role in serving the community.

During the event, Certificates of Appreciation were presented to our regular volunteers and dedicated partners, acknowledging their ongoing support and sustainable partnership. To further express our gratitude, self-care activities were provided by social enterprises and beneficiaries from non-profit organisations, ensuring that our volunteers were recognised not only for their contributions but also for their well-being.

The event reinforced the spirit of collaboration and service, highlighting the importance of building a strong and caring community together. We extend our deepest appreciation to all our volunteers and partners for their unwavering support in making a lasting impact on the lives of those we serve.



Group photo taken at the Volunteer and Partner Appreciation event

Managing Volunteers with Confidence - Volunteer Management Marketplace 2024

SG Cares VC @ Bedok, in collaboration with SG Cares VC @ Tampines, Toa Payoh, Woodlands, and Kreta Ayer & Bukit Merah, organised a session to strengthen volunteer management capabilities among community partners. Through facilitated breakout discussions on key volunteer management areas, the initiative provided a platform for knowledge sharing and networking across different towns.

The event brought together approximately 60 attendees from 45 social service agencies. Feedback was positive, with 30% of participants strongly agreeing and 55% agreeing that the breakout sessions and panel discussion were effective.

YEAR IN REVIEW

PROGRAMME HIGHLIGHTS

We recognise that building thriving and resilient individuals and families requires more than just putting a roof over their heads. We run a range of services and programmes so that we can provide the right kind of support and intervention.

OUR SERVICES & PROGRAMMES

- **Transit Point @ Jalan Kukoh**
Transitional shelter for displaced families & individuals
- **Transit Point @ Margaret Drive**
Interim shelter for rough sleeping individuals
- **Transit Point @ Yio Chu Kang**
Transitional shelter for displaced individuals
- **HDB Joint Singles Scheme Operator-Run**
Managing public rental flats for low income individuals
- **HDB Single Room Shared Facilities**
Managing public rental flats for low income individuals
- **Kampung Siglap Lifeskills Training & Retreat Centre**
A community space to inspire hope & change in the social service sector
- **Home Ownership Plus Education (HOPE) Scheme**
Mentoring & support groups for young, low-income families
- **Social Investigation**
Assessment & right-siting services
- **Research & Knowledge Management**
Retaining & sharing of knowledge & experience

TRANSIT POINT @ JALAN KUKOH

TOTAL BENEFICIARIES SERVED*

**sum of admissions in 2024 & cases brought forward from 2023*

48
INDIVIDUALS

40
FAMILIES

NEW ADMISSIONS

23
INDIVIDUALS

18
FAMILIES

DISCHARGES

26
INDIVIDUALS

12
FAMILIES

*of which **26 individuals & 11 families** secured long-term housing upon discharge.*

About Transit Point @ Jalan Kukoh

Transit Point @ Jalan Kukoh (TP@JK) is a transitional shelter that provides temporary accommodation and social work intervention to displaced families and individuals who have exhausted all other means of accommodation. Residents work with our social work professionals to address their needs and develop intervention plans towards achieving long-term and stable housing. TP@JK has a maximum occupancy of around 110 individuals and families.



Strengthening Partnerships to Better Serve Our Residents

Stakeholder networking has been a key focus for Transit Point @ Jalan Kukoh this year as we strive to leverage community resources to enhance support for our residents. In line with this, our team has actively engaged with various organisations, including Yong En Youth Drop-in Centre and Majestic SSALC (Smart Senior Applied Learning Centre), to explore collaborative opportunities.

We also hosted a networking session with partners from The Inclusive Fund (supporting transnational families) and Pro Bono SG, leading to direct referrals for residents in need of financial and legal assistance.

Additionally, through our colleagues from Employment Services, we partnered with Image Mission to equip residents with employability skills such as resume writing and dressing for success. Through these initiatives, we continue to build meaningful collaborations that empower our residents and support their journey toward independence.

Staying Connected with Post-Discharge Residents

We continue to support and engage our residents even after they have moved on to independent living. During the Chinese New Year celebrations, we invited discharged residents to join us for Lohei, where they reconnected with staff and fellow residents while sharing their progress and experiences.

Beyond gatherings, our team also made home visits to check in on post-discharge residents in their new flats, offering encouragement and support as they adjust to their new environments. These efforts reflect our commitment to ensuring sustainable transitions and lasting community connections for those we serve.



Our residents doing Lohei on CNY celebration

Empowering Residents Through Skills and Strength

We believe in empowering our residents by recognising their strengths and creating opportunities for them to lead. During an event, one of our residents, a fitness enthusiast, took charge of an exercise segment, sharing valuable fitness tips and explaining how different exercises target various muscle groups. His passion and knowledge inspired fellow residents to stay active and healthy. At another event, another resident confidently led a wanton-making session for residents and students. Dedicated to perfecting his craft, he practiced his recipe three times in a week before showcasing his skills. His enthusiasm and perseverance were evident as he shared his knowledge with pride. By creating such opportunities, we continue to foster confidence, leadership, and a strong sense of community among our residents.



Our resident leading wanton making session with volunteers from Youth Corps Singapore

Learning Journeys to TP@JK

In 2024, the TP@JK hosted several learning journeys for key stakeholders, including staff from Bendemeer Secondary School, student leaders from Temasek Polytechnic, participants of the Homelessness Learning Forum (HLF) 2024, and members of the Community of Practice for Job Coaches. The latter included representatives from e2i, Daughters of Tomorrow, the Singapore Association of Mental Health (SAMH), and New Hope CS's Employment Services Team. These sessions provided valuable insights into homelessness, deepening participants' awareness and understanding of the unique challenges faced by our clients.

Appreciating Our Valued Partners

We are thankful to all our incredible partners for their support:

- Kairos Project
- PanCare Medical
- New Creation Church
- SingHealth
- Youth Corps Singapore
- Celebrate Christmas in Singapore
- Zion Youth Fellowship

TRANSIT POINT @ MARGARET DRIVE

TOTAL BENEFICIARIES SERVED*

80

**sum of admissions in 2024 & cases brought forward from 2023*

NEW ADMISSIONS

43

DISCHARGES

45

of which 36 secured long-term housing upon discharge.

About Transit Point @ Margaret Drive

Transit Point @ Margaret Drive (TP@MD) is a low-barrier-to-entry, community-based interim shelter primarily for rough sleepers with complex housing needs. Our team at the shelter works with residents to facilitate their long-term housing goals, empower them with the requisite skills for self-reliance and connect them to relevant social resources to meet their holistic needs. Located at the site of the former Queenstown Polyclinic, TP@MD has a maximum occupancy of 70.



Monthly Resident Engagement

Our monthly townhall sessions serve as an essential platform for open communication, community building, and engagement between residents and staff. These gatherings provide updates on shelter programmes, operational matters, and upcoming initiatives while fostering a culture of dialogue and inclusivity.

Residents are encouraged to openly share their experiences, voice concerns, and provide feedback on their living environment. This not only helps address grievances but also strengthens the sense of ownership and mutual respect within the shelter community.

Beyond discussions, the townhalls also serve as moments of connection and celebration. Birthday celebrations bring joy to residents, while games and interactive activities help build camaraderie. These sessions play a vital role in creating a supportive and empowering environment, ensuring that every resident feels heard, valued, and included.



Townhalls at Transit Point @ Margaret Drive

Refurbishment of Toilets at Transit Point @ Margaret Drive

Thanks to the generous donation of \$14,000 from the Church of Jesus Christ of Latter-day Saints in Singapore, the toilets at Transit Point @ Margaret Drive underwent much-needed refurbishment. This upgrade has significantly improved the hygiene, functionality, and overall comfort of the facilities, enhancing the daily living conditions for our residents. We are deeply grateful for the support that made this project possible.



Toilets at Transit Point @ Margaret Drive after refurbishment

Appreciating Our Valued Partners

We extend our heartfelt gratitude to all our incredible partners for their support in enriching the lives of our residents.

- Acestes Security
- Alliance For Good
- Bethesda Frankel Estate Church
- BlackRock
- Bless Community Services
- C & W Services
- Capital Group
- Church of the Good Shepherd
- Fisherman of Christ Fellowship
- Ngee Ann Polytechnic
- NUS College of Alice & Peter Tan
- New Creation Church
- PanCare Medical
- Queenstown Baptist Church
- Queenstown Secondary School
- Singapore Computer Society

TRANSIT POINT @ YIO CHU KANG

TOTAL BENEFICIARIES SERVED*

**sum of admissions in 2024 &
cases brought forward from 2023*

130

NEW ADMISSIONS

53

DISCHARGES

93

*of which 82 secured
long-term housing upon
discharge.*

About Transit Point @ Yio Chu Kang

Previously known as Transit Point @ 1 Spooner (TP@1SP), Transit Point @ Yio Chu Kang (TP@YCK) is a transitional shelter that provides temporary accommodation and social work intervention to displaced individuals who have exhausted all other means of accommodation. Residents work with our social work professionals to address their needs and develop intervention plans towards achieving long-term and stable housing. TP@YCK has a maximum occupancy of 120.



Transit Point @ 1 Spooner Relocates, name changed to Transit Point @ Yio Chu Kang

After 4 successful years at Spooner Road, TP@1SR has been relocated to new premises in the Yio Chu Kang area. This relocation marks a new chapter in our efforts to continue providing safe and supportive housing for those in need. We are indeed grateful to all who have helped us with the move, including volunteers from ITE College Central who joined us to clean the new units. As we settle into the new space, we remain committed to fostering a welcoming and empowering environment for our residents.



Moving day from TP@1SR to TP@YCK

Ahead of the move, a farewell party was held on 11 October 2024, where current and former residents, along with staff and partners, came together to celebrate the memories and milestones of the shelter. The event was a heartfelt gathering, filled with reflections, gratitude, and well wishes as we embark on this transition.



Staff and residents poses for group photo at the 1 Spooner Farewell Party

Groupwork Sessions with Residents

From May to July 2024, our shelter residents participated in an 8-session groupwork programme designed to equip them with essential life skills. Conducted weekly, these interactive sessions covered key topics such as **financial literacy, coping with grief and loss, and emotional management**. Through engaging activities and meaningful discussions, residents gained valuable insights and practical strategies to navigate challenges, fostering personal growth and resilience.

Building Community and Connection

In 2024, we initiated **Monthly Community Evenings** to provide a meaningful space to celebrate residents who have recently moved on from the shelter, welcome new residents, and invite former residents to share their experiences and words of encouragement. These sessions also serve as an important platform for gathering feedback, ensuring that our support remains relevant and impactful.

Additionally, our Monthly Birthday Celebrations bring joy and connection by recognising residents' special days. These gatherings help strengthen bonds within the shelter, reminding everyone that they are valued and not alone on their journey.

Appreciating Our Valued Partners

We extend our heartfelt gratitude to all our incredible partners for their support in enriching the lives of our residents.

- BlackRock
- PanCare Medical
- Jun Yuan Secondary School
- Choa Chu Kang Secondary School
- Eternal Life Assembly
- ITECC Primers
- Singapore Healthcare Society
- AbbVie
- Empact
- Amazon
- Capital Group
- Cisco

HDB JOINT SINGLES SCHEME OPERATOR-RUN

	BUKIT BATOK WEST	SENGKANG WEST	WOODLEIGH LINK
TOTAL BENEFICIARIES SERVED*	116	319	185
MEDIATIONS CONDUCTED	29	53	17
% OF DISPUTES CLOSED	98.6%	100%	96.4%

About JSS-OR

New Hope CS is the Managing Agent of a Joint Singles Scheme Operator- Run (JSS-OR) Pilot projects at Bukit Batok West, Sengkang West and Woodleigh Link. The JSS-OR Pilot comprises a mix of 1- and 2-room flats, which are partitioned to accommodate two or three persons per flat, respectively. These units come fully furnished with household appliances such as wardrobes, washing machines, water heaters, and fridges, making it convenient for tenants to move in.

Under the JSS-OR Pilot, low-income singles can apply individually for a public rental flat. The operator will assign compatible flatmates based on various considerations such as age, gender, ethnicity, and living habits. This provides an alternative avenue for single individuals to apply for rental housing without the need to secure a flatmate beforehand, unlike the requirement for JSS.

Milestones & Growth

The HDB Joint Singles Scheme Operator-Run (JSS-OR) pilot continues to provide subsidised co-living arrangements for lower-income singles, offering them not just housing but also a sense of community. With the addition of Sengkang West and Woodleigh Link in late 2023, 2024 saw significant intake, with 361 new residents admitted over the year.

A key priority has been strengthening the support network for residents through active collaboration with community partners such as the local Family Service Centres (FSCs), Social Service Offices (SSOs), Active Aging Centres (AACs), community partners/agencies, and volunteer groups. These partnerships help residents access essential services, social support, and long-term assistance beyond just housing, in turn building stability and self-reliance.

To foster a sense of belonging, various resident engagement events have been organised, including:

- Ration and voucher distributions to provide essential support.
- Block parties to encourage social interaction and build positive relationships among residents.
- Cultural celebrations such as Chinese New Year, Buka Puasa, Deepavali, and Christmas, creating opportunities for residents from diverse backgrounds to come together and celebrate.

With admissions now stabilising, the focus remains on enhancing social integration, addressing residents' evolving needs, and refining support structures to ensure that the JSS-OR continues to be a sustainable and effective housing solution for lower-income singles.



Chinese New Year Celebration at JSS-OR Woodleigh Link

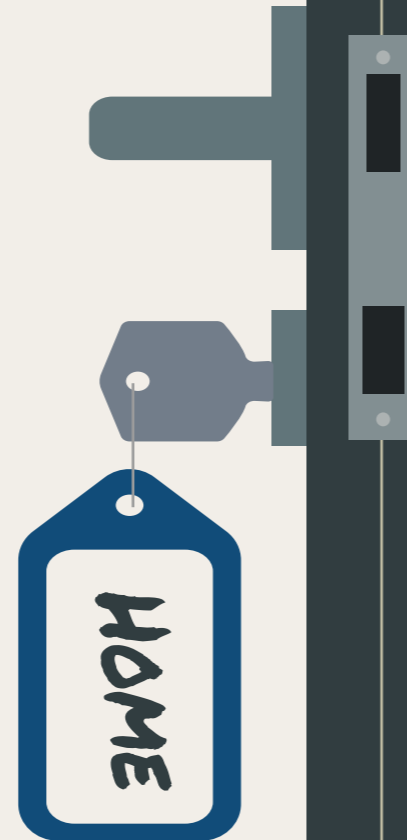


Buka Puasa Gathering at JSS-OR Woodleigh Link

HDB SINGLE ROOM SHARED FACILITIES

TOTAL
INDIVIDUALS
SERVED

382



About Single Room Shared Facilities

HDB's Single Room Shared Facilities (SRSF) seeks to provide subsidised public rental flats for lower-income individuals who have no family support or other housing options.

SRSF tenants have their own bedroom for greater privacy. These rooms come with basic furnishings. Tenants will also have access to shared facilities such as toilets, kitchens, laundry and activity rooms.

The SRSF operated by New Hope CS is able to accommodate up to 480 persons.

Single Room Shared Facility (SRSF): A New Chapter in Public Rental Housing

The HDB Single Room Shared Facility (SRSF) pilot officially launched in August, providing lower-income singles with a new type of public rental housing that offers greater privacy whilst also providing companionship and community support. With a total capacity of 480 residents, we admitted the first residents in early August and have since achieved 79.6% occupancy rate by the end of the year.

We are truly grateful to all staff, volunteers and partners who came and helped ensure that the SRSF is clean, furnished and ready for admissions. Your dedication and efforts were crucial in setting up the SRSF within a short period of time.

The launch of SRSF marks an important milestone for New Hope Community Services. It is both a challenge and an opportunity to make a lasting impact, paving the way for future efforts to create sustainable, holistic solutions for those we serve.



Our staff and volunteers cleaning out furniture and mattresses for SRSF residents



First admission of residents into SRSF



Building a Stronger Community at SRSF

Since launch, our focus has been on fostering a vibrant and supportive community through various engagement initiatives. We have had monthly townhall sessions where we engaged our tenants with various interactive sessions such as crime prevention talk with the local police, mental health awareness talk with Touch CREST, and celebrating Deepavali with volunteers from Capital Group. Beyond the townhalls, our team also initiated a Floor Connect event, bringing together neighbours living on the same level to connect and foster a "kampung spirit". We also launched a bi-monthly newsletter, "Hope in Harmony", for our tenants, featuring updates on past and future events, useful information, feedback and stories.

We want to also appreciate our partners from the Singapore Computer Society, Principal Global Investors, and New Creation Community Services for organising a digital literacy workshop, Christmas shopping trip and Christmas Party respectively. We look forward to continued partnerships in the year ahead!

KAMPUNG SIGLAP LIFESKILLS TRAINING & RETREAT CENTRE

KS PROGRAMME PARTICIPANTS*

**Retreat With Hope, First Things
First & other client engagement
programmes*

522

About Kampung Siglap

Kampung Siglap is a community space to inspire hope and change in the social service sector. A specially converted site with residential and community facilities, we collaborate with social service agencies, community organisations and like-minded partners to meet the needs of beneficiaries and organisations.

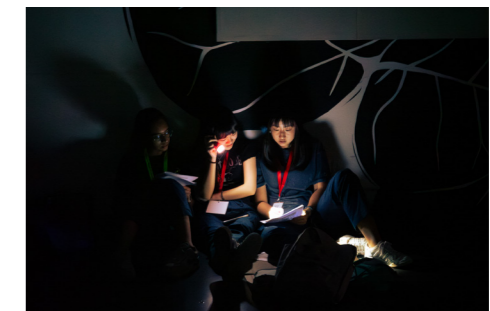
Fortifying the Social Pillar at Kampung Siglap

In 2024, Kampung Siglap's social pillar continued to grow, expanding its impact through deeper community engagement and partnerships. Over the past year, 12 retreats were organised, providing a holistic learning experience while promoting well-being. The initiative also deepened its collaboration with other community organisations such as Image Mission, Fei Yue Community Services, Singapore Anglican Community Services, Friends of Disabled Society, Allkin, Pasir Ris FSC, Mendaki, Morningstar Community Services, and Thye Hwa Kwan FSC. More than 200 participants attended our Retreat with Hope programmes in 2024.

Additionally, four First Things First Homelessness and Poverty Simulations were conducted, raising awareness and fostering empathy among participants by immersing them in the challenges faced by those experiencing housing insecurity and financial hardship.



Our clients at Retreat with Hope



NUS students at First Thing First Homelessness and Poverty Simulations



Mooncake making at Kampung Siglap Community Mid-Autumn Festival



Homelessness Learning Forum 2024

Strengthening Community at Kampung Siglap

In 2024, Kampung Siglap's community pillar continued to thrive through meaningful events that fostered connection and support for diverse groups. Staff played a key role in organising and supporting several significant community initiatives, including:

- Arab Network Family Day
- Girls' Brigade Singapore Community Bake Event
- SASW Housing Support Network Forum
- Homelessness Learning Forum
- Kampung Siglap Community Mid-Autumn Festival
- New Hope CS Client Christmas Party
- New Hope CS HOPE Scheme Farewell for Clients

Through these initiatives, Kampung Siglap remains a hub for community engagement, cultural celebration, and social support, reinforcing its mission to create a more inclusive and caring society.

HOPE SCHEME

HOME OWNERSHIP PLUS EDUCATION

FAMILIES SERVED	417	% OF HOPE CLIENTS EMPLOYED	75%
MENTORING SESSIONS	493	% OF HOPE CLIENTS' SPOUSES EMPLOYED	88%
SUPPORT GROUP SESSIONS	3		

About HOPE Scheme

New Hope CS is a mentoring agency for the Home Ownership Plus Education (HOPE) Scheme since 2011. Introduced by MSF in 2004, the HOPE Scheme aims to assist young, low-income families who choose to keep their families small with achieving long-term self-reliance and improving their socioeconomic status. This is done by providing mentoring support, as well as incentives for education, housing and employment.

Conclusion of the Home Ownership Plus Education (HOPE) Scheme

The Home Ownership Plus Education (HOPE) Scheme, which provided financial and mentoring support to young, low-income families, was officially phased out by the Ministry of Social and Family Development (MSF) on 31 December 2024.

Since its inception, the scheme has helped many families work towards long-term stability through housing grants, educational incentives, and employment support. As it comes to a close, efforts have been made to ensure a smooth transition for affected families, including linking them to alternative support programmes and resources.

SOCIAL INVESTIGATION

TOTAL CLIENTS RIGHT-SITED

201

About Social Investigation

We are contracted by MSF to provide social investigation services for individuals referred under the Destitute Persons Act. The purpose of this service is to conduct thorough assessments and case evaluations, determining whether admission to a welfare home is necessary or if the individual can be safely reintegrated into the community with appropriate follow-up and support from relevant services.

SINGAPORE BUSINESS FEDERATION FOUNDATION JOB SUPPORT & RETENTION PROGRAMME

TOTAL CLIENTS
ENGAGED

243

CLIENTS PLACED
IN JOBS

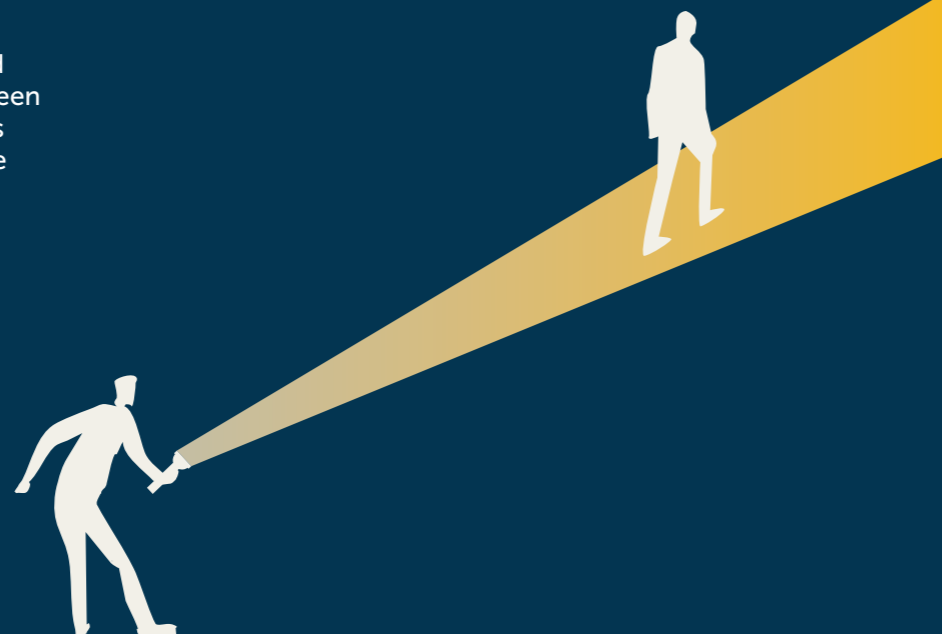
70%

NEW EMPLOYER
PARTNERS

51

About SBFF Job Support & Retention Programme

In partnership with the Singapore Business Federation Foundation, our Job Support and Retention Programme acts as a bridge between employers and clients. The programme does so through providing clients from New Hope CS and other social service agencies with job matching and skills training services. Our team also actively conducts outreach initiatives for potential partner employers.



Empowerment Through Digital Literacy

In 2024, digital literacy training remained a key focus in equipping individuals with essential tech skills for daily life and employment. We partnered with the Singapore Computer Society Youth Chapter to organise various digital literacy trainings for our beneficiaries across New Hope CS. Key highlights include the Basic Computer Course, conducted at Transit Point @ Margaret Drive, which provided participants with foundational knowledge in using computers, navigating the internet, and essential software applications. Mobile phone literacy training was another focus of the year, organised to help individuals, especially seniors, better understand smartphone functions, online communication, and digital safety.

Through these initiatives, we continue to bridge the digital divide, ensuring that everyone—regardless of background—can confidently navigate an increasingly digital world. Over 108 beneficiaries attended these trainings.



Volunteer from SCS Youth Chapter leading and assisting our clients at Basic Computer Course



Stakeholder Engagement

We continue to actively engage employers and partners to network and build more opportunities for our beneficiaries. In 2024, we brought in over 50 new employer partners, many of whom have started employing our beneficiaries. Other highlights include hosting a Community of Practice session with E2i on the theme of "Cultural Diversity and Management", and being invited by NVPC to share about our work to F&B SME participants. We were also invited to participate in the Comlink Alliance Working Group to engage with community partners. Our work was also featured on The Straits Times on 1 April 2024, titled "Dedicated job coaching to help vulnerable individuals in Singapore find work".

By strengthening these partnerships, we remain committed to empowering individuals with stable employment, financial independence, and a pathway to self-sufficiency.



Sharing at NVPC's 'Grow with Purpose: F&B Edition' Workshop

RESEARCH & KNOWLEDGE MANAGEMENT

About Research & Knowledge Management

Research & Knowledge Management (RKM) is the conscious process of defining, structuring, retaining, and sharing of knowledge and experiences of employees in an organisation. It is a key driving force to rally the most valuable resource that we have – people. In the Social Service setting, RKM is especially important for the constant development of workers, as well as ensuring the services provided are befitting of ever changing social needs, landscapes, and ideologies. With years of work amongst the homeless, we have gathered invaluable experiences and insights. Sharing our knowledge is a way we can contribute to the greater social landscape

Resident Focus Group Discussions with NUS Architecture Students

As part of the relocation of Transit Point @ 1 Spooner to Yio Chu Kang, we sought to involve shelter residents in shaping their new living environment. To achieve this, we conducted Focus Group Discussions facilitated by NUS Architecture students. Over two sessions and seven interactive activities, residents shared their needs, preferences, and aspirations, providing valuable insights into the design of the new shelter. These discussions created a platform for open dialogue, empowering residents to voice their concerns and hopes. Their perspectives were carefully considered in procurement decisions and advocated for throughout the furnishing process. This participatory design approach has proven valuable and can be adapted for future shelter upgrades, ensuring that residents play an active role in shaping the spaces they call home.

Innovative Shelters: CNA Opinion Piece

In 2024, New Hope Community Services partnered with Dr. Harry Tan, Research Fellow at the Institute of Policy Studies, to co-author a commentary for CNA. This collaboration combined practical experience and academic research to advocate for innovative shelter designs that provide a homely environment, aiming to support individuals experiencing homelessness in Singapore. The article emphasized the importance of creating spaces that foster dignity and stability, contributing to long-term solutions for homelessness.

The published commentary can be found here: <https://www.channelnewsasia.com/commentary/singapore-homeless-shelter-rough-sleepers-540-void-deck-stairwell-parks-4724876>

CNA938 radio interview: <https://www.channelnewsasia.com/listen/daily-cuts/innovative-shelters-feel-home-can-help-keep-people-streets-4747451>

New Hope Connect: Enhancing Client Engagement Through Digital Innovation

New Hope Connect was a three-year digital innovation pilot designed to improve client engagement across our shelters. The app was tailored to accommodate our diverse client profiles, considering varying levels of digital literacy and technological confidence. Through personal accounts, clients could independently select programmes and activities that suited their interests while also providing feedback via the platform. The pilot yielded promising results, demonstrating the potential of digital tools in empowering our residents. However, challenges remained in driving wider adoption. Building on these insights, we look forward to exploring more digital innovations to enhance support for those we serve.

HOMELESSNESS LEARNING FORUM

Homelessness Learning Forum 2024

On October 10, 2024, New Hope Community Services, in collaboration with partners in the homelessness sector, successfully hosted the annual Homelessness Learning Forum (HLF) at Kampung Siglap Lifeskills Training & Retreat Centre. Themed "Sustainable Futures – Building Collaborative Support to End Homelessness," the forum attracted over 180 participants, including social service practitioners, community partners, and advocates. Attendees engaged in insightful discussions, shared best practices, and heard perspectives from individuals with lived experiences of homelessness. The event also featured pre-forum Learning Journeys from September 21 to 28, offering participants firsthand insights into services supporting the homeless in Singapore. We're grateful for our Guest of Honour, Senior Parliamentary Secretary Eric Chua, for sharing his insights and participating in the entire event, and for A/Prof Lee Kheng Hock for delivering the keynote address.



SPS Eric Chua sharing insights at HLF 2024



Group discussion during breakout session



THE YEAR AHEAD

Photo: Compassion Chain making by our staff at Inform and Inspire in April

New Hope Community Services remains committed to empowering the lives of individuals and families experiencing homelessness and housing challenges. To sustain and expand our core programmes and services, we project an expenditure of **\$11 million** in 2025. The bulk of this will go towards our charitable activities—providing shelter, case management, job coaching and other essential services for the people we serve.

While we do receive some funding from government grants and support funds, there is still a need to raise funds to cover the shortfall in our operational costs. Based on our projected expenses, we have set an ambitious yet necessary fundraising goal of **\$1.3 million**. These funds will be crucial in bridging the gap between available resources and the needs of our beneficiaries. We will continue to engage our community through campaigns, partnerships, and advocacy efforts to rally the support needed to make lasting change

Upcoming Programmes and Events

- The Male Alcoholic Recovery Centre (MARC), in partnership with New Creation Community Services, is a dedicated shelter for male alcoholics and other men-in-crisis in a safe, supportive and structured environment. MARC is slated to be operational in 2025.
- The "Jump & Jam Centre"—a unique multi-functional community hub comprising of a recording studio, performing venue, gallery and dance/jump studio—is slated to be open in early 2025. In partnership with the RICE Company Limited and Jumping Singapore Ltd, Jump & Jam Centre aims to deepen intergenerational, cross-cultural, and multiracial cohesion within Singapore's diverse society.
- The sixth edition of Homelessness Learning Forum (HLF) will be happening on 13 November 2025. HLF is an annual event organised by New Hope Community Services and other partners working in the homelessness sector in Singapore.

Fundraising & Advocacy Plans in 2025

In 2025, our fundraising and advocacy plans will focus on building meaningful partnerships and leveraging the power of digital platforms. Some of our key campaigns will be run in collaboration with like-minded partners—working together to raise vital funds and share the real, human stories of our clients. By tapping into digital channels and social media, we aim to reach a wider audience, deepen public understanding of homelessness, and rally greater support for long-term, sustainable change.

Transition to Company Limited by Guarantee

New Hope CS is planning for the transition from a Society to a Company Limited by Guarantee (CLG) in the forthcoming year. This transition will provide New Hope CS with enhanced governance, balance risk exposure to members, increased credibility, better access to funding opportunities and greater operational flexibility. This transition positions New Hope CS for sustainable growth as well as increased impact in the future.

Kickstarting Vision 2030

With the conclusion of our previous 5-year strategic plan, we are embarking on "Vision 2030", our strategic roadmap for the next five years with the aim of deepening our impact, strengthening the organisation, and setting our direction for the future. Foundational work for "Vision 2030" is already underway. We will also be undergoing the Organisational Health Diagnostic Scheme (OHDS) under NCSS, from early 2025 onwards. We look forward to launching Vision 2030, by end-2025.

GOVERNANCE POLICIES (1/4)

INTRODUCTION

Good corporate governance should be weaved through every aspect of New Hope Community Services (New Hope CS)—our people, culture, and our public face. Integrity is what defines us and determines how we work. Therefore, in New Hope CS, good corporate governance extends far beyond the yearly ‘Code of Governance’ submission. It is not a bonus. Having a robust ethical foundation is at the heart of what makes us successful.

We have received the Charity Council’s Charity Transparency Award every year from 2016 – 2022, apart from 2020 and 2021 when the award took a hiatus. We were also honoured to be awarded the 2017 Charity Governance Award for charities in the mid-sized category. This award is the highest governance award that can be conferred to a charity and recognises its exemplary governance standards and practices.

We are committed to high standards of corporate governance. New Hope CS has complied with all the applicable guidelines of the Code of Governance Evaluation Checklist for Charities and Institutions of a Public Character. The complete checklist can be found at: www.charities.gov.sg

Our Constitution is available at the Registry of Societies.

BOARD COMPOSITION

New Hope CS is governed by a Board whose members are elected according to the Constitution. Presently, the Board comprises the:

- President;
- Vice-President;
- Secretary;
- Treasurer;
- Assistant Treasurer; and
- Five other elected Board Members.

They bring with them skills and abilities in diverse areas such as legal, finance, accounting, audit, business and management, human resource, communications, fundraising and technology. The Board charts the strategic directions of New Hope CS and ensures that we are run well and responsibly, so that we can continue to be effective, credible, and sustainable.

Board Members do not receive any remuneration for their involvement in any way. None of the Board Members hold staff appointments. The Chief Executive Officer (CEO) is an ex-officio member who has the right to attend all Board and Committee meetings but does not participate in the Board’s decision making. **The Board must meet at least four times a year and has met five times (including the Annual General Meeting) in 2024.**

BOARD ATTENDANCE

Board Member	Attendance
Elder Kevin Lee	5/5
Dr Pauline Tan	4/5
Mr Daniel Chan	2/2*
Elder Ethan Pang	5/5
Mr William Chan	5/5
Mr Michael Lee	4/5
Ms Khoo Swee Lan	4/5
Ms Pauline Sng	4/5
Mr Chua Sui Tong	2/2*
Mr Andrew Lim	2/2*

Note: Mr Daniel Chan, Mr Chua Sui Tong and Mr Andrew Lim only joined the Board on 10 May 2024.

BOARD ELECTION PROCESS, EVALUATION, RENEWAL & SUCCESSION

According to the Board Policy Manual, board composition is regularly reviewed and discussed whenever there are changes. In addition, all Board Members are required to submit themselves for re-nomination and re-appointment at the end of their two-year term according to the Constitution Article 8.2 & Article 8.3. There is no automatic renewal of term for all Board Members. The Treasurer and Assistant Treasurer may be re-elected to the same or related post for another consecutive term of office (i.e. 2+2 years), capped at a maximum of two terms for the same role. After a two consecutive terms as the Treasurer or Assistant Treasurer role, any re-appointment may only be considered after a lapse of at least two years. Currently, no Board Member has served more than ten consecutive years.

The Board conducts regular self-evaluation to assess its performance and effectiveness. Board Members attend relevant training to develop key competencies and keep abreast of relevant new laws and regulatory requirements. The Board proactively plans and conducts reviews for Board succession and renewal, and refines its strategy annually as well as whenever there are changes to the Board. **The latest Board self-evaluation was conducted in January 2022.**

The Board endeavours to ensure that there is an appropriate mix of core competencies and collective expertise to provide the necessary knowledge and objective judgment to meet its responsibilities. Board Members are recruited via suitable and qualified recommendations from our community partners, key stakeholders, and corporate volunteers. In addition, New Hope CS also considers potential candidates from the Centre for Non-profit Leadership Board Match programme. Board and Committee Members are recommended based on the following considerations:

- Personal attributes like integrity, mature confidence and high standards of excellence;
- Core skills or competencies in areas including accounting, finance, legal, human resources, business and management, strategic planning,

fundraising, communications and relevant sectoral knowledge;

- Level of commitment necessary to govern the charity effectively; and
- Qualifies as independent.

The Human Capital & Nomination Committee identifies and reviews individuals who may potentially serve as Members, ensuring consistency with the applicable qualifications or criteria, and makes recommendations to the Board for approving candidates for nomination, appointment, and re-election.

BOARD COMMITTEES

The Board has established seven Board Committees that look into specific areas and ensure key matters are given increased time and scrutiny.

BM: Board Member, CM: Committee Member

Audit & Risks Committee

Chairperson : Mr Andrew Lim (BM)
Members : Elder Kevin Lee (BM)
Mr Kum Mun Lock (CM)

The Audit and Risks Committee shall assist the Board of New Hope CS in fulfilling its responsibility to provide oversight of management regarding:

- The organisation’s system of internal controls and risk management;
- The integrity of the organisation’s financial statements;
- The organisation’s compliance with legal and regulatory requirements and ethical standards;
- The engagement, independence and performance of the organisation’s independent auditors; and
- Identify, assess, record, review and provide strategy on actual and potential risk and the impact on New Hope CS.

GOVERNANCE POLICIES (2/4)

Finance Committee

Chairperson : Elder Ethan Pang (BM)
 Members : Mr William Chan (BM)
 Ms Kate Chan (CM)

The Finance Committee shall assist the Board of New Hope CS in fulfilling its oversight responsibilities relating to fiscal management by:

- Overseeing the management of organisation-wide financial assets;
- Reviewing investment policies and strategies; and
- Ensuring the maintenance of a sustainable donation and income structure.

Giving Committee

Chairperson : Elder Kevin Lee (BM)
 Members : Mr Sam Heng (CM)
 Mr John Zheng (CM)
 Mr Matthew Tham (CM)

The Giving Committee shall assist the Board of New Hope CS to optimise the engagement of partners, donors, stakeholders, and volunteers to increase giving in time, talents, treasures, and testimonies. The key objectives of the committee are to:

- Develop and implement a comprehensive strategy to increase giving in all forms: time, talents, treasures, and testimonies;
- Foster strong relationships with partners, donors, stakeholders, and volunteers, enhancing their engagement with the organisation;
- Identify and leverage synergies between fundraising and volunteer management to maximise impact; and
- Monitor and evaluate the effectiveness of giving initiatives, ensuring alignment with New Hope CS' mission and strategic goals.

Human Capital & Nomination Committee

Chairperson : Ms Khoo Swee Lan (BM)
 Members : Elder Kevin Lee (BM)
 Mr Daniel Chan (BM)
 Mr Chua Sui Tong (BM)
 Mr William Chan (BM)

The Human Capital & Nomination Committee shall assist the Board of New Hope CS in identifying, screening, and reviewing individuals who are qualified to serve as Board Members as well as reviewing the overall people strategies to attract, develop and retain talents for the effective management and leadership of New Hope CS. They shall also assist the Board of New Hope CS in:

- Developing and overseeing implementation of policies and procedures regarding the Board's size, leadership and composition, recommendations of candidates for nomination to the Board, the Board's guidelines and conflicts of interest;
- Evaluating the effectiveness of Board Members; and
- Performance management and remuneration of senior management.

Kampung Siglap Committee

Chairperson : Elder Ethan Pang (BM)
 Members : Mr Michael Lee (BM)
 Mr Marcus Wong (CM)
 Ms Goh Siew Hian (CM)

The Kampung Siglap (KS) Committee shall assist the Board of New CS to:

- Review KS' vision and mission, policies, procedures, guidelines, and practices to ensure its mandate is effectively fulfilled and that KS is in compliance with existing laws and regulations;
- Appraise KS' performance annually and give direction to KS management to ensure KS' sustainability and viability;

- Review periodic reports and updates on the various services, activities, assets, resources and programmes from KS management and recommend follow-up actions to be undertaken to improve the above listed;
- Promote and represent KS to stakeholders, both internal and external; and
- Undertake any other duties pertaining to KS that the Board shall from time to time assign or delegate in writing to the Committee.

Programmes & Services Committee

Chairperson : Dr Pauline Tan (BM)
 Members : Mr Mas Khalik (CM)
 Dr Timothy Sim (CM)
 Ms Chua Ee Cheng (CM)
 Dr Harry Tan (CM)

The Programmes and Services Committee shall assist the Board of New Hope CS to develop programmes and services and monitor performance against the organisation's mission and strategic plan. It will:

- Assess annually the organisation's success in any programme related goals, as articulated in the organisation's mission and strategic plan adopted by the Board;
- Review and approve the vision and mission of the organisation and recommend to the Board amendments as the Committee deems appropriate;
- Ensure that all programme outcomes stipulated by funders are achieved;
- Develop an evaluation system that measures the effectiveness of programmes, and ensure outcomes are in line with its mission and objectives;
- Develop and review new programmes and services, and make recommendations to the Board; and
- Ensure strategic organisation planning.

Technology Committee

Chairperson : Ms Pauline Sng (BM)
 Members : Elder Kevin Lee (BM)
 Ms Florence See (CM)
 Mr Lee Teck Seng (CM)
 Mr James Tan (CM)
 Mr Dennis Mwansa (CM)

The Technology Committee shall assist the Board of New Hope CS to:

- Provide guidance on Technology related Projects undertaken by New Hope CS;
- Provide guidance on the Tender Process of Technology Projects undertaken by New Hope CS;
- Review and provide recommendations and approval on the selected Technology Providers;
- Provide guidance on cyber security risks, associated exposure, and enhancing data governance practices undertaken by New Hope CS; and
- Perform other functions as required under the Constitution and as the Board may determine from time to time.

REMUNERATION OF TOP 3 EXECUTIVES (FY24)

Salary Band	Headcount
\$100,001 - \$150,000	0
\$150,001 - \$200,000	2
\$200,001 - \$250,000	1

No staff is involved in setting his or her own remuneration

GOVERNANCE POLICIES (3/4)

RESERVES POLICY

The reserves are made up of unrestricted and restricted funds. New Hope CS targets up to a maximum of two years of operating expenses to ensure the charity's ability to serve its clients are not subjected to the vagaries of the economy. New Hope CS endeavours to utilise the restricted funds within the next two years.

CONFLICT OF INTEREST

New Hope CS has zero risk appetite for non-disclosure and entering into conflicting transactions. All employees, key executives and Board Members of New Hope CS shall provide a disclosure of their interests in all other organisations in which they are board members, have control or have a substantial shareholding or monetary interest to the Board when they are newly employed or appointed and whenever there are updates. **In the event of potential or existing conflicts of interest, disclosure will be made in full and the party involved shall abstain from any discussion and decision on the matter.**

A Conflict of Interest Policy and declaration is distributed to all Board members and staff. In addition, all staff and Board Members are required to declare on an annual basis that he or she does not have any personal or private business or associates that might be in a conflict to their functions or employment with New Hope CS. **There is no known family relationship of the executive staff with the CEO or any of the Board Members.** No known conflict of interest arose during the year.

WHISTLEBLOWING POLICY

New Hope CS' Board Members, staff and volunteers observe high standards of business and personal ethics in the conduct of their duties and responsibilities relating to New Hope CS. As representatives of New Hope CS, individuals must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations. The Board has set in place a whistle-blowing policy, available for viewing on New Hope CS' corporate website: newhopecs.org.sg/whistleblowing-policy.

STRATEGIC PLANNING

New Hope CS' strategic thrusts and priorities outlined in the strategic plan 'Vision 2025' serve as guideposts in our pursuit of excellence. The Board regularly sets aside time to review, update, and approve our Vision, Mission and Values, ensuring each remain relevant to the changing sector environment and needs. These are communicated to relevant stakeholders and the public through various platforms, including the annual report and corporate website.

HUMAN RESOURCE AND VOLUNTEER MANAGEMENT

Under the direction of the Human Capital & Nomination Committee, New Hope CS ensures that the organisation has policies and procedures that continue to attract, retain and motivate social service professionals who have the abilities, experience and traits to restore HOPE to the displaced and disadvantaged. New Hope CS is also committed to the learning and development needs of Board Members, staff and volunteers, and believes in equipping them with the necessary skills to perform their roles effectively.

New Hope CS has put in place a performance management system where staff set and assess their own annual goals, with the guidance of their supervisors and management. The goals set by individuals are aligned to the goals that support New Hope CS' strategic plans. Staff performance is reviewed on an on-going basis by the heads of departments and documented at least twice per year. Performance-related components in the remuneration package are linked to fulfilling specific, measurable, attainable, relevant, and time-bound targets in line with New Hope CS' strategic objectives.

The Human Capital & Nomination Committee makes recommendations to the Board for changes in the human resource policies for staff that cover recruitment, remuneration, benefits, training and development, performance appraisal, disciplinary actions, and cessation of employment.

New Hope CS has documented Volunteer Management (VM) policies consisting of volunteers planning, selection, onboarding, training, supporting, and recognising volunteers. In VM strategic planning, the VM team primarily seeks to understand the needs of the organisation, identify the areas requiring volunteer support, and plan the next phases of the volunteer cycles. Volunteer recruitment occurs via referrals, NVPC's Giving.sg platform, approaches from the public and completed application forms. Briefings and orientation are conducted to prepare our volunteers for their identified tasks and roles. These briefings allow volunteers to clarify any questions they have about us, their roles, expected responsibilities and risk awareness. Tours are also conducted where necessary for volunteers to familiarise themselves with the specific volunteering environment. Regular check-ins and feedback with the volunteers are made to support the volunteers in terms of resources, feedback, and engagement.

Appropriate background checks on Board Members, staff, and volunteers are carried out by the relevant committees and teams, including the Human Capital & Nomination Committee, the Management Team, Human Resource team and VM team.

CODE OF CONDUCT AND ETHICS

The Board has approved documented Code of Conduct & Ethics for all Board Members, staff and volunteers. The Code of Conduct & Ethics is aligned to New Hope CS' core values, Respect, Integrity, Compassion and Excellence.

FINANCIAL MANAGEMENT & INTERNAL CONTROLS

The Board and those who oversee organisational governance matters are responsible for ensuring an effective system of internal controls to safeguard stakeholders' interests and New Hope CS' assets.

The Finance and Admin departments ensure that operations comply with the policies and procedures set out in the Internal Financial Controls and Processes Manual. The documented procedures for financial matters are in key areas including:

- Procurement procedures and controls;
- Receipting, payment procedures and controls; and
- System for the delegation of authority and limits of approval.

Reviews are conducted regularly to ensure effective functioning of the internal controls and processes.

The annual budget is prepared by the Finance department with inputs from the different departments, and reviewed by the Finance Committee before submission to the Board for approval. The annual Budget is updated where necessary at mid-year.

As part of internal controls, all purchases of more than \$3,000 require three quotations to be obtained before approval of purchase and if there is any waiver, documented reasons and supporting documents must be obtained for approval.

Quarterly financial statements including comparative budget of New Hope CS, with analysis and explanations given for discrepancies, are first reviewed by the Finance Committee to identify unusual items and transactions as well as deviations from the annual budget before presentation at the Board meeting for review.

The investment policy approved by the Board sets out the objective, approved investment assets classes and Board reviews regarding any reserves invested. **New Hope CS invests its reserves in low-risk investments such as Singapore Dollars fixed deposits held with full banks and finance companies in Singapore which are members of the Deposit Insurance Scheme (SDIC Scheme members).**

GOVERNANCE POLICIES (4/4)

FUNDRAISING PRACTICES

New Hope CS has established guidelines on fundraising. These guidelines are based on the best practices set out by NCSS and the Charity Council. All collections received (solicited or unsolicited) are properly accounted for and promptly deposited. New Hope CS does not disclose the identity of donors or share information on donors without prior permission from the donors. New Hope CS does not engage any third-party fundraisers.

PUBLIC RELATIONS AND CORPORATE COMMUNICATIONS

The Board has established procedures relating to releasing information about New Hope CS and its activities to the media, its stakeholders, and the public. The Board designates the CEO as the spokesperson for New Hope CS.

PROGRAMME MANAGEMENT

The Board reviews and approves strategic plans, and outcomes of New Hope CS programmes and services. The Management Team has developed an evaluation system that measures the effectiveness of its programmes through alignment with the funder's outcomes and regular monitoring. The outcomes are also clearly defined to align with New Hope CS' mission and objectives. The Management Team regularly updates the Board on the progress of its programmes and services through Board meetings or Committee meetings, and town halls. The Programmes & Services Committee annually assesses New Hope CS' success in any programme-related goals, as articulated in the mission and strategic plan adopted by the Board. All new significant programmes, services and initiatives are reviewed by the Programmes & Services Committee before recommendation to the Board for implementation.

PERSONAL DATA PROTECTION POLICY

New Hope CS has various policies and processes to comply with the Personal Data Protection Act 2012 (PDPA). Data is used only for purposes disclosed unless otherwise permitted under the law. Reasonable security arrangements are also in place to comply with the ten obligations of PDPA. In addition, New Hope CS has been Data Protection Trustmark certified by IMDA since February 2019, and was re-certified in February 2022.

MANAGING RISKS

The Board has established procedures and systems to identify, regularly monitor, review and manage any major risks that New Hope CS may be exposed to.

Risk management is incorporated into all areas of New Hope CS' operations, including legal and compliance, strategic and operational health and safety, quality processes, social work programmes, technology and corporate governance at all levels.

Risk management is the responsibility of the Board, management, staff, and volunteers in all areas of New Hope CS. All have a significant role in the management of risk within their area of influence. Staff and volunteers are responsible for adhering to New Hope CS' Risk Management Policy, Risk Management Procedure and all other New Hope CS key governance documents. Managers and supervisors will ensure that staff understand their responsibilities and assist in fostering a risk-aware culture. Regular training and assistance will be provided to relevant staff to assist with risk management.

FURTHER DISCLOSURE AND TRANSPARENCY

- New Hope CS does not make any loans to any employees, management, Board Members, or any related parties or third parties.
- New Hope CS does not provide any sponsorship to any charities.

GOVERNANCE EVALUATION

CHECKLIST (GEC) (1/3)

TIER 2

Principle 1:
The charity serves its mission and achieves its objectives.

S/N	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain
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	Yes No Partial Compliance	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes No Partial Compliance	
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 its activities	1.3	Yes No Partial Compliance	
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	Yes No Partial Compliance	

Principle 2:
The charity has an effective Board and Management

S/N	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain
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	Yes No Partial Compliance	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness	2.2	Yes No Partial Compliance	
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	Yes No Partial Compliance	

8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes No Partial Compliance	
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 re-appointment, at least once every three years	2.5	Yes No Partial Compliance	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like 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 role. i. After meeting the maximum term limit for the Treasurer, a Board member’s re-appointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break) 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.	2.6	Yes No Partial Compliance	
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not compromise more than one-third of the Board.	2.7	Yes No Partial Compliance	
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board’s decision-making.	2.8	Yes No Partial Compliance	
13	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. For all Board members: 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.	2.9a 2.9b 2.9c	Yes No Partial Compliance	

GOVERNANCE EVALUATION

CHECKLIST (GEC) (2/3)

TIER 2

	<p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearer's 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-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 year 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>			
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	Yes No Partial Compliance	

Principle 3:

The charity acts responsibly, fairly and with integrity.

S/N	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain
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	Yes No Partial Compliance	
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	Yes No Partial Compliance	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes No Partial Compliance	

18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes No Partial Compliance	
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	Yes No Partial Compliance	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes No Partial Compliance	

Principle 4:

The charity is well-managed and plans for the future.

S/N	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain
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	Yes No Partial Compliance	
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	Yes No Partial Compliance	
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	Yes No Partial Compliance	
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	Yes No Partial Compliance	
25	<p>Set internal policies for the charity on the following areas and regularly review them:</p> <p>a. Anti Money Laundering and Countering the Financing of Terrorism (AML/CFT);</p> <p>b. Board Strategies, functions, and responsibilities;</p> <p>c. Employment practices;</p>	4.4	Yes No Partial Compliance	

GOVERNANCE EVALUATION

CHECKLIST (GEC) (3/3)

TIER 2

	d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber security; g. Investment (obtain advice from qualifies 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.			
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	Yes No Partial Compliance	
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	Yes No Partial Compliance	

Principle 5:
The charity is accountable and transparent.

S/N	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain
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	Yes No Partial Compliance	
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	Yes No Partial Compliance	
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	Yes No Partial Compliance	
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.	5.4	Yes No Partial Compliance	

	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.			
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	Yes No Partial Compliance	
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	Yes No Partial Compliance	
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. b. 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	Yes No Partial Compliance	
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	Yes No Partial Compliance	

Principle 6:
The charity communicates actively to instil public confidence.

S/N	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain
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	Yes No Partial Compliance	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes No Partial Compliance	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes No Partial Compliance	

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Photo: Our Client playing with sparklers at the Deepavali Celebration at Transit Point @ Margaret Drive

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New Hope Community Services Annual Report 2024

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