NEW HOPE
COMMUNITY SERVICES

ANNUAL REPORT 2025

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Volunteers from Capital Group bringing our residents around the Bird Paradise Park

WHAT'S IN THIS REPORT?

This annual report covers the highlights and activities of New Hope CS for the financial year ended 31 December 2025 (FY25)

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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.

OUR VISION

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

OUR MISSION

We endeavour to build ***HOPE*** through:

Holistic Care	We provide person-centered support that enhances physical, mental, and emotional well-being. Our goal is to help individuals achieve stability and dignity through integrated care.
Outreach & Connection	We address social isolation by fostering meaningful relationships and community belonging. Through retreats and life-skills programmes, we build connection and inclusion.
Partnership	We collaborate across public, private and people sectors to build a strong ecosystem of care. Together, we journey with clients towards renewed stability and purpose.
Empowerment & employment for all	We equip individuals with life skills, employment opportunities, and confidence to thrive. Everyone - clients, staff and partners - plays a part in building hope and self-determination.

CORPORATE INFO

UEN: T04SS0026C
Banker: DBS Bank
Auditor: Assurance Partners LLP

Registered as a society on 16 January 2004
Registered as a charity on 13 October 2004
New Hope CS has a Constitution as its governing instrument

IPC Status: 1 November 2022 – 30 September 2026
Registered Address: 148 Yishun Street 11, #01-123, Singapore 760148

OUR CORE VALUES

Respect	Value everyone. Listen and be thoughtful to all as everyone has a voice.
Integrity	Do the right thing. Strive for positive outcomes as individuals and as a team.
Compassionate	Have a heart. Be hospitable and welcoming to all.
Excellence	Be at our best. Represent the best of New Hope CS to our stakeholders and partners.

FOREWORD

Patron's Message

As Singapore commemorates SG60, we celebrate six decades of nation-building shaped by resilience, solidarity and a shared commitment to care for one another. This milestone invites us not only to reflect on our progress as a nation, but also to renew our resolve to build a more inclusive and compassionate society for the years ahead.

In 2025, New Hope Community Services continued to stand as a pillar of support for individuals facing homelessness and vulnerability. In step with Singapore's digital transformation journey, the organisation strengthened efforts to equip seniors and clients with essential digital skills. The Digital Literacy Programme ceremony, held in partnership with the Infocomm Media Development Authority (IMDA) and other community partners, was a meaningful affirmation of how digital inclusion can empower lives. It was especially encouraging to see beneficiaries grow in confidence, with some stepping forward as peer volunteers — a reflection of how empowerment can create a ripple effect within the community.

The organisation also remained committed to fostering pathways towards stability and reintegration. Its participation in the SBF Foundation Walk for Work 2025, underscores the importance of cross-sector collaboration in expanding access to inclusive employment opportunities. Such collective efforts are vital in ensuring that individuals seeking a fresh start are supported not only with shelter, but with meaningful pathways towards independence and dignity.

Volunteerism and partnership continue to be central to New Hope CS's work. The dedication of staff, volunteers, and corporate partners reflects a shared commitment to uplift those facing hardship. Beyond providing additional support, volunteers contribute skills, perspectives and encouragement that enrich service delivery and strengthen outcomes for beneficiaries. Such sustained collaboration across sectors exemplifies the collective responsibility that underpins Singapore's social compact — where government, community and businesses work hand in hand to build a more caring and inclusive society.

As we look ahead, the challenges facing our communities will continue to evolve alongside demographic and technological change. Addressing them will require innovation, adaptability, and sustained collaboration. I am confident that New Hope Community Services, guided by its mission and supported by its dedicated team and partners, will continue to deepen its impact in the years to come.

Mr K. Shanmugam
Coordinating Minister for National Security and Minister for Home Affairs

FOREWORD

President's Message

Elder Kevin Lee
President
New Hope Community Services

2025 has been a deeply significant and formative year in the life of New Hope Community Services — not defined by dramatic change but shaped by purposeful and faithful preparation for the next season of our shared journey. It has been a year of strengthening our foundations, so that we may continue to serve with love, wisdom and integrity, and steward well the work that God has entrusted to us.

Looking Ahead with Vision 2030

At the heart of this season is Vision 2030, our shared roadmap for the next five years. Rooted in a Quality-of-Life framework, this vision reflects our growing conviction that true impact is not measured simply by what we do, but by how lives are restored, strengthened and given hope. It also affirms what many across the social service sector are learning—that meaningful change must be seen in the lived experiences of those we serve.

This shift is important. As funders and partners become more discerning, they rightly seek clarity on outcomes and evidence of transformation over time. Strengthening how we tell our impact story is therefore not only about accountability, but about faithfully bearing witness to the difference that care, dignity and compassion can make in people's lives. In 2025, we continued laying the groundwork for Vision 2030, including completing participating in the Organisation Health Diagnostic Scheme (OHDS), as we prepare for the formal launch of our strategy by the end of 2025.

Building Stronger Foundations for the Future

Alongside this, we have continued to give careful attention to our organisational structure and governance. During the year, we made steady progress in preparing for New Hope Community Services' transition from a Society to a Company Limited by Guarantee (CLG). While this transition will be completed in 2026, we believe this transition is an important step in strengthening our governance, accountability and stewardship, and in building a more resilient foundation that will enable the organisation to serve faithfully and sustainably in the years ahead.

Milestones of Recognition & Partnership

We were also deeply encouraged by several milestones that reflect growing trust in our work and our witness within the wider community. In 2025, New Hope Community Services was honoured to be selected as a beneficiary of both Singapore Pools' Football With A Heart and Keppel Club's Golf Charity. These partnerships strengthened our fundraising efforts—including the $64,000 raised through the Keppel Golf Charity—and provided meaningful opportunities to share our mission with the wider public. Regionally, the conferment of the ASEAN Outstanding Social Welfare and Development Award (AOSWADA) affirmed our commitment to serving vulnerable persons and advancing social good beyond our immediate context. We were also glad to contribute to the development of the sector by hosting a learning journey for NCSS Career Dialogue participants, supporting the nurturing of future talent in social services.

I would like to express my heartfelt appreciation to our Patron, Minister K. Shanmugam, our past and present Board and Committee members, management team, staff, volunteers, stakeholders, donors and partners. Your faithfulness, generosity and quiet perseverance continue to sustain this ministry of care and hope.

As we look ahead, the work before us will call for patience, discipline and shared conviction. We move forward with confidence—not because the journey is easy, but because the foundations are being laid with prayer, care and wisdom. In this season of preparation, we remain mindful that true progress is built steadily, and that faithfulness to our calling must always guide our decisions and actions.

Thank you for your continued trust and partnership as we journey together toward Vision 2030.

FOREWORD

CEO's Message

Every year, the work of New Hope Community Services reminds us that behind every statistic is a human story — a person searching for a fresh beginning.

In 2025, New Hope Community Services continued to serve individuals and families experiencing homelessness and housing instability through our shelters, social housing programmes, community programmes, and social initiatives. Beyond providing temporary accommodation, our work focuses on helping individuals regain stability, reconnect with family and community, and move toward long-term independence.

During the year, we also took several meaningful steps to strengthen our services and deepen our impact. We launched the Satellite Visit Centre at 148 Yishun Street 11, providing a welcoming space for families to stay meaningfully connected with their incarcerated loved ones through video visits. Maintaining these family bonds is vital for emotional support and successful reintegration.

We also convened the Homelessness Learning Forum 2025, under the theme "Timely Steps, Lasting Impact: Addressing Homelessness at Life's Key Moments." The forum brought together practitioners, policymakers, and community partners to share insights and strengthen collaboration in addressing homelessness in Singapore.

Another significant milestone was the start of construction for the Male Alcoholic Recovery Centre (MARC), a project with the New Creation Community Services. Scheduled for completion in April 2026, this new facility will provide a structured environment to support men struggling with alcohol addiction and homelessness as they journey toward recovery and reintegration.

In addition, we organised SleepOut SG2025, bringing together community leaders, partners, and supporters to spend a night outdoors in solidarity with those experiencing homelessness. This initiative aims to grow into an annual event and a community movement, raising awareness and mobilising greater support for those facing housing insecurity.

The year 2025 was also a season of organisational transition. Leadership changes and staff movements required us to navigate a period of adjustment. During this time, many team members stepped forward with dedication and resilience, and we welcomed new members into our management team, strengthening our leadership capacity for the journey ahead.

None of our work would be possible without the dedication of our staff and volunteers. Their compassion, professionalism, and commitment form the backbone of our mission. I am deeply grateful for the care they extend to every person we serve.

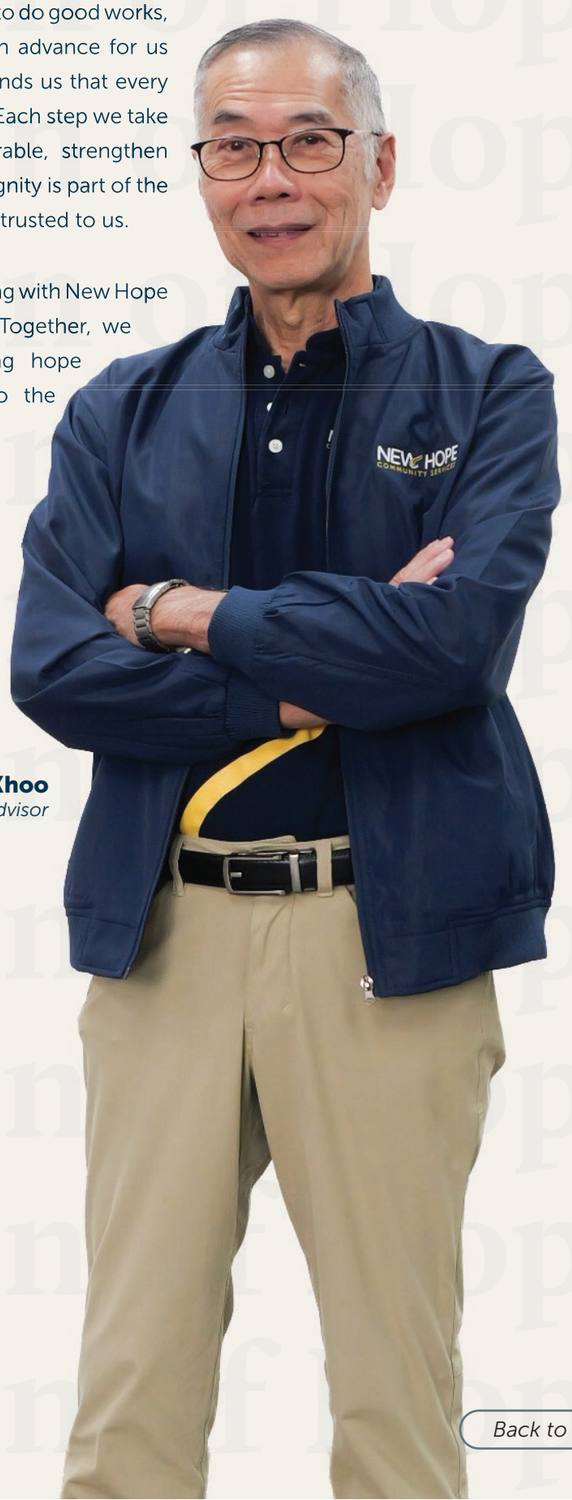
We are equally thankful for the strong partnerships that continue to support our work — including government agencies, community partners, corporate supporters, volunteers, and donors. Your trust and collaboration enable us to serve the community more effectively.

As we look ahead, our focus remains clear: strengthening our programmes, supporting our staff, and building a sustainable organisation with a strong serving leader culture to meet the evolving needs of our community.

Our theme moving forward is "Stronger Together." It reminds us that meaningful impact is never achieved by one individual alone. It is built through partnership, shared commitment, and a collective belief that every person deserves hope and the opportunity to rebuild their lives.

In times of change and uncertainty, I am reminded of the words in Ephesians 2:10:"For we are God's workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do." This verse reminds us that every act of service matters. Each step we take to support the vulnerable, strengthen families, and restore dignity is part of the good work God has entrusted to us.

Thank you for journeying with New Hope Community Services. Together, we will continue to bring hope and transformation to the communities we serve.



Pastor Andrew Khoo
Interim CEO, Senior Advisor

OUR LEADERSHIP

Board Members

Elder Kevin Lee
President

Managing Director,
Asia Center for Serving Leadership

Date first joined: 2 May 2019

Board Appointment
President (22 May 2023 - Present)
Vice President (17 Jun 2021 - 21 May 2023)
Secretary (23 Jan 2020 - 16 Jun 2021)

Dr Pauline Tan
Vice President

Retired

Date first joined: 11 Feb 2017

Board Appointment
Vice President (22 May 2023 - Present)
Secretary (25 May 2017 - 21 May 2019)

Mr Daniel Chan
Secretary

Legal Counsel,
SP Group

Date first joined: 10 May 2024

Board Appointment
Secretary (10 May 2024 - Present)

Elder Ethan Pang
Treasurer

Director, University Wellbeing Office,
Nanyang Technological University

Date first joined: 2 May 2019

Board Appointment
Treasurer (9 Jun 2022 - Present)
Assistant Treasurer (23 Jan 2020 - 8 Jun 2022)

Mr William Chan
Assistant Treasurer

Director,
Horizon Educational Supplies Pte Ltd

Second-term date joined: 2 May 2019
First-term date joined: 16 Jan 2004 - 25 May 2017

Board Appointment
Assistant Treasurer (9 Jun 2022 - Present)
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 Michael Lee
Member

Chief of Franchise Office,
In-Dining Food & Beverage Group,
Vietnam

Date first joined: 2 May 2019

Board Appointment
Member (2 May 2019 - Present)

Ms Khoo Swee Lan
Member

Group CHRO,
National Healthcare Group (NHG)

Date first joined: 5 Aug 2021

Board Appointment
Member (5 Aug 2021 - Present)

Ms Pauline Sng
Member

Business Partner,
Gaudium et Pax Company

Date first joined: 22 May 2023

Board Appointment
Member (22 May 2023 - Present)

Mr Chua Sui Tong
Member

Director,
REVLaw LLC

Second-term date joined: 10 May 2024
First-term date joined: 25 May 2017 - 21 May 2023

Board Appointment
Member (10 May 2024 - Present)
Secretary (17 Jun 2021 - 21 May 2023)
Vice-President (8 May 2018 - 16 Jun 2021)

Mr Andrew Lim
Member

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

Date first joined: 10 May 2024

Board Appointment
Member (10 May 2024 - Present)

OUR LEADERSHIP

Management Team

Updated as of 1 Apr 2026

Mr Benny Tan

Head (Facilities)

Appointed 1 Jun 2020
Date first joined : 27 May 2019

Mr Goh Ann Tat

Head (Organisational Development & Transformation), Senior Social Worker

Appointed 10 Nov 2025
Date first joined : 5 Apr 2021

Mr Jack Yu

Head (Kampung Siglap)

Appointed 2 Feb 2026
Date first joined : 2 Feb 2026

Mr Lim Chin Sing

Director of Finance & Corporate Services

Appointed 1 May 2022
Date first joined : 18 Dec 2017

Ms Martina Rehnu Ambrose

Head (Social Housing), Centre Head - SRSF, Senior Social Worker

Appointed 10 Nov 2025
Date first joined : 2 Jan 2018

Ms Jaslyn Lim

Head (Communications and Partners Engagement)

Appointed 1 Apr 2026
Date first joined : 1 Apr 2026

Ms Lilian Ong

Director of Social Work

Appointed 15 May 2019
Date first joined : 15 May 2019

Pastor Andrew Khoo

Interim Chief Executive Officer, Senior Advisor

Appointed 1 Oct 2025
Date first joined : 1 Jan 2007

Ms Koh Peck Sian (Xu Bichan)

Head (Transitional Shelter), Team Lead - Margaret Drive, Senior Social Worker

Appointed 10 Nov 2025
Date first joined : 1 Jan 2016

Ms Fouzia Noor Batcha

Head (Human Resources)

Appointed 1 Sep 2021
Date first joined : 3 May 2021

OUR LEADERSHIP

Organisational Structure

Updated as of 1 Mar 2026

Patron

Mr K. Shanmugam

The Board

Elder Kevin Lee (President)
Dr Pauline Tan (Vice-President)
Mr Daniel Chan (Secretary)
Elder Ethan Pang (Treasurer)
Mr William Chan (Asst. Treasurer)
Mr Michael Lee
Ms Khoo Swee Lan
Ms Pauline Sng
Mr Chua Sui Tong
Mr Andrew Lim

Board Advisory Panel

Mr Andrew Sng
(Managing Director, Decision Processes International (DPI) Asia Pte Ltd.)

Ms Ang Bee Lian
(Senior Advisor, Ministry of Social & Family Development)

Ms Tina Hung
(Senior Consultant, National Council of Social Service (NCSS))

Audit & Risks Committee

Chair: Mr Andrew Lim

Members: Elder Kevin Lee, Mr Kum Mun Lock

Finance Committee

Chair: Elder Ethan Pang

Members: Mr William Chan, Ms Kate Chan

Giving Committee

Chair: Elder Kevin Lee

Members: Mr Sam Heng, Mr John Zheng, Mr Matthew Tham

Technology Committee

Chair: Ms Pauline Sng

Members: Elder Kevin Lee, Ms Florence See, Mr Lee Teck Seng, Mr James Tan, Mr Dennis Mwansa

Human Capital & Nomination Committee

Chair: Ms Khoo Swee Lan

Members: Elder Kevin Lee, Mr Daniel Chan, Mr Chua Sui Tong, Mr William Chan

Kampung Siglap Committee

Chair: Elder Ethan Pang

Members: Mr Michael Lee, Ms Goh Siew Hian

Programmes & Services Committee

Chair: Dr Pauline Tan

Members: Mr Mas Khalik, Ms Chua Ee Cheng, Dr Harry Tan

Chief Executive Officer

Office of Innovation & Growth

Programmes & Services

Social Housing

SRSF @ Ang Mo Kio

JSS-OR Bukit Batok West

JSS-OR Sengkang West

JSS-OR Woodleigh Link

Transitional Shelters

Transit Point @ Jalan Kukoh

Transit Point @ Margaret Drive

Transit Point @ Yio Chu Kang

Other Specialised Services

SBFF Job Support & Retention Programme

Hope Arise*

Satellite Visit Centre

Social Investigation

**Male Alcoholic Recovery Centre in collaboration with New Creation Community Services*

Corporate Services

Finance & Admin

Facilities Management

People/Culture

Governance

Support Services (IT Management)

Procurement

Organisational Development and Transformation

Organisation Development

Research

Impact & Innovation

Digital Transformation & AI Enablement

Partnership & Communications

Partnership

Fundraising

Volunteer Centre

Volunteer Management

Communications

Social Enterprises

Kampung Siglap

YEAR IN REVIEW - 2025 IN NUMBERS

Our Impact

2,890
individuals and families impacted through New Hope CS' programmes

294
individuals and families stayed in our shelters

1,075
tenants staying in JSS-OR and SRSF

4,204
additional individuals impacted through SG Cares VC

3,174
volunteers mobilised

$0.9m
raised through donations

Restoring Stability, Rebuilding Lives

Amos spent years rough sleeping after leaving an unsafe family environment, with no savings and little sense of what the future could hold. When he finally reached out for help, he was referred to New Hope Community Services, where he found not just shelter, but a pathway forward. With the support of our team, Amos was given a safe space to stabilise and begin rebuilding his life. Through our Job Support and Retention Programme, he secured stable employment and started saving consistently for the first time.

As Amos grew in stability and confidence, our social worker journeyed closely with him, supporting his transition into a Single Room Shared Facilities (SRSF) unit managed by New Hope. Today, Amos continues his journey as a general worker at our retreat centre, Kampung Siglap. His story reflects the impact of sustained, holistic support — where shelter, employment, and housing come together to restore dignity and create lasting change.

Watch Amos' full story ***here.***

YEAR IN REVIEW - 2025 IN NUMBERS

Financial Highlights

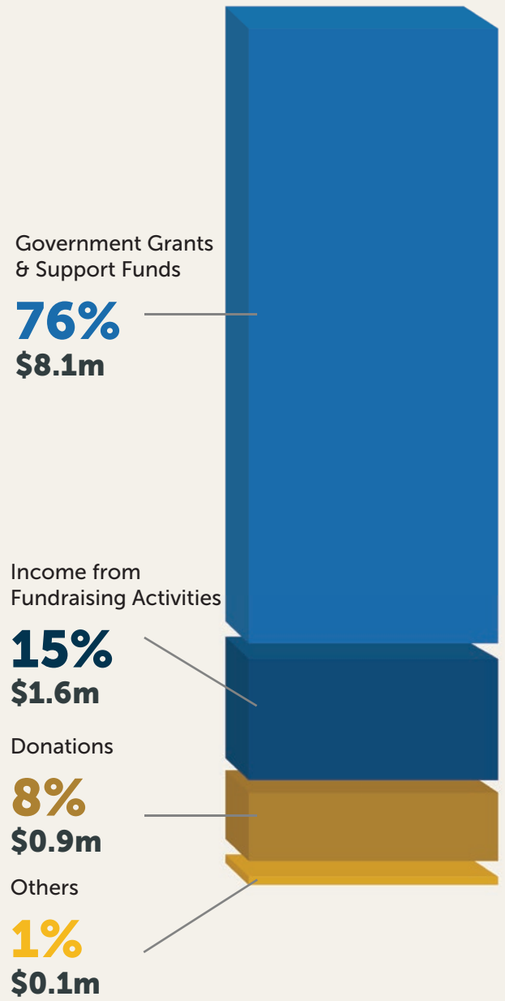
Photo: Volunteers from Capital Group bringing our residents around the Bird Paradise Park

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 FY25 INCOME

$10.76m

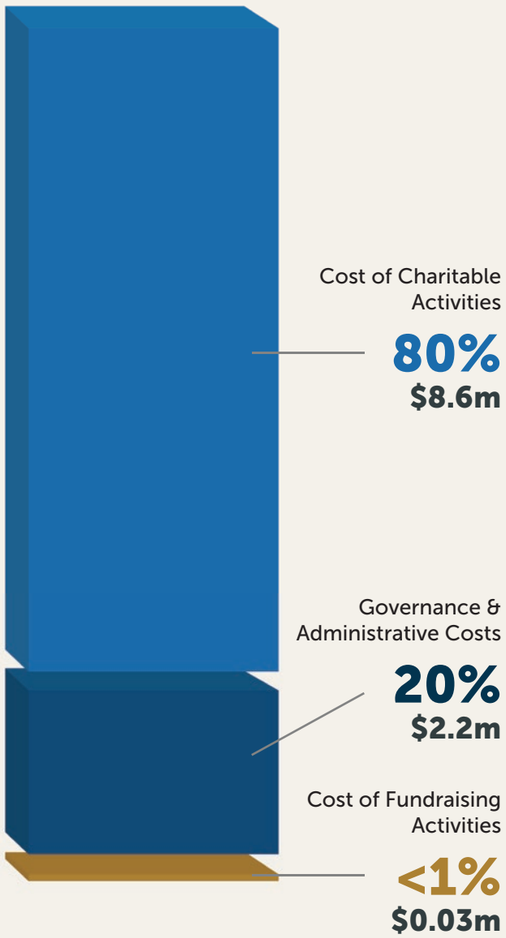
MAJOR SOURCES OF INCOME



TOTAL FY25 EXPENDITURE

$10.90m

ALLOCATION OF EXPENSES



VISION 2030

The Past Five Years

New Hope Community Services has strengthened its role as a trusted service provider and community builder. Through transitional shelters, rental housing programmes, case management, employment support, life-skills training and volunteer coordination, New Hope CS has supported individuals and families experiencing homelessness on their journey towards stability and independence.

Looking Ahead

As the organisation looks towards 2030, it does so at a pivotal moment for both New Hope CS and the communities it serves. Singapore's Forward Singapore agenda signals renewed national commitment to building a more inclusive and resilient society. In this evolving landscape, New Hope CS recognises the need to continually adapt to the changing nature of homelessness.

Our Direction

Beyond providing shelter, New Hope Community Services focuses on equipping clients to become economically active and self-reliant through life-skills development, psychosocial support and pathways to sustainable employment. The 5-Year Strategic Plan (2026–2030) sets the direction for strengthening client-centred, impact-driven and future-ready services.

Refreshed Mission

As part of Vision 2030, we reviewed our Mission to ensure that New Hope Community Services remains responsive, future-ready, and aligned with the evolving needs of our clients, sector partners, and society.

Strategic Goals

The strategic framework of New Hope Community Services is guided by a clear impact goal: that every client has a home, lives with dignity, and thrives with purpose. To achieve this, the organisation focuses on five long-term outcomes that support holistic well-being: improving clients' physical and psychological health, strengthening social connections and community belonging, ensuring dignified and stable living environments, and empowering individuals to discover purpose and build sustainable pathways towards independence through employment, life-skills development, and community participation.

Corporate Highlights

Singapore Volunteer Management Conference 2025

In March, New Hope Community Services (New Hope CS) participated in the Singapore Volunteer Management Conference 2025, organised by NCSS under the theme "Taking Singapore Forward Through Volunteerism." A key highlight was the Project V Appreciation Ceremony, where New Hope CS received recognition from Deputy Prime Minister Heng Swee Keat for our partnership with Cushman & Wakefield, whose volunteers helped revitalise one of our homeless shelters over six months. Our staff also contributed as Volunteer Management Champions, curating a practice seminar and sharing insights on integrating volunteers into service models alongside corporate and sector leaders.

Our Volunteer Manager, Ms Ng Shou Jin sharing insight alongside corporate and sector leaders during the seminar

Group photo of our Volunteer Managers with other volunteer management practioners

Opening of Jump and Jam Centre

In May, New Hope CS opened the Jump and Jam Centre in Yishun, transforming a former void deck into a vibrant community hub with a virtual recording studio, multi-purpose hall, gallery and jumping studio. The opening was graced by Mr Louis Ng, and marked the signing of a Memorandum of Agreement with TRCL to deliver meaningful programmes in the space.

Mr Louis Ng gracing Jump and Jam Centre's opening ceremony

Internal Volunteer Management

Volunteers Engaged:	**1,453**
Volunteer Hours:	**5,329**
Residents served:	**2,928**
New Corporate Volunteers:	**30**

Our Internal Volunteer Management team played a vital role in coordinating and supporting volunteers across our shelters. By working closely with a wide range of community groups and corporate partners, the team facilitated meaningful programmes and activities that enriched the lives of our clients. Through effective volunteer engagement and partnership building, these efforts enhanced service delivery, strengthened community connections, and created more opportunities for residents to experience support, care, and inclusion.

Project V by NCSS and NVPC

Through Project V, an initiative by the National Council of Social Service (NCSS) and National Volunteer & Philanthropy Centre (NVPC) that connects corporates with social service agencies for sustained volunteer support, New Hope Community Services partnered with Charles & Keith to organise a series of activities for tenants at our Single Room Shared Facilities (SRSF) from September to December 2025. Over six months, the partnership facilitated four grocery shopping sessions and two art and crafts workshops, engaging 43 tenants and 48 volunteers in the grocery sessions, and 36 tenants with 52 volunteers in the craft activities.

These initiatives paired tenants one-to-one with volunteers, providing practical support such as shopping for essentials or guidance in craft-making, while also fostering meaningful social connections. Tenants reported increased dignity, engagement, and reduced isolation, with the activities offering both practical and emotional benefits. New Hope CS extends heartfelt thanks to Charles & Keith, as well as NCSS and NVPC, for their partnership and commitment to enriching the lives of our tenants.

Volunteers from Charles & Keith guiding residents in Batik Painting (top), and shopping for essentials (bottom).

Friends of MSF Awards

New Hope CS was honoured with the Friends of MSF Award at the MSF Volunteer and Partner Awards 2025, recognising organisations that have made sustained contributions over at least three years to nurturing resilient individuals, strong families and a caring society. The award affirms our continued commitment to building impactful partnerships and delivering community-centred services.

Mr Lim Bak Chim receiving the award on behalf of New Hope CS

Singapore Pools Football with a Heart 2025

New Hope Community Services was honoured to be one of the beneficiaries of Singapore Pools' Football with a Heart 2025, a cross-sector initiative that leverages sport as a platform for social good.

In 2025, more than 10,000 participants took part, raising $1,226,400 for seven local charities, including New Hope CS. The initiative supports our continued efforts to serve individuals and families in need while strengthening community partnerships through meaningful engagement.

New Hope CS is one of the recipents of Singapore Pools' Football with a Heart 2025 initiative

YEAR IN REVIEW

Corporate Highlights

NCSS Career Dialogue

On 25th September 2025, New Hope Community Services supported the NCSS Social Service Tribe Career Dialogue by hosting participants for a learning journey at our Single Room Shared Facilities, where staff shared about their work and the diverse career pathways available in the social service sector. The session offered participants meaningful insights into how careers in social services can be both purposeful and impactful, while connecting them with practitioners who shared their professional journeys and experiences.

Earlier in the month, our Volunteer Manager also contributed as a panellist at the Career Dialogue panel discussion, sharing firsthand perspectives on working in the sector and inspiring others to explore rewarding career opportunities that make a difference.

BlackRock GIVES Fair 2025

New Hope Community Services was once again invited to participate in the BlackRock GIVES Fair 2025, where we shared our mission and raised awareness about the challenges faced by individuals experiencing homelessness and low-income communities in Singapore. The fair provided a valuable platform to connect with employees, foster meaningful conversations and build a greater understanding of how collective action can support those in need.

New Hope CS' Booth at BlackRock GIVES Fair 2025

SBF Foundation Walk for Work 2025

In November, New Hope Community Services participated in the SBF Foundation Walk for Work 2025, an event under the EmployWell initiative that promotes inclusive hiring and employment reintegration. More than $1.45 million was raised to support vulnerable individuals, including New Hope CS clients, in accessing meaningful employment opportunities.

The 4km walk brought together business leaders and employees from over 40 companies and was flagged off by President Tharman Shanmugaratnam. The event reinforced the importance of cross-sector partnerships in strengthening pathways to work and social inclusion.

President Tharman Shanmugaratnam, Patron of SBF Foundation graced New Hope CS' booth during the event

ASEAN Outstanding Social Welfare and Development Award (AOSWADA)

New Hope CS was nominated by the Ministry of Social and Family Development to receive the ASEAN Outstanding Social Welfare and Development Award in the NGOs and CSOs category, presented during a regional virtual ceremony. This recognition affirms our contributions to social welfare and development, and our role in advancing collaboration between government, civil society and the private sector across the region.

SleepOut SG 2025 - Launch of Inaugural Fundraising Campaign

In 2025, New Hope Community Services launched the inaugural SleepOut SG, a movement dedicated to raising awareness and funds for people experiencing homelessness in Singapore.

Held on 10 October 2025 in conjunction with World Homeless Day, the main SleepOut event took place at Kampung Siglap. Participants gave up the comfort of their beds and spent the night sleeping outdoors — not to replicate the experience of homelessness, but to stand in solidarity with those who face housing instability and to spark deeper public understanding of the issue.

While the first edition began with a small but committed group of 11 participants, the campaign successfully mobilised a wider community of support. From September to December 2025, a total of 21 fundraisers and 398 donors came together to support the initiative, collectively raising more than $124,000.

Through the Tote Board Enhanced Fundraising Programme, the funds raised were further boosted with a 40% matching contribution, amplifying the impact of the campaign.

Funds raised from SleepOut SG will support New Hope CS's programmes providing shelter, case management, support, and pathways to stable housing for individuals and families experiencing homelessness.

New Hope CS is deeply grateful to all the participants, fundraisers, donors, and partners who made the first SleepOut SG possible. As the movement grows, we hope to see more individuals and communities step forward in solidarity to raise awareness and work towards ending homelessness in Singapore.

SleepOut SG 2025 participants during discussion and the rough sleeping experience.

NCSS Social Service Summit 2025

New Hope CS partnered with the National Council of Social Service to host social service professionals and international delegates for the NCSS Social Service Summit 2025 learning journeys at Single Room Shared Facilities (SRSF). Participants gained insights into how innovative housing models, combined with strong partnerships, can create sustainable impact beyond shelter provision.

The sessions highlighted how thoughtfully designed shared spaces, integrated digital literacy, healthcare and life skills programmes, as well as partnerships with neighbouring organisations, support residents' holistic needs. Structured support systems and shared facilities were also showcased as key enablers in fostering peer networks, strengthening community bonds and expanding access to resources.

Corporate Highlights

DBS Foundation x SG Cares Community Pop Up Market at SRSF

In partnership with DBS Foundation and SG Cares, New Hope Community Services hosted the DBS Foundation x SG Cares Community Pop Up Market on 18 January 2025 at our Single Room Shared Facilities (SRSF) site. The event benefited over 180 tenants, who were able to select essential household items and food supplies through a series of guided stations manned by DBS staff volunteers. All items were fully sponsored, ensuring that tenants could stock up on necessities for their homes. Member of Parliament Nadia Ahmad Samdin from Ang Mo Kio GRC also graced the event.

Beyond providing practical support, the pop-up market created opportunities for meaningful interaction between volunteers and tenants. Through engaging game stations and activities promoting healthy living and financial awareness, tenants were able to access nutritious food items while learning useful everyday knowledge. Many tenants shared that the event helped ease the burden of purchasing bulky household items, particularly as the nearest supermarket is located at least one train station away.

Top: Ms Nadia posing with volunteers from DBS Foundation
Bottom: Volunteers from DBS Foundation assisting residents in collecting essential household items and food supplies

Birdhouse Motion Sensor Pilot

New Hope Community Services partnered with HeartHackers to pilot Birdhouse, a motion sensor solution that provides continuous, real-time monitoring of seniors' activity levels within the privacy of their homes. From August 2025 to February 2026, nine tenants from our Single Room Shared Facilities (SRSF) were selected for the trial due to their age and existing medical conditions. Small, discreet motion sensors installed in key areas of the home detect changes in daily activity patterns; if prolonged inactivity is detected, an automated alert is sent to the tenant's next of kin, followed by notifications to staff via the Birdhouse dashboard or email if no response is received. This system enables staff to promptly check in through calls or home visits and activate emergency protocols if necessary, offering tenants greater safety and peace of mind while respecting their privacy.

PanCare Mobile Clinic

New Hope Community Services partnered with PanCare Medical to bring the PanCare Mobile Clinic directly to tenants living in our Single Room Shared Facilities (SRSF). Across five sessions held between April and November 2025, a team of eight medical professionals, including a doctor, provided on-site consultations, health screenings through blood and urine tests, and vaccinations for influenza, COVID-19, and pneumococcal infections. In total, 149 tenants received medical support through the programme, with all services provided at no cost, making healthcare more accessible within their living environment. New Hope extends our sincere appreciation to PanCare Medical for their partnership and commitment to supporting the well-being of our tenants.

Quarterly Staff Welfare

Staff well-being remained a key focus in 2025 through a series of quarterly welfare initiatives designed to foster connection, renewal and team bonding. As part of Social Work day celebrations, in March 2025, staff participated in a range of self-care activities including art jamming, forest therapy, pottery and skincare workshops. June featured a board games session alongside a fireside chat with Mr Stanley Tan, Principal of Rumah Group, while September saw teams come together for an Amazing Race at Marina Bay Sands that strengthened collaboration and camaraderie across departments.

Staff participating in their preferred self-care activities during the March Staff Welfare Session — Art Jamming (top), Forest Therapy (middle), and Pottery (bottom).

Group photo taken during Staff Appreciation Day

Year-End Staff Appreciation Day

New Hope CS concluded the year with a Staff Appreciation Day that brought colleagues from across shelters and offices together as one community. The event provided space for staff to unwind, reconnect and celebrate shared efforts through games, good food and meaningful interactions. A lucky draw added to the festive atmosphere, making the occasion a heartfelt expression of gratitude for the dedication and commitment of our team throughout the year.

Staff Learning & Development

New Hope Community Services remains committed to strengthening staff capabilities through continuous learning and professional development. In 2025, colleagues participated in workshops, skills-based training, and external courses to deepen their expertise and enhance service delivery, with a total of 1,552 training hours recorded across the organisation.

As part of these efforts, a Mental Health Awareness training held on 8 May 2025 equipped staff with practical knowledge to better understand mental health challenges and foster a supportive workplace environment. In addition, two training sessions were conducted to support staff in adopting Scribe, an AI-powered application developed and hosted by the Singapore Government that records conversations and summarises them into structured notes. By streamlining documentation processes, the tool enables frontline staff to spend less time on administrative tasks and focus more on being present with clients and residents.

YEAR IN REVIEW

Programme Highlights

Photo: Volunteer from Church of Good Shepherd serving food to our residents during Chinese New Year combined celebration of TP@MD and TP@JK.

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 families & 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
- **SBFF Job Support and Retention Programme**
  Job training and skills training services
- **Kampung Siglap Lifeskills Training & Retreat Centre**
  A community space to inspire hope & change in the social service sector
- **Social Investigation**
  Assessment & right-siting services
- **Satellite Visit Centre**
  Provide tele-visit services for family members of inmates
- **SG Cares Volunteer Centre @ Kreta Ayer**
  Growing & coordinating volunteer supply, capabilities & partnerships
- **Research & Knowledge Management**
  Retaining & sharing of knowledge & experience

Children from TP @ Jalan Kukoh engaging in crafts during the National Day celebration

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.

OUR IMPACT

35 Individuals & **35** Families served*

* Sum of admissions in 2025 & cases bought forward from 2024

15 Individuals & **18** Families found Long-Term Housing

(Total of **20 individuals & 19 families** discharged)

19 Individuals & **11** Families New Admissions

Interest Group

Over five weeks from May to June 2025, TP@JK piloted an interest group series that reflected a shift from a "Do-To" to a "Do-With" approach in practice. With most residents newly admitted and unfamiliar with one another, the programme was designed to foster connection, ease adjustment, and encourage active participation. Through a mix of creative, reflective, and practical activities including seed planting, acrylic painting, snack-making, batik art, and a neighbourhood walk, residents were invited not just to take part, but to contribute meaningfully to the community. A resident family also stepped forward to lead one of the sessions, demonstrating growing confidence and ownership.

The series strengthened peer support and built a greater sense of belonging among residents. Participants reconnected with personal interests, developed confidence in daily living and communication skills, and gained awareness of community resources and opportunities to continue learning or give back. Collectively, these small but meaningful steps laid a strong foundation for sustained growth, mutual support, and community integration.

Acrylic Painting session during one of the Interest Group Sessions

Male residents participating in one of the Men's Groupwork session

Celebrating Lives, Strengthening Community

TP@JK continues its quarterly birthday celebration tradition as a meaningful way to honour residents and foster community. Each session brings together birthday celebrants and their families for a shared experience, often beginning with a simple activity or outing, followed by a communal meal. Past celebrations have included small outings such as a visit to the Night Safari, creating moments of joy and respite from daily routines. These gatherings create opportunities for new and long-term residents to mingle, form connections, and build friendships, while children bond naturally through play. Beyond celebration, marking birthdays affirms each individual's dignity, identity, and sense of belonging. The simple act of sharing a cake and celebrating together reinforces that every resident is seen, valued, and part of a supportive community.

Redefining Strength Through Brotherhood

TP@JK held a five-session groupwork series for male residents, providing a safe space to explore emotions, identity, and societal expectations. Each session was guided by the BPSS framework to address different dimensions of wellbeing. Biological wellbeing was nurtured through discussions on healthy eating and living, psychological wellbeing through strength-based activities and reflections on the "World Mask" versus the "Inner Self Mask," and social-spiritual wellbeing through teamwork exercises such as the "crossing the river" activity that fostered empathy and collaboration.

Over the course of the series, participants moved from voicing frustrations to affirming and supporting one another. Camaraderie, patience, and leadership emerged as participants-built trust and shared growth. Many expressed interest in returning for future sessions, highlighting the programme's success in promoting holistic wellbeing, challenging limiting norms of masculinity, and strengthening connections within the community.

Residents learning the ketupat weave during Hari Raya celebration at TP@MD

TRANSIT POINT @ MARGARET DRIVE

Transit Point @ Margaret Drive (TP@MD) is an 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. With a dedicated operations team, it hosts the uniqueness of 24/7 onsite surveillance and monitoring. Located at the site of the former Queenstown Polyclinic, TP@MD has a maximum occupancy of 66.

Ensuring a dignified environment

Following the completion of toilet refurbishment works in 2024, TP@MD continued its commitment in 2025 to providing residents with a safe, clean, and dignified living environment. In May and August, the team coordinated the temporary relocation of staff, residents, and essential equipment to and from Jalan Kukoh to facilitate critical repair works at the shelter. Careful planning ensured minimal disruption, allowing residents to continue receiving consistent care and services throughout the process. Looking ahead, further refurbishment and repairs to the annex building are planned to enhance the living conditions and well-being of residents.

Relocation of TP@MD residents to Jalan Kukoh

Celebrating residents' birthdays

Building Connections and Collaborations

Monthly townhall sessions at TP@MD continued to serve as an important platform for resident engagement, fostering open communication, shared accountability, and a stronger sense of community. Residents were encouraged to share their experiences and concerns, helping to create an environment where every voice is heard and valued. In 2025, milestones such as residents' successful transitions into housing were celebrated, while positive contributions to the shelter community were recognised through the Resident of the Month award. TP@MD also partnered with corporate and community organisations to organise festive celebrations throughout the year, creating meaningful opportunities for connection, belonging, and joy among residents.

OUR IMPACT

76

Individuals served*

* Sum of admissions in 2025 & cases bought forward from 2024

25

found Long-Term Housing

(Total of **34** discharges)

45

New Admissions

Respite during Outings with Capital Group

Residents enjoying outing to Singapore Oceanarium

"It was a simple moment, but it made the whole outing feel warmer and more complete."

as reflected by one of the residents

With the continued support of corporate partner Capital Group, residents from the shelters were invited to two inter-shelter outings in 2025 — to Bird Paradise in May and Singapore Oceanarium in November. These excursions offered residents a rare opportunity to visit local attractions that may otherwise be beyond reach while navigating personal challenges. Beyond providing a welcome respite from daily stresses, the outings fostered connection and camaraderie among residents. Shared meals and conversations after the visits extended the sense of fellowship, creating simple yet meaningful moments of joy and belonging within the community.

Meaningful Engagement with Rummy-O

In 2025, TP@MD introduced a Rummy-O interest group to engage residents who had limited daytime activities and social interaction. Conducted over eight weekly sessions, the activity quickly sparked enthusiasm, with residents enjoying the challenge of pattern recognition and strategic play. Beyond its cognitive benefits, the sessions created opportunities for residents to interact with peers they might not otherwise engage with. Newer residents also found it easier to start conversations and integrate into the shelter community. What began as a simple game gradually grew into a small but supportive space for connection, confidence-building, and mutual encouragement.

Residents connecting and engaging with one another during a Rummy-O session

Residents of TP@YCK engaged in pipewire craft during Christmas Celebration with Capital Group

TRANSIT POINT @ YIO CHU KANG

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.

Life Skills and Psychoeducation Group

The Life Skills Psychoeducation Group at TP@YCK provides residents with practical learning opportunities to strengthen their daily living skills and overall well-being. Facilitated by Transitional Shelter social workers, the sessions bring residents together to learn and share lived experiences on topics such as financial management and maintaining good mental health. By translating academic concepts into practical strategies, the group equips residents with tools they can apply in their everyday lives. The open group welcomes up to 20 residents per session, with individuals encouraged by their social workers to participate when specific skills may support their personal development and stability.

Life Skills Psychoeducation Group during their sessions

OUR IMPACT

148
Individuals served*
* Sum of admissions in 2025 & cases bought forward from 2024

27
found Long-Term Housing
(Total of **42** discharges)

89
New Admissions

Monthly Community Evenings

Group photos of residents during one of the community evenings.

Community evenings at TP@YCK serve as a regular event for residents to mingle over a meal, celebrate birthdays, learn about community resources, as well as receive updates and feedback about the shelter. For residents who have limited opportunities to socialize with others in their personal lives, community evenings serve as an entry point for new people to enter their lives. These relationships may translate to positive impacts on the residents' coping, self-esteem and participation in society.

Learning Journey at TP@YCK

TP@YCK hosted learning journeys for Singapore Association of Social Workers (SASW) students under The Connect Programme. The students come from all walks of life but share a common heart to serve the community. Students were introduced the facilities in the transitional shelter and had a chance to speak with, and gain insights directly from the team of social workers, career coach and operation staffs supporting the shelter and its residents daily. This upstream work benefits residents by spreading awareness and mindfulness of our client's profile and circumstances so that current and future helping professionals would be in a better position to extend their support. Some of the students also decided to volunteer with NHCS after this experience.

Learning Journey for SASW students, hosted by our TP@YCK social workers

HDB JOINT SINGLES SCHEME - OPERATOR RUN

New Hope CS is the Managing Agent of a Joint Singles Scheme Operator- Run (JSS-OR) 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. New Hope CS manages around 250 flats, which can accommodate about 640 singles.

OUR IMPACT

608

Total Beneficiaries Served*

* Sum of admissions in 2025 & cases bought forward from 2024

	Bukit Batok West	Sengkang West	Woodleigh Link
Beneficiaries Served:	114	310	184
Mediations Conducted:	14	64	27
% of Disputes Closed:	100%	95.5%	94.6%

JSS-OR SENGKANG WEST

Strengthening Community Partnerships with CEFC

JSS-OR SKW continued to strengthen its partnership with Covenant Evangelical Free Church (CEFC) in 2025 by co-organising festive celebrations for Chinese New Year, Mid-Autumn Festival, and Deepavali, with a total of 188 tenants participating across the three events. These gatherings provided inclusive platforms for tenants to celebrate cultural traditions together while fostering stronger neighbourly connections within the block. The celebrations encouraged interaction across different racial and cultural groups, helping to reduce social isolation and build a greater sense of community belonging. Such regular engagements contribute to improved community harmony and support more positive neighbourly relationships over time.

Launch of the Kopi & Games Club

In 2025, JSS-OR SKW introduced the Kopi & Games Club, a weekly socio-recreational initiative that provides tenants with a welcoming space to connect over refreshments and familiar board games such as mahjong, Rummy-O, carrom and checkers. Held across 13 sessions from September to December, the programme engaged 139 unique tenants with an average weekly participation of 10 tenants. Designed to promote psychological well-being and strengthen social connections, the sessions created regular opportunities for interaction and community bonding. The initiative received a strong satisfaction rating of 4.2 out of 5, with all respondents reporting that they had made at least one new friend. The programme also encouraged greater resident ownership of community activities while reducing social isolation among tenants.

Tenants from JSS-OR Sengkang West celebrating Deepavali with volunteers from Covenant Evangelical Free Church

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JSS-OR BUKIT BATOK WEST

Launch of Community Health Post with St Luke's Hospital

In partnership with St Luke's Hospital, JSS-OR BBW launched a Community Health Post (CHP) in 2025 to bring accessible healthcare services directly to tenants within the rental block. Between July and December, the CHP conducted 11 sessions, supporting 53 unique tenants with services such as health screenings, vaccinations, and medication follow-ups. The initiative aimed to improve access to preventive healthcare, particularly for seniors and tenants facing mobility or financial constraints. By reducing barriers to care and fostering regular interaction with healthcare professionals, the programme strengthened trust between tenants and healthcare providers while promoting better health awareness and outcomes.

Community Integration and Volunteer Engagement

JSS-OR BBW strengthened community integration in 2025 through partnerships with Adam Road Presbyterian Church and SG Cares Volunteer Centre @ Bukit Batok. Together, they organised festive celebrations and piloted a decluttering and cleaning initiative to support tenants facing hoarding challenges. The 465A Carnival, organised with Community Matters at Kampung Siglap, also brought together JSS-OR tenants and block residents in a shared community event. These initiatives helped strengthen social connections, improve living conditions for vulnerable tenants, and build positive relationships between residents and volunteers, contributing to a more inclusive and supportive community environment.

Volunteers performing during Chinese New Year celebrations at JSS-OR Bukit Batok

Inter-Agency Case Collaboration and Mental Health Support

JSS-OR BBW strengthened its support network in 2025 through closer collaboration with healthcare and community partners. Through Inter-Disciplinary Group (IDG) meetings organised by the National University Health System, complex tenant cases were discussed holistically, enabling timely medical and social interventions. BBW also worked closely with Community Resource, Engagment, and Support Team (CREST) and Community Intervention Team (COMIT) partners, with support from the Singapore Police Force Community Policing Unit, to connect tenants with appropriate mental health services. These multi-agency efforts improved access to mental health follow-up, strengthened safety planning for high-needs tenants, and enabled coordinated support for tenants with complex medical, psychological, and social challenges.

JSS-OR WOODLEIGH LINK

Resident-Led Community Building – "Makan Together"

In 2025, JSS-OR WLL saw encouraging tenants ownership through the Makan Together initiative, a ground-up programme where tenants came together to cook, share meals, and enjoy games such as Rummy-O. Held across 23 sessions from April to December, the initiative engaged 10 to 14 residents regularly, with tenant volunteers taking the lead in organising and facilitating activities. The programme fostered stronger social connections, encouraged peer support, and provided opportunities for tenants to build confidence and leadership. By strengthening neighbourly relationships and reducing social isolation among seniors, the initiative reflects a positive shift towards more resident-driven community engagement.

Strategic Collaboration with Community Partners

In 2025, JSS-OR WLL strengthened community partnerships through collaboration with the People's Association and the Ping An Xi Le Caring Community Volunteer Group. Together, they organised festive celebrations, community dinners, free haircut sessions, and SG60 activities that were inclusive of residents across the entire block. These events engaged about 60 to 70 tenants and community residents, creating opportunities for interaction and shared participation. The initiatives helped integrate the residents with the wider neighbourhood, fostering stronger social connections, encouraging positive neighbourly interactions, and strengthening the community support ecosystem.

Digital and Employability Support Pathways

In 2025, JSS-OR WLL supported tenants in strengthening their digital literacy and employability skills through programmes organised by New Hope's Employment Services Team and the SG Cares Volunteer Centre @ Toa Payoh. Residents participated in digital literacy workshops, employability festivals, CV writing courses, and Digital Club sessions designed to improve digital inclusion and job readiness. These initiatives particularly supported seniors and long-term unemployed tenants in building confidence and practical skills. As a result, several tenants graduated from basic computer programmes and demonstrated greater independence in using digital tools, while also improving their readiness to pursue employment opportunities.

Tenant and staff dancing to music during Deepavali celebration at JSS-OR Woodleigh Link

Tenant and volunteer playing bingo during Deepavali celebration at JSS-OR Woodleigh Link

A tenant from JSS-OR Woodleigh Link sharing her home-cooked dish during a Makan Together session

HDB 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.

OUR IMPACT

3,466

Total Beneficiaries Engagement Count*

*Number does not represent unique individuals.

455

Total Beneficiaries served**

**Total number of unique individuals who stayed in SRSF in 2025

Volunteers from New Creation Community Services welcoming SRSF residents to the Christmas celebration

Active Ageing through SportCares Exercise Programme

Residents participating in group exercise at SRSF

In collaboration with SportCares, the philanthropic arm of Sport Singapore, tenants participated in weekly group exercise sessions designed to promote active and healthy ageing. From September to December 2025, 14 sessions were conducted, engaging 141 participants aged 60 and above. Led by a trained instructor, the 45-minute sessions featured low-impact exercises using resistance bands, set to upbeat music, while providing guidance on proper posture and safe techniques. Beyond physical activity, the programme fostered social connection and mutual support among participants. Feedback from participants was overwhelmingly positive, with all respondents reporting increased awareness of health and fitness, greater confidence in maintaining their well-being, and a stronger sense of belonging within the community.

Friday Night Café with Catholic Welfare Services

One of the Friday Night Cafe session

In partnership with Catholic Welfare Services, seven Friday Night Café sessions were held in November and December 2025, providing residents with a welcoming space to share a communal meal in a warm and dignified setting. A total of 159 residents benefited from the sessions, supported by three to six volunteers at each gathering. The evenings featured thoughtfully arranged dining spaces, live guitar music, and opportunities for relaxed conversations between tenants and befrienders. Beyond the meals, the programme fostered trust, strengthened social connections, and provided a safe environment where residents could unwind, build relationships, and experience a sense of belonging within the community.

Gift of Love Christmas Celebration

With the generous support of New Creation Community Services, the Gift of Love Christmas celebration was held on 6 December 2025 for residents living at SRSF. The event brought together 70 residents and 45 volunteers in a warm and festive gathering filled with carolling, games, and shared meals. Volunteers engaged SRSF tenants through small-group activities and conversations, creating a joyful and inclusive atmosphere. In addition, 100 vouchers were distributed to provide further support to the community. The celebration fostered meaningful social interaction, strengthened community bonds, and helped alleviate feelings of loneliness, enabling tenants to experience the festive season with greater joy and belonging.

Community Block Party with SSVP Singapore

In collaboration with the Society of St. Vincent de Paul Singapore and Christ the King Church, a lively Block Party was held on 15 November 2025, bringing together tenants and volunteers for an evening of community celebration. The three-hour programme engaged 125 tenants and around 65 volunteers through shared meals, live music, karaoke, interactive games, and activity stations. Volunteers of all ages warmly welcomed participants and facilitated the activities, creating a joyful and inclusive atmosphere. The event helped strengthen community bonds, reduce social isolation, and foster a greater sense of belonging among tenants while encouraging meaningful interaction between tenants, volunteers, and staff.

Volunteers serving buffet to Tenants during Block Party

PanCare Mobile Clinic Partnership

In partnership with PanCare Medical, SRSF hosted a series of mobile clinic sessions in 2025 to improve access to healthcare for tenants. Conducted across five sessions between April and November, the mobile clinic served 149 tenants with services including medical consultations, health screenings, and vaccinations for influenza, COVID-19, and pneumococcal diseases. By bringing healthcare services directly to the residence and eliminating out-of-pocket costs, the programme enabled tenants to address their health needs more conveniently and confidently, supporting their physical well-being and overall quality of life.

Tenants receiving medical consultations and vaccinations

Open Art Studio Sessions

From September to November 2025, six Open Art Studio sessions were conducted at SRSF by an art therapy intern who is also a social worker, engaging 36 tenants. The sessions provided a relaxed and creative space where tenants could explore different art forms such as painting, still life drawing, weaving, and Chinese ink calligraphy. Through these activities, tenants practiced mindfulness while learning new skills and expressing themselves creatively. Beyond developing focus and dexterity, the sessions offered a calming and therapeutic experience that helped reduce anxiety, foster social interaction, and empower tenants to connect with others through shared artistic expression.

Tenant's artwork from the Art Studio Session

National Day Celebrations and Community Carnival

In August 2025, residents celebrated Singapore's National Day through two community events organised with external partners. A National Day dinner sponsored by Four Points by Sheraton Singapore, Riverview brought together residents from SRSF and TP@YCK for a festive buffet gathering, while a National Day Carnival hosted by Eternal Life Church engaged SRSF tenants through interactive game booths, a lucky draw, and shared meals. Across both events, more than 100 tenants participated in activities designed to encourage interaction and celebration. These gatherings provided meaningful opportunities for tenants to connect, support one another, and strengthen their sense of belonging within the community.

Residents enjoying National Day Dinner at Four Points by Sheraton Singapore, Riverview

Photo: Tenant of SRSF engaging in Batik Painting session conducted by Charles and Keith through Project V

SBFF JOB SUPPORT AND 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.

OUR IMPACT

700
Total Beneficiaries Engaged

239
Beneficiaries Engaged for Job Placements

170
Successful Job Placements

47
New Employer Partners

Empowerment through Digital Literacy - Computer and Mobile Phones Training

In 2025, we continued to empower beneficiaries through digital literacy and employability training. In partnership with the Singapore Computer Society Youth Chapter and Infocomm Media Development Authority, two cycles of computer literacy classes and four cycles of mobile phone training were conducted, equipping beneficiaries with essential skills such as resume writing and job search techniques. Benefiting over 170 individuals, these programmes helped bridge the digital divide—particularly for seniors—enabling them to navigate an increasingly digital world with greater confidence and independence.

Our staff supporting beneficiaries in CV writing during Computer Training Class

Employability Retreat

In partnership with Image Mission and the Kampung Siglap Lifeskills Training and Retreat Centre Team, we organised a 2D1N Employability Retreat from 3–4 October 2025, engaging 19 beneficiaries. The retreat focused on strengthening job readiness through personalised 1:1 coaching by HR professional volunteers, covering areas such as elevator pitches, resume writing, interview skills, and job search strategies. Beyond skill-building, the retreat fostered confidence, peer support, and meaningful connections, creating a supportive environment for clients to grow and prepare for employment.

Volunteers from Image Mission sharing on the importance of dressing for interviews during Employability Retreat

Employability Festivals

In partnership with employers and community partners, including Employment and Employability Institute (e2i) and various training providers, the Employment Services Team organised two Employability Festivals in April and November 2025. Held at our premises, the events brought together 12 employers across different sectors, offering a wide range of job opportunities and career pathways. Over 300 beneficiaries attended, each engaging with multiple employers and gaining insights into job roles and required training. The festivals provided valuable exposure and networking opportunities, with 15% of participants successfully securing employment.

Age-Friendly Workplace Research Collaboration

New Hope CS partnered with Sodexo Singapore and Ngee Ann Polytechnic on a research project exploring age-friendly workplace practices. The collaboration examined how organisations can better attract, support, and retain older workers through inclusive and adaptable work environments. Insights from the study were shared with employers to promote more senior-friendly practices, ultimately supporting improved employment opportunities and sustainability for older workers.

Residents engaging with employers and community partners during the Employability Festival

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.

255

beneficiaries right-sited

SATELLITE VISIT CENTRE

In partnership with the Singapore Prison Service, New Hope Community Services launched a Satellite Visit Centre (SVC) at our Yishun HQ on 5 June 2025. The SVC provides a secure and supportive environment where family members of inmates can connect with their loved ones through scheduled video visits.

These tele-visits help families maintain meaningful connections despite physical separation, supporting the emotional well-being of both inmates and their families. Strong family support plays an important role in encouraging positive change and supporting inmates in their rehabilitation and eventual reintegration into society.

378

visits by inmates' families

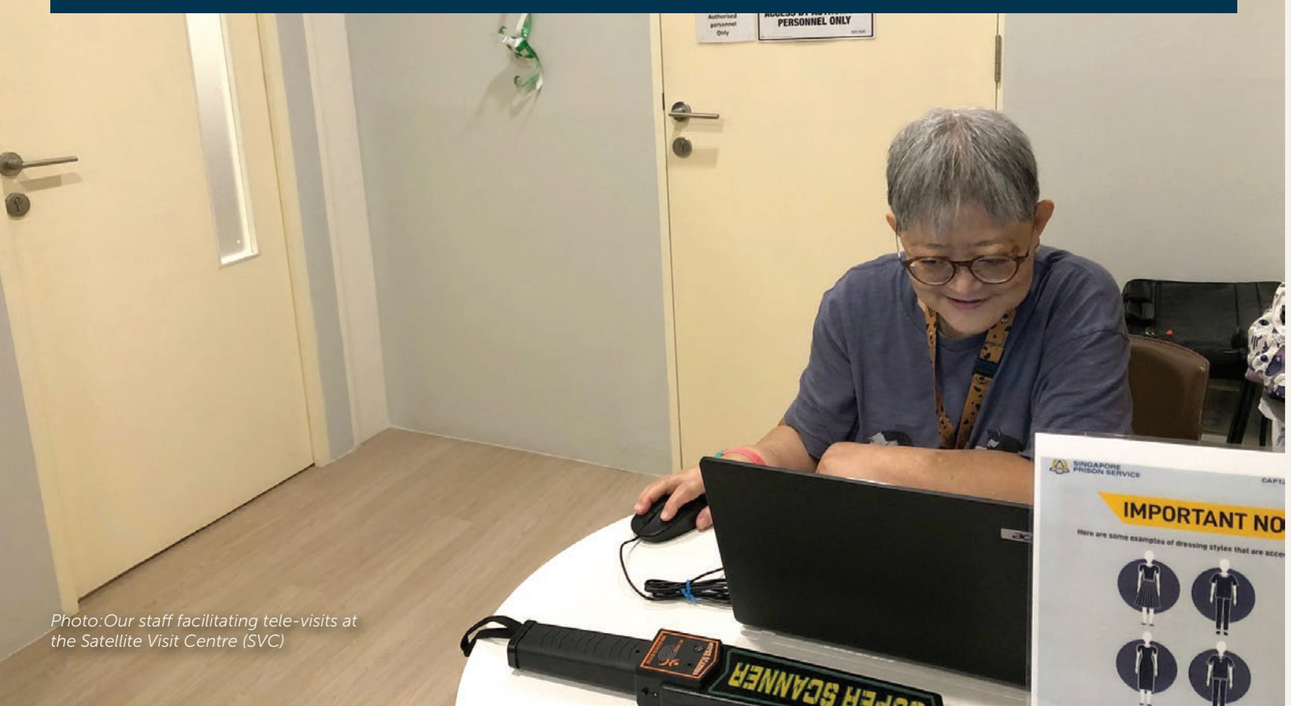


Photo:Our staff facilitating tele-visits at the Satellite Visit Centre (SVC)

KAMPUNG SIGLAP LIFESKILLS TRAINING AND RETREAT CENTRE

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.

200

participants in retreat & programmes

1-Day Well-being Retreat with SUSS Students

In partnership with students from Singapore University of Social Sciences, Kampung Siglap hosted a one-day retreat programme designed to explore how retreat-based activities can improve the well-being of individuals experiencing housing instability. The student-led community project engaged 60 clients from JSS-OR sites in a series of reflective and interactive activities focused on rest, personal reflection, and social connection. Set in the calm environment of Kampung Siglap, the retreat provided participants with a rare opportunity to step away from daily stresses, connect with others, and recharge emotionally. The initiative highlighted the value of retreat-based experiences in supporting clients' psychosocial well-being and fostering renewed motivation.

Community Exercise Programme with HPB

Kampung Siglap also partnered with the Health Promotion Board to support active ageing initiatives by providing venue space for community exercise programmes. These sessions were designed primarily for seniors living in the surrounding neighbourhood, including residents from nearby housing blocks. By offering a convenient and welcoming venue, the programme encouraged regular physical activity, promoted healthier lifestyles, and created opportunities for seniors to connect socially. The collaboration reflects Kampung Siglap's role as a community hub that supports both physical well-being and social engagement among residents in the surrounding area.

Pathlight Internship Programme

Kampung Siglap continued its collaboration with Pathlight School by providing a supportive workspace for student interns as part of their vocational training. The internship programme offers students with autism a structured environment where they can develop practical workplace skills, build confidence, and gain exposure to real-world work settings. Through guided tasks and mentorship from coaches and staff, interns were able to strengthen their employability skills while contributing meaningfully to daily operations at the centre. This partnership reflects Kampung Siglap's commitment to creating inclusive opportunities that empower individuals with diverse abilities to grow and thrive.

Pathlight School students cleaning Kampung Siglap rooms as part of their internship programme

SG CARES VOLUNTEER CENTRE @ KRETA AYER

The SG Cares Volunteer Centres (VCs), operated by community-based organisations, build volunteer capacity, strengthen partnerships, and coordinate resources to better meet local community needs. With deep knowledge of their respective towns, VCs identify service gaps and mobilise volunteers effectively. By March 2022, all 24 towns in Singapore were equipped with an operational VC, bringing volunteering and donation opportunities closer to where people live, work, and study. Since 2021, New Hope Community Services has been appointed by the Ministry of Culture, Community and Youth's SG Cares Office to operate the SG Cares Volunteer Centre @ Kreta Ayer.

OUR IMPACT

4,204
service-users impacted

1717
total volunteers engaged

36
regular volunteers

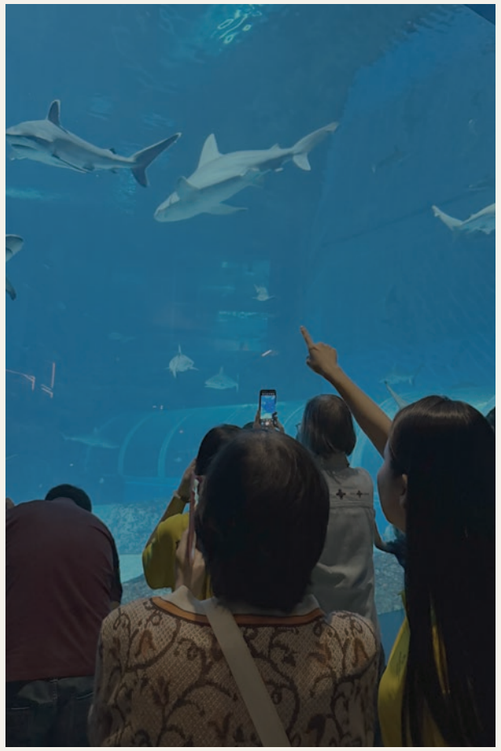
49
partners collaborated

Festive Oceanarium Outings for Seniors

During the Christmas period, Resorts World Sentosa partnered with six Active Ageing Centres to organise a series of Oceanarium visits for seniors. A total of six trips were conducted, benefiting approximately 220 seniors, with the support of 159 volunteers who ensured smooth coordination and provided companionship throughout the outings. The programme offered seniors a meaningful festive experience, promoting social engagement, recreation, and community bonding. This initiative highlights the impact of strong partnerships and volunteerism in creating enriching experiences that support the well-being of older adults

Friends-In-Deed (FID) Project – Fulfilling Seniors' Wishes

Through the Girls' Brigade Singapore Friends-In-Deed (FID) Project, the wishes of 219 seniors were fulfilled across five community partners, including Pearl's Hill Care Home and Montfort Care Family Service Centre (Kreta Ayer). Seniors submitted simple wish-list items such as household essentials and daily necessities, which were made possible through the generosity of donors and volunteers. Beyond meeting practical needs, the initiative brought joy and encouragement to seniors who may experience social isolation. By connecting volunteers, donors, and community organisations, the project strengthened community support networks and fostered a spirit of compassion and care.



Seniors taking photos during Oceanarium outing

Our Volunteer Centre team with our volunteers and partners

Recognising Our Volunteers and Partners

The SG Cares Volunteer Centre @ Kreta Ayer hosted our Volunteer Appreciation event to recognise the contributions of individual volunteers and corporate partners who have faithfully supported our work in the community. Certificates of Appreciation were presented to regular volunteers and dedicated partners in acknowledgement of their sustained commitment and collaboration.

The event provided an opportunity to celebrate shared achievements, strengthen relationships and reaffirm the value of partnership in advancing our mission. We are grateful to our volunteers and partners for their continued support and meaningful contributions throughout the year.

Operational Transition of Volunteer Centres

Effective 31 May 2025, New Hope Community Services officially ceased operations at the Volunteer Centre @ Bukit Merah. While this concludes our formal management of the site, our commitment to fostering volunteerism remains steadfast through our continued operation of the Volunteer Centre @ Kreta Ayer. This move marks an intentional shift in our operational footprint to ensure the long-term sustainability and focus of our community services

RESEARCH & KNOWLEDGE MANAGEMENT

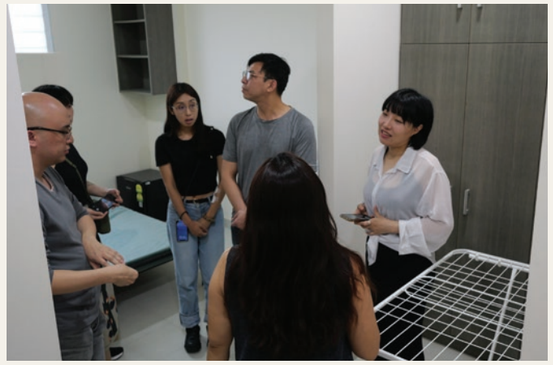
Research & Knowledge Management (RKM) is the conscious process of defining, structuring, retaining, and sharing of knowledge and experiences of employees in an organisation. It is a key driving force to rally the most valuable resource that we have –people. In the Social Service setting, RKM is especially 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

Visit by Taiwanese delegates

The Research team hosted a team of Taiwan delegates they befriended at International Journal on Homelessness Conference 2025. The team hosted them in SRSF and TP@YCK. Do You A Flavor Cultural Construction Association and Taipei Yoshi Care Association visited New Hope Community Services on 15 May 2025. Do You A Flavor Cultural Construction Association is a social innovation group that aims to bridge the gap between social issues and the environment. The agency aims to create a society that has close social protection. Taipei Yoshi Care Association focuses on providing employment support and encouragement to economically disadvantaged groups. They aim to help these people return to work and create a social environment where they can work with their hands to support themselves.

The Research team was most impressed at how they had created job opportunities for the homeless person to work in areas like trauma cleaning and mobilizing them to support the rescue works in Japan when there was an earthquake. That experienced of mobilizing the homeless individual to support the rescue works was very empowering as it gave the homeless person a sense of purpose and an opportunity to travel to Japan.

Our RKM Team sharing about the work we do at New Hope CS



Taiwanese delegates on a tour around TP@YCK facilities

International Journal on Homelessness Conference 2025

International Journal on Homelessness Conference 2025 was held in Chile, Santiago, from 20 Jan to 23 Jan 2025. The participants of the conference were from 20 different countries ranging from academia to practitioners and funders and advocates- ex-homeless clients to advocates. New Hope CS had the privilege to share about the work we were doing in Singapore alongside Dr Harry Tan from Institute of Policy Studies.

We showcased the innovation solutions in improving our shelters, giving our residents a stake in decision making all in hopes of enhancing the recovery of persons who have experienced homelessness. At the same time, we also shared about the innovation of Singapore's increasing housing typologies, which continued to support those who face housing insecurity here.

The team also visited a few local sites in Santiago to catch a glimpse of the work being done on the ground. The team also took the opportunity to network with fellow presenters in the region. They learned about creative practices from fellow presenters, including how they mobilised volunteers to build homes for the homeless and encouraged individuals experiencing homelessness to take on jobs that are often overlooked, thereby strengthening the economy and creating new sources of opportunity.

Group photo of our team with Dr Harry Tan from the Institute of Policy Studies at IJOH 2025

Homelessness Learning Forum 2025

On 13 November 2025, New Hope Community Services, in collaboration with partners across the homelessness sector, hosted the annual Homelessness Learning Forum (HLF) at the Civil Service Club @ Tessensohn. Themed **"Timely Steps, Lasting Impact: Addressing Homelessness at Life's Key Moments"**, the forum drew around 400 participants, including social service practitioners, community partners, and sector stakeholders.

Participants engaged in meaningful discussions, exchanged practice insights, and heard perspectives grounded in lived experiences of homelessness. The forum also underscored the importance of timely intervention, continuity of care, and cross-sector collaboration in addressing homelessness across different life stages. We were honoured to have Dr Harry Tan, Research Fellow at the Institute of Policy Studies, deliver the keynote address, and our Guest of Honour, Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Social and Family Development and Ministry of Law, for sharing his insights and participating in the forum.

In addition, Learning Journeys were held from 21 October to 1 November, offering participants firsthand exposure to services and programmes supporting individuals experiencing homelessness in Singapore.

HLF2025 was co-organised alongside Bless Community Services, Catholic Welfare Services, The Girls' Brigade Singapore, Homeless Hearts of Singapore, and Institute of Policy Studies, and supported by the Ministry of Social and Family Development. Additional partners came in to host the Learning Journeys, including AWWA, Allkin Singapore, Born2BE Ltd, Singapore Association for Mental Health, New Creation Community Services, and WE CARE Community Services.

Panel Talk sessions at HLF2025

Group photo taken at HLF 2025

The Year Ahead

In 2026, New Hope Community Services will continue advancing our mission to support individuals and families experiencing homelessness and housing challenges. Guided by our 2026 theme, Stronger Together, we are reminded that no single individual, team, or organisation can fulfil this mission alone. Our strength lies in unity and a shared purpose across staff, partners, volunteers, and the wider community. To sustain and grow our programmes, we project an expenditure of **$10.16 million**, with the majority directed towards charitable activities such as shelter, case management, job coaching, and other essential services.

While government grants and support funds contribute to our work, additional resources are required to meet operational needs. We have therefore set a fundraising target of **$1.35 million** to bridge this gap and ensure the continuity of services for those we serve. Through continued community engagement, partnerships, and advocacy, we will rally collective support to build stronger outcomes and drive lasting change—together.

Upcoming Programmes and Events

- Hope Arise, a Male Alcoholic Recovery Centre developed in collaboration with New Creation Community Services, marks a step forward in expanding support for men on the recovery journey. Located at 55 and 57 Choa Chu Kang Road, the centre will provide a safe and structured environment. Following the signing of MoU, witnessed by National Council of Social Service representatives, a joint steering committee was formed to guide the initiative. Renovation works, which began in November 2025, are expected to be completed in the first quarter of 2026, bringing the centre closer to operational readiness.

- In 2026, New Hope CS will continue to grow the Learning Journey: a Walk in Their Shoes as a key platform for awareness, education, and engagement. Designed as a structured and facilitated experience, the programme offers participants deeper insight into the realities of homelessness in Singapore, while fostering empathy and reflection.

- The seventh edition of Homelessness Learning Forum (HLF) will take place on 14 October 2026. HLF is an annual event organised by New Hope Community Services and other partners working in the homelessness sector in Singapore.

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.

Fundraising & Advocacy Plans in 2026

In 2026, our fundraising and advocacy efforts will focus on building meaningful partnerships and leveraging the power of digital platforms. Key campaigns will be carried out 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.

SleepOut SG 2026

As our flagship fundraising and advocacy campaign, SleepOut SG 2026 offers participants a meaningful overnight experience to better understand the realities of homelessness. Through guided activities, real stories, and facilitated conversations, the campaign seeks to deepen empathy, challenge perceptions, and inspire sustained support for New Hope Community Services' work.

Photo: Our former residents returning as volunteers at TP @ Margaret Drive for the Chinese New Year celebration

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 (April 2023). 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 six times (including the Annual General Meeting) in 2025.**

BOARD ATTENDANCE

Board Member	Attendance
Elder Kevin Lee	6/6
Dr Pauline Tan	6/6
Mr Daniel Chan	5/6
Elder Ethan Pang	6/6
Mr William Chan	5/6
Mr Michael Lee	3/6
Ms Khoo Swee Lan	5/6
Ms Pauline Sng	4/6
Mr Chua Sui Tong	5/6
Mr Andrew Lim	6/6

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 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 completed in July 2025 via the BoardPulse programme.

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:

- 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;
- Determining qualifications and characteristics needed by Board Members;
- Identifying, screening and reviewing individuals who are qualified to serve as Board Members;
- Recommending to the Board candidates for nomination and appointment to the Board, and its committees;
- Assisting in orientation programmes for newly appointed Board Members;
- Evaluating the effectiveness of Board Members;
- Evaluating Board Members who are required to submit themselves for renomination and re-appointment at the end of their 2 year-term, and making recommendations to the Board;
- Making recommendations to the independent Board Members with respect to the remuneration of the organisation's CEO;
- Reviewing management incentive remuneration policies and programmes;
- Reviewing bonus compensation policies for employees;
- Reviewing 'Career Development and Advancement' plans so as to attract and retain talents; and
- Reviewing New Hope CS' remuneration plans to align with the NCSS annual salaries guidelines.

Kampung Siglap Committee

Chairperson : Elder Ethan Pang (BM)
Members : Mr Michael Lee (BM)
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)
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 (FY25)

Salary Band	Headcount
$100,001 - $200,000	2
$200,001 - $300,000	1
$300,001 - $400,000	0

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 2030' 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, social media 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 department 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 for the Board's approval where necessary at mid-year.

As part of internal controls, all purchases of more than $5,000 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 or commercial 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 2025 for three years.

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.

ESG

New Hope CS endeavours to be environmentally friendly, maintain good relationships with our stakeholders, and uphold a high standard of governance. The following are some ESG initiatives that we have undertaken over the past year.

ENVIRONMENT

Digital Transformation to reduce environment footprint

New Hope CS has progressively adopted electronic processes such as e-purchase requisitions processes, digital donation receipts, donor's appreciation letter and digital annual report. These processes help to minimize our environmental footprint.

Facility and procurement practices to promote energy efficiency and sustainability

Our Kampung Siglap has installed two Electric Vehicle (EV) chargers and started operations in Dec 2024. The initiative promotes low-emission transport in alignment with Singapore's green mobility initiatives. Sites which previously installed with old fluorescent are replaced with energy efficient LED lighting fixtures, tubes and bulbs.

At our Single Room Shared Facilities (SRSF), the laundry room located at SRSF are install with 5-ticks energy efficient dryer machines and 4-ticks water efficient washer machines.

SOCIAL

Diversity and Inclusion to encourage accessible and equalized opportunities for all

At New Hope CS, we employ a diverse group of staff including ex-service users who has been through NHCS programmes and services. Through our employment services program, we regularly engage in conversation with corporates and HR Professional on inclusive hiring of underserved service users.

Partnership with Corporates for a more inclusive society

We regularly engage community and corporate volunteers to support our programmes and services to serve the disadvantaged in our communities. The corporate volunteers bring cheers to our residents in our townhalls and festive celebrations and this fosters a culture of empathy and care, connecting our volunteers to uplift the underserved groups.

GOVERNANCE

Transparency & Governance

New Hope CS is committed to upholding the highest standards of governance and integrity, ensuring full compliance with all relevant laws and regulations across its operations. We provide regular updates on our financial and operational performance to promote transparency and strengthen stakeholder trust. As an Institution of a Public Character (IPC), New Hope also adheres to the Governance Evaluation Checklist (GEC).

Data Protection Trustmark (DPTM) Re-certified until 2028

As we store increasingly more data digitally, having responsible data protection practices are crucial to build trust with our stakeholders. We are DPTM certified since 2019 and was re-certified in Feb 2025 for another three years.

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

	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) 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			
14	For Treasurer (or equivalent position) only: 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. 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.	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	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. 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	v3.2	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	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. 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).	4.1a	Yes No Partial Compliance	
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	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	Set internal policies for the charity on the following areas and regularly review them: a. Anti Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board Strategies, functions, and responsibilities; c. Employment practices;	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. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than $100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes No Partial Compliance	
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 from TP@JK singing along with a volunteer during one of our community events.

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New Hope Community Services Annual Report 2025

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