



Annual Report 2021

REIMAGINE
POSSIBILITIES

NEW HOPE
COMMUNITY SERVICES

About New Hope Community Services

We are a social service agency and a member of the National Council of Social Services. Our mission is to serve the displaced and disadvantaged in the community by empowering them with opportunities to better their own lives. By providing the right support when needed, we know that we can help our clients leave homelessness for good. We are able to do this because of a dedicated team of staff, volunteers, donors, and civil and corporate partners.

Our work began in 2003 when four homeless male ex-offenders approached Pastor Andrew Khoo (our Founder & current CEO) seeking refuge. Deeply moved by a need that had not been met by social services then, Pastor Andrew set up the Shelter for Men-in-Crisis, Singapore's first shelter for homeless male ex-offenders. A year later, New Hope Community Services was born.

Since then, we have steadily expanded to four transitional shelters across Singapore with the capacity to shelter over 500 residents. But we also recognise that building thriving and resilient individuals and families requires more than just a roof over their heads. We run various programmes and services that help our clients break out of the poverty cycle and achieve long-term financial resilience and independence.

Watch our corporate video here:
<https://youtu.be/orccuzhB-QY>



Corporate Information

UEN: T04SS0026C

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

Registered as a Charity on 13 Oct 2004 (01825)

Full Member of NCSS since 1 Nov 2005

Current IPC Period: 01/11/2018–31/10/2022 (IPC000037)

Banker: DBS Bank

Auditor: Assurance Partners LLP



Changing lives since

2004

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		ODT — Organisation Development Transformation	
		PGP — Pioneer Group Project	
		RTC — Reformative Training Centre	
		S3P — Safe, Sound, Sleeping Place	
		SBFF — Singapore Business Federation Foundation	
		SMMs — Safe Management Measures	
		SSAs — Social Service Agencies	
		SSOs — Social Service Offices	
		TP@1SR — Transit Point @ 1 Spooner	
		TP@3SR — Transit Point @ 3 Spooner	
		TP@JK — Transit Point @ Jalan Kukoh	
		TP@MD — Transit Point @ Margaret Drive	
		YRSG — Yellow Ribbon Singapore	

About this annual report:

This annual report covers the highlights and activities of New Hope Community Services for the financial year ended 31 December 2021.



Patron's Message

New Hope Community Services has been doing life-changing work amongst the homeless in Singapore. New Hope CS also does advocacy, raising awareness via education, and encouraging volunteerism, amongst several other aspects of community engagement.

In 2021, New Hope CS was appointed by the Ministry of Social and Family Development to operate a new Transitional Shelter, even as it was dealing with housing hundreds of rough sleepers during the peak of the pandemic. Thus, Transit Point @ 1 Spooner was started. Formerly known as The Innkeeper's Project, TP @ 1 Spooner today has the capacity to house 252 persons, and provides shelter services such as case management and employment support programmes.

To assist non-profit organisations affected by the tightened safe management measures during the Phase 2 (Heightened Alert), the Government introduced the Rental Waiver Framework. This aided New Hope CS in continuing operations at its transitional shelters, a critical service for those without a safe place to return to.

New Hope CS has also built good partnerships in our local community. Events such as the Homelessness Learning Forum have created space for deeper conversations to be held and new networks to be formed. The Ministry of Culture, Community, and Youth has selected New Hope CS to run two SG Cares Volunteer Centres, extending their impact in enabling the community to serve others.

The challenges caused by the pandemic have opened doors for New Hope CS to respond with innovation. As the scope of its work expanded, New Hope CS increased its headcount with support from the Jobs Growth Incentive initiative. The extension of the Singapore Tote Board's Enhanced Fund-Raising Programme, announced in the Budget 2021, was also beneficial to fundraising conducted by New Hope CS.

I thank the management and staff of New Hope CS for their dedication to the crucial work of serving the displaced and disadvantaged in Singapore. With its vision, perspective and tenacity, New Hope CS will continue to do great work.

Mr K. Shanmugam
Minister for Home Affairs & Law



President's Message

As I look back on 2021, I see it as a year of transformation in realising Vision 2025, our strategic plan for New Hope Community Services. The ongoing pandemic hampered some of our progress, but it was in 2021 that we were finally able to set gears in motion.

The theme of this year's Annual Report is Reimagine Possibilities. It is very apt for New Hope CS, as we charted new paths for ourselves throughout the year. Other than refreshing our vision and mission statements, we embarked on a corporate rebranding campaign. This strengthened our identity as an organisation and renewed our commitment to serve our clients.

We were graciously selected by the National Council of Social Service to embark on an Organisation Development Transformation journey. This galvanised staff in coming together to identify our ideal organisational culture and to formulate action steps towards achieving our shared goals. While this process will take a few iterations, we press on with the aim of New Hope CS becoming a place where new and old staff experience personal growth and find fulfilment in their work.

Along with reshaping our culture, we also took this opportunity to strengthen our people development and talent management capabilities. Finally, on an organisational level, the introduction of Human Resources as a corporate function sharpened our capacity to manage a fast-growing team.



At the Board, we welcomed two new members, Ms Khoo Swee Lan and Ms Yeo Mui Sung, whose credentials and expertise enhanced our Board's diversity, governance, and stewardship. The addition of new sub-committee members to our Board also fosters our talent and innovation capabilities on this transformative journey.

We have truly reimaged possibilities by exploring many new frontiers in 2021. On behalf of the Board, I would like to thank the staff of New Hope CS for their perseverance and passion in serving others. Though the year has been a challenging one, I thank God for this deep sense of camaraderie amongst teammates.

Lim Bak Chim
President





Chief Executive Officer's Message

Covid-19 has accelerated change. It has taught us to be quick on our feet and resilient in the face of uncertainty. In these unique times, adopting a growth mindset is key. We must constantly think about how we can continue serving effectively in our work.

To stay relevant, we reinvented ourselves in several ways last year:

Culture Alignment Programme

In 2021, our staff strength grew exponentially. This highlighted the need for New Hope CS to provide the right kind of environment where all our staff could flourish. As part of the ODT initiative by the National Council of Social Service, staff participated in Culture Builder and Alignment programmes. With the opportunity to collaborate with one another, staff envisioned their ideal organisation culture, and jointly derived action statements based on our New Hope CS core values.

Beacons of New Hope Fundraising Campaign

For the first time, we launched a fundraising platform that leveraged on the power of community. Fundraisers were invited to register as Beacons who raised awareness of the issue of homelessness and raise funds to support the work that we do. This initiative was very successful, with more than \$435,000 raised with the help of 102 Beacons and their communities.

Homelessness Learning Forum 2021

The second edition of HLF was run in a hybrid format. Participants attended the event over Zoom, with segments broadcast live from Kampung Siglap Lifeskills Training & Retreat Centre. True to its theme "Rethinking Homelessness—Fostering Partnerships", participants and speakers spanning multiple sectors came together to discuss the issue of

homelessness and share how everyone has a part to play in helping the homeless.

Come Away Retreat

Held at Kampung Siglap, the Come Away Retreat is designed to be a time of complete rest for those in need of it. In particular, it now forms part of our pioneering engagement work with post-discharge residents, with whom we would like to bless with the gift of precious experience, as well as foster stronger relationships with.

Throughout my years of service at New Hope CS and in my own personal life, Ephesians 2:10 has been a fundamental guiding verse. It speaks of us as God's masterpiece, created to do good works. In the pages ahead, you will read in greater detail about the many amazing ways the New Hope CS team has creatively ideated, served in new ways, and brought hope into lives, together.

I thank God for using us to make a difference for so many. With Ephesians 2:10 as my motivation, I aspire to continue stewarding New Hope CS and myself towards fulfilling God's good purposes for us.

In all that we do, may we continue to carry hope and share its power with those we serve!

Pastor Andrew Khoo
Founder & CEO



Reimagining

Our Story

Seventeen years ago, New Hope Community Services was created to be a place where the destitute could find new life and thrive again. That vision remains the same today. And we're committed to becoming better versions of ourselves so that we can create even greater impact.

As the world changes, we are changing too to stay relevant. As we move into a new decade, our vision for the future has led us to evolve our brand.

We introduced a new logo—with the symbol of the dove as a reminder of the power that hope brings into people's lives. We also introduced new colours, and refreshed our Vision and Mission statements.

We may be many things to many people, but our story has always been about hope. We are New Hope Community Services, and together, we can be a Beacon of New Hope for the displaced and disadvantaged in our community.

Watch our brand launch video here:
<https://youtu.be/btvjvl-gTbM>



Old logo:



New primary logo:



New secondary logo:



New corporate colours:





Our Vision

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



I turned my life around because of the **support and encouragement** I received from my career coach and social workers at New Hope.



Ellen's Story

When I was nearing the end of my prison sentence, I had hoped that my family would invite me back to stay with them. But that invitation never came. I felt so lost. I had no shelter and no job. What was I going to do with my life?

So on my last day in prison, I approached my case worker asking for help. That was how I came to Transit Point @ 3 Spooner, operated by New Hope Community Services.

I still remember my first day at the shelter. I was introduced to my social worker and career coach. They welcomed me and told me not to worry about getting a job immediately. Instead they encouraged me to relax and focus on settling down first.

New Hope helped me to apply for financial support from the Social Service Office. It was such a big help. I could pay for my transport, my food, my shelter fee—everything I needed.

My career coach was also very supportive and gave me plenty of tips on how to write a resume and present myself well during interviews.

I eventually got an opportunity to be interviewed for the position of Cleaning Supervisor. During the interview, I was asked about the gap in employment on my resume. So I was honest and replied that I had just been released from prison.

But I told my interviewer that while in prison, I had been under the Work Release Scheme for 8 months. I worked as a cleaner and learnt how to operate various cleaning machinery. I had even earned my cleaning supervisor qualifications during my time in prison.



I was offered the job on the spot. I remember feeling so happy to be able to start working again!

New Hope has truly given me new hope. Coming to the shelter was a turning point in my life. It was here that I realised I don't have to keep thinking about my past and have regrets about it. Why not I just move forward and give back to society?

I've since completed my probation and been confirmed as a full-time staff. I've restarted my life. Of course, I did many wrong things in the past, but now I've gotten the chance again to meet new people, have new responsibilities and work together with others as a team.

All these became possible because of the help I received from my career coach and social workers at New Hope. I would truly like to thank everyone who helped me to change my life, so that I could have a better life.

Watch the full video here:
<https://youtu.be/dA6ekaVt0SQ>



Our Leadership

Board of Management^a



Lim Bak Chim
President

Head, Main Liner Business
Sealand – A Maersk Company Asia



Kevin Lee
Vice-president

Executive Director,
i-Connex



Chua Sui Tong
Secretary

Director,
REVLaw LLC



William Chan
Treasurer

Director,
Horizon Educational Supplies



Ethan Pang
Assistant Treasurer

Director, University Wellbeing Office,
Nanyang Technological University



Dr Pauline Tan
Member

Operations Director,
Sheares Healthcare China



Michael Lee
Member

Chairman & CEO,
Genesis F&B International



Khoo Swee Lan
Member^b

Deputy Group CHRO
National Healthcare Group



Yeo Mui Sung
Member^c

Director,
Omeyon Pte Ltd

Senior Management Team



1. **Pastor Andrew Khoo**
CEO & Founder

2. **Lilian Ong**
Director of Social Work

3. **Lim Chin Sing**
Director of Finance &
Corporate Services

4. **Leah Tan**
Centre Manager (HQ)

5. **Benny Tan**
Facilities Manager

6. **Gerard Chee**
Organisational Development
Manager

7. **Fouzia Noor Batcha**
Human Resource Manager

^a Mr Barry Sim held the post of Board Member until his resignation from the Board on 9 Jun 2021.

^b Ms Khoo Swee Lan joined the Board on 5 Aug 2021.

^c Ms Yeo Mui Sung joined the Board on 5 Aug 2021.



In 2021,

1,317

individuals and families used one or more of our programmes and services.

Our Programmes & Services



Transit Point @ 1 Spooner

Transitional shelter for rough sleeping individuals



Transit Point @ 3 Spooner

Shelter for male ex-offenders



Transit Point @ Jalan Kukoh

Transitional shelter for displaced families & individuals



Transit Point @ Margaret Drive

Interim shelter for rough sleeping individuals



HOPE Scheme

Mentoring & support groups for young, low-income families



Job Support & Retention Programme

Job matching & skills training services



Social Investigation

Assessment & right-siting services



Jumping® Singapore

Social enterprise initiative



Kampung Siglap

Sustainable client engagement

R

Respect

Value everyone.
Everyone has a voice.

I

Integrity

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

C

Compassion

Have a heart.
Be hospitable and welcoming
to all.

E

Excellence

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

Our Core Values

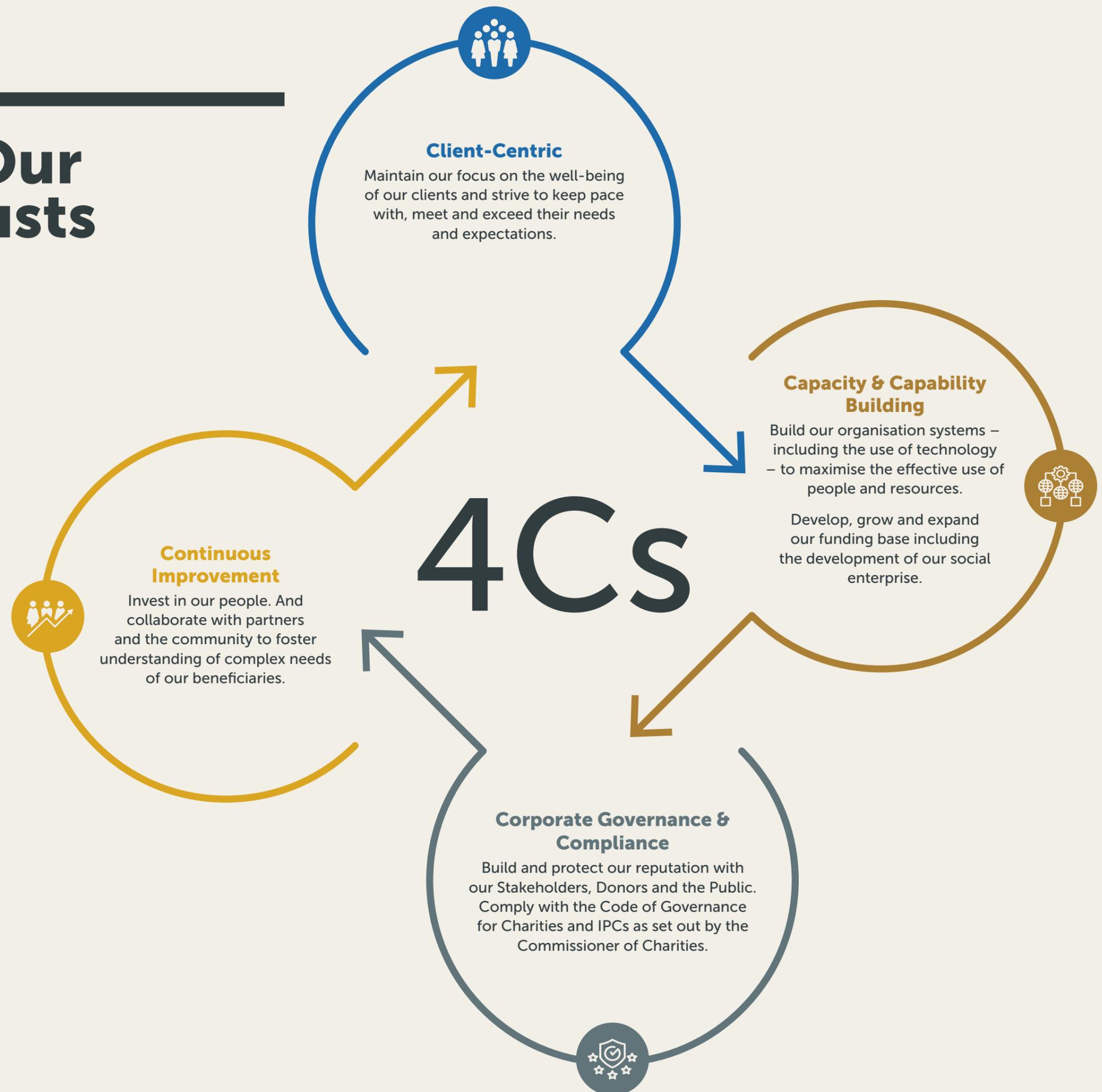


Vision 2025: Our Strategic Thrusts

Created in 2020, **Vision 2025** outlines our priorities for the next five years and identifies four strategic thrusts that will guide us towards our pursuit of excellence. The four strategic thrusts are collectively known as the 4Cs, which are:

1. **Client-Centric**
2. **Capacity and Capability Building**
3. **Corporate Governance**
4. **Continuous Improvement**

For each team in New Hope CS, the 4Cs provide direction towards making measurable progress, while also keeping us aligned in our passion and on track to achieve our shared vision.



1,317

individuals & families used one or more of our programmes & services.

623 individuals & families stayed in one of our transitional shelters.

207 individuals & families secured long-term housing upon leaving our shelters.

191 clients found jobs through our Job Support & Retention Programme

677 mentoring sessions were held for HOPE scheme clients.

2021 in Numbers

1,000+

volunteers were engaged for programmes in New Hope CS & other SSAs in Kreta Ayer.

4,400+

service users benefited from our volunteer programmes.

53

employers were engaged as partners with our Job Support & Retention Programme.

400

participants attended our online Homelessness Learning Forum.

\$540,000+

was raised through physical and online fundraising campaigns.

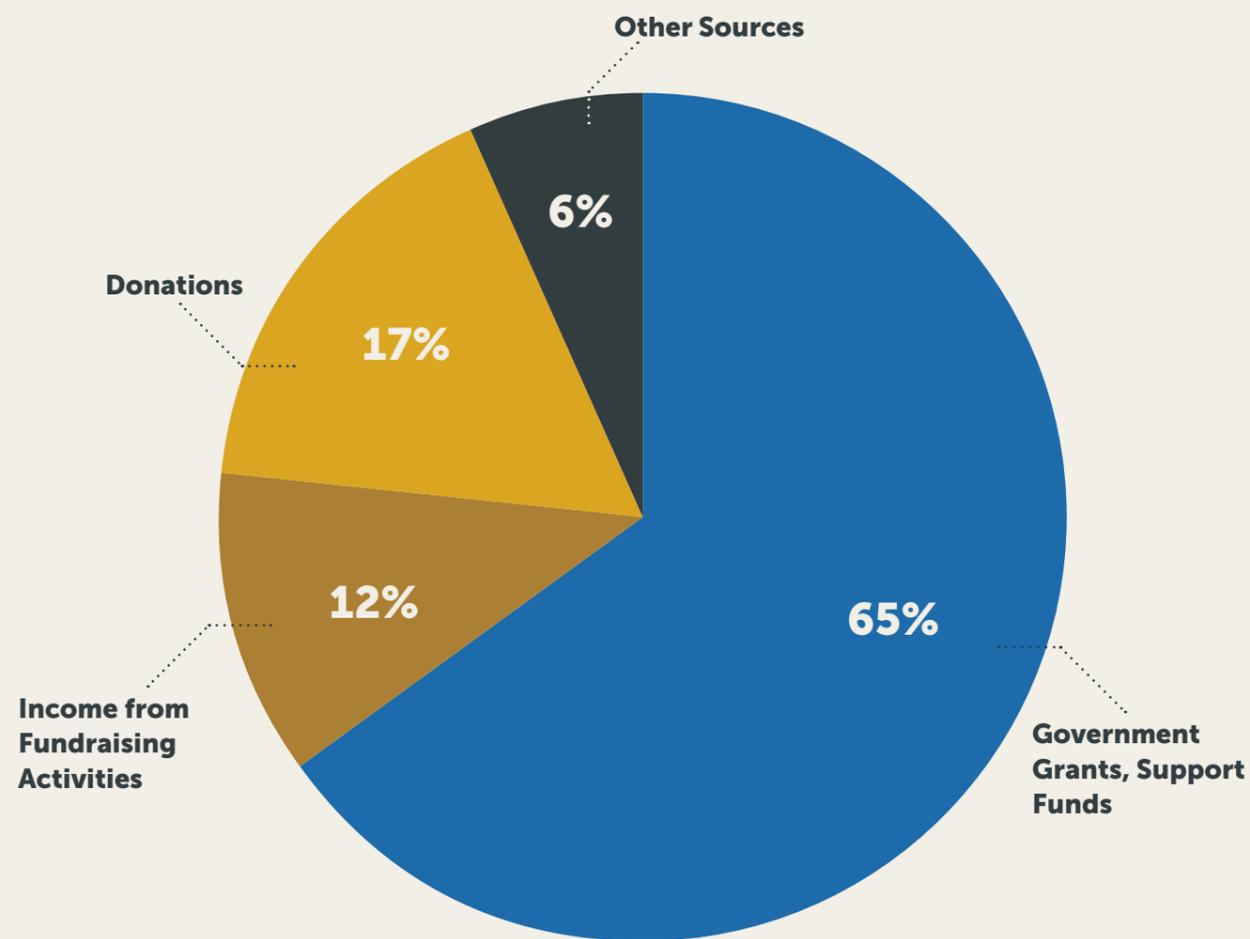
4,200

hours were invested into various training programmes for our staff.

Financial Highlights

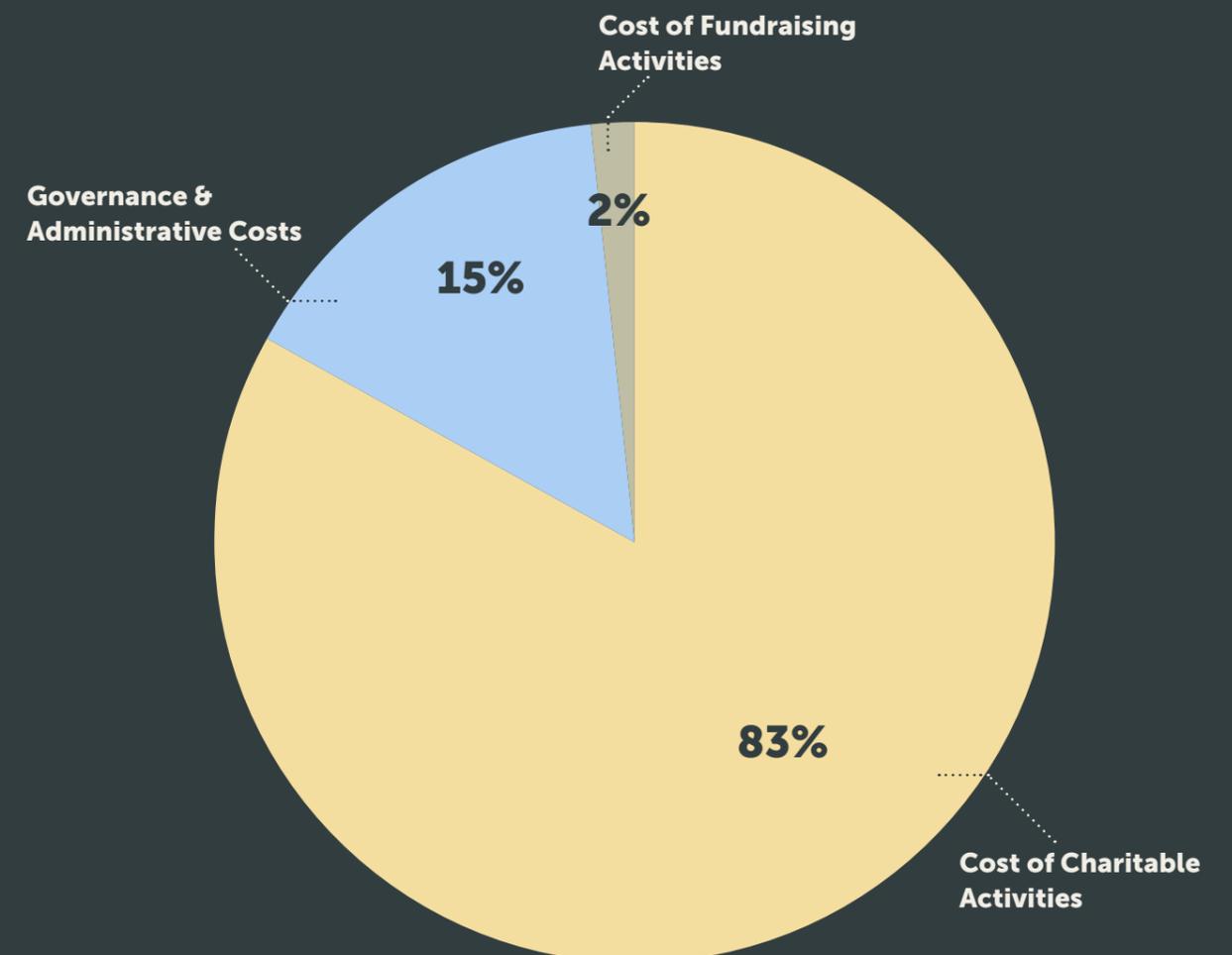
Total income: \$7.62m

Major Sources of Income:



Total expenses: \$7.37m

Allocation of Expenses:



- Financial highlights for the financial year ended 31 December 2021.
- For more information on major financial transactions and purpose of the charitable assets held, please refer to our Financial Statements found on our website: <https://www.newhopecs.org.sg/financial-annual-report>

Our Mission:

Restoring **H O P E**
to those we serve.



Heart to serve all regardless
of race or religion.



We supported

623

individuals and families across our
four transitional shelters this year.

Transitional Shelters

New Hope CS operates four transitional shelters across Singapore, providing not only temporary housing for the displaced but also a range of other services such as casework, life-skills training, job-matching and counselling.

Our shelters provide residents with a stable and safe environment to live in while our case workers journey alongside them to chart out their next steps. By giving the right support and intervention when needed, we believe our clients can leave homelessness behind for good.

Transit Point @ 1 Spooner

Transit Point @ 1 Spooner (TP@1SR) was set up at the beginning of 2021 to support the needs of rough sleepers previously housed under the Innkeeper's Project.

In 2021, a total of 268 clients were admitted to TP@1SR. This comprised those who had been staying at the S3P under The Innkeeper's Project, and individuals referred through various other social services agencies and SSOs. 166 clients who were staying at the temporary shelter under The Innkeeper's Project moved to TP@1SR in January. In addition, 102 clients were assessed suitable for the communal living setting, from a total of 278 referrals made to the shelter.

As part of the shelter programme, employment services are offered to support clients. The services include assisting clients with securing job opportunities and developing their capabilities through career

advancements. In 2021, 58 clients were referred to the employment service team, with 49 subsequently placed in a job.

TP@1SR HIGHLIGHTS

New Admissions/Total Clients: 268

166 clients were previously housed under The Innkeeper's Project.

Discharges: 99

48 clients successfully secured long-term housing upon discharge.

Transit Point @ 3 Spooner

As a shelter under the care of Yellow Ribbon Singapore (YRSG), Transit Point @ 3 Spooner (TP@3SR) provides 6-month temporary residence for male ex-offenders.

Set up in 2003 as the Shelter for Men-in-Crisis, TP@3SR has evolved into a shelter that today provides a suite of holistic services. This includes casework, group and counselling programmes, as well as a 6-months post-discharge service. 2021 saw existing programmes such as Reformative Training Center (RTC) group work being evaluated and revamped. Incentives like a new gym area were also implemented to address the existing needs of RTC youths.



In 2021, a total of 149 referrals were made to TP@3SR, with 53 subsequently admitted to the shelter. 29 clients were successfully supported in their journey towards reintegration and desistance, with 19 retaining their accommodation 6 months post-discharge from TP@3SR.

TP@3SR also collaborated with YRSG to embrace the new normal in a post Covid-19 world. As a firm believer in compassion and mercy, shelter stays for some clients were extended beyond 6 months. Zonings were also created in the shelter to adhere with governmental safe distancing measures and ensure safety for clients.

TP@3SR HIGHLIGHTS

Total Clients Served: 83*

New Admissions: 53

Discharges: 58

29 clients successfully secured long-term housing upon discharge. Of these, 19 clients retained their homes after 6-months.

*Total clients served per shelter is calculated by the sum of new admissions in 2021 and existing clients in the shelter on 1 Jan 2021.

Transit Point @ Jalan Kukoh

Transit Point @ Jalan Kukoh (TP@JK) has been operating the Shelter for Displaced Families since June 2008 and later the Shelter for Displaced Men and Women in Jan 2010. In 2021, TP@JK served over 150 families and individuals, providing them with a safe and stable environment to live while social workers work with them on their longer term housing and employment plans.

With the tightening of SMMs in 2021, many programmes for the residents were put to a stop. Christmas 2021 was the first event organised by the team to bring some festive cheer to the residents. Residents were given decorations to put up in their units with the top 3 best decorated units getting prizes. Food and drinks were also sent to shelter units via contactless delivery, giving residents the opportunity to enjoy their time with flat mates or family members.

TP@JK HIGHLIGHTS

Total Clients Served: 125 Individuals
56 Families

New Admissions: 63 Individuals
28 Families

Discharges: 65 Individuals
27 Families

58 individuals & 27 families successfully secured long-term housing upon discharge.

Transit Point @ Margeret Drive

New Hope CS has operated Transit Point @ Margaret Drive (TP@MD), its interim shelter for male and female rough sleepers, since March 2020.

TP@MD HIGHLIGHTS

Total Clients Served: 91

New Admissions: 32

Discharges: 52

45 clients successfully secured long-term housing upon discharge. Of these, 27 clients retained their homes after six-months.

Two New Programmes

2021 saw the introduction of two new programmes in response to the needs of TP@MD residents.

1. Work Therapy Programme:

Residents may have a long history of unemployment or underemployment. As a result, some have low confidence and motivation in finding work, while others have difficulties sustaining employment for various reasons.

The Work Therapy Programme was designed to serve as a tool to assess the employment readiness of residents by engaging their help with tasks in the shelter. This aids case managers and career coaches in identifying dysfunctional work behaviours and habits, better informing casework interventions to improve the employability of clients.



2. Residents Committee:

The Residents Committee was created to instill a sense of community within the shelter by cultivating greater responsibility, empowerment, and belonging amongst residents.

Residents are assigned different areas of the shelter to take care and are encouraged to brainstorm and decide on their own processes such as how they wanted to split the work, assign leadership and maintain accountability. Seeing some groups of residents actively contribute to the shelter has influenced others to begin doing so as well.

Resident Engagement

In 2021, TP@MD continued to partner with churches to play an instrumental role in bringing cheer to residents through packed meals and rations. Students from the National University of Singapore were also invited to engage with residents through online video calls.

New Hope CS is contracted by MSF to provide social investigation services for persons who come under the Destitute Persons Act, Chapter 78.

84 individuals were provided assessment and right-siting services in 2021.

The investigative process involves interviewing clients and their families, relatives and friends to provide an assessment of the client's physical and mental health, personal resources and social support networks. This determines whether the client is a destitute person who requires admission into a welfare home, or if the client can be discharged into the community with the necessary link-up to support services. A report including the placement recommendation and proposed action plan for the client will be submitted to MSF.

Social Investigation

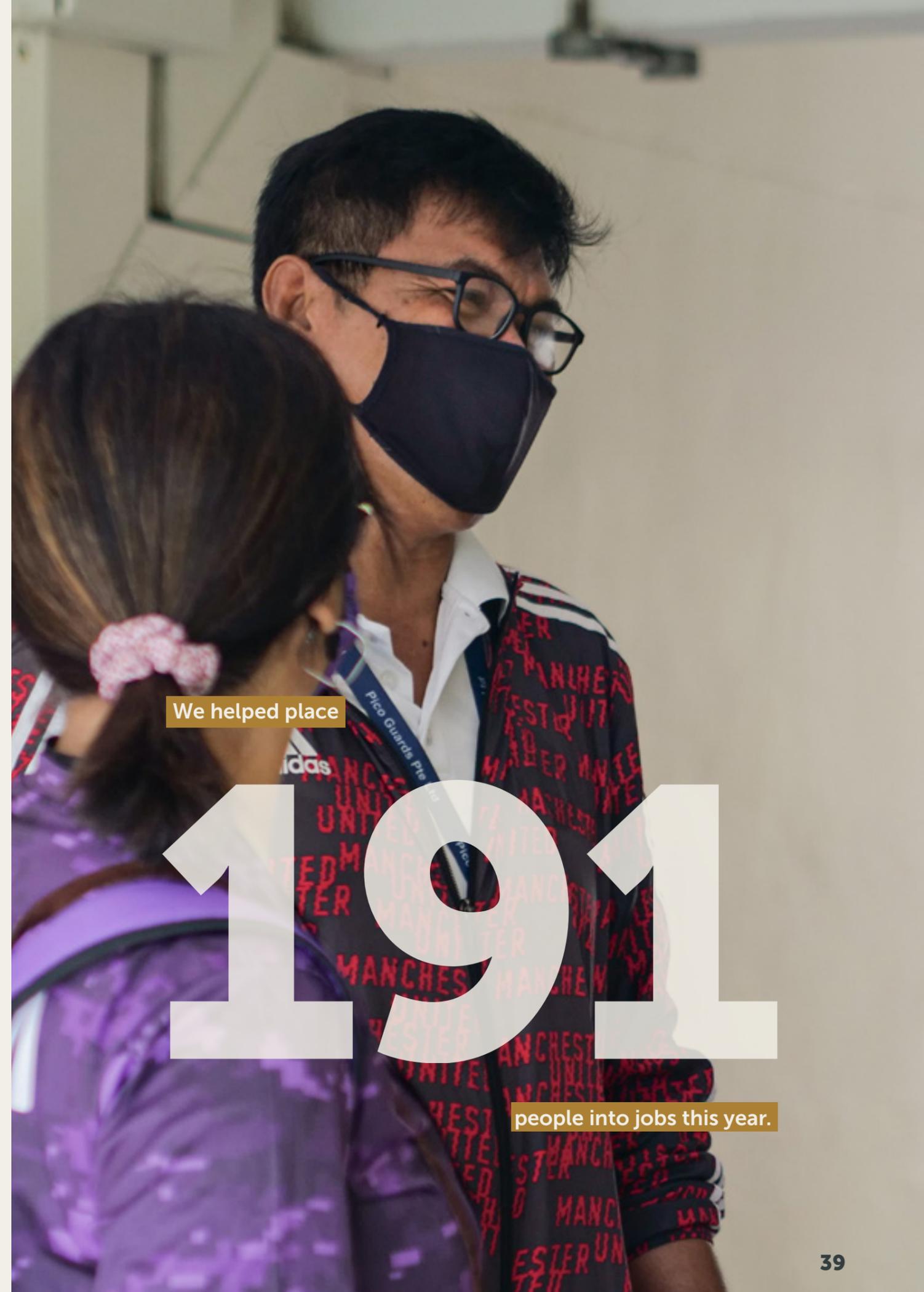


Our Mission:

Restoring **HOPE**
to those we serve.



Opportunities made
accessible and equalised
for all.



We helped place

1191

people into jobs this year.



Employment gives people an **identity** and a **sense of dignity**.



John's Story

What does a Career Coach at New Hope Community Services do? "Well, our shelter residents have to move out

eventually. Therefore, they've got to find ways to be financially independent and sustain their own housing accommodations. This is where I come in."

Winnie is a Career Coach helping displaced families and individuals to gain and sustain employment. She works with clients to navigate the barriers which hinder them from doing so, and there are often multiple to overcome.

This was the case for John (not his real name), a former shelter resident at Transit Point @ Jalan Kukoh.

"Mentally, some people lack confidence because they've not been employed for a long time," Winnie says. "John didn't stay long at the first few jobs that I found for him."

But Winnie didn't give up on John. Knowing that he had difficulty walking, she managed to link him with a job at a nearby convenience store.

"Even then, I remembered he was dragging his feet about it. But I'm glad he did eventually go for the interview, because ever since then, he has changed so much."

What changed John? Winnie replies, "He felt that his employer had trusted him and importantly, he saw that he was growing in his work."

When asked about John, his employer Benny shares, "In the first few months, I could see that John had a good positive attitude towards his work. What John needed then was confidence in himself.

"And we gave that to him by constantly encouraging him and slowly giving responsibilities. When he received this trust and responsibility, I think John felt that he was equal with his colleagues—that he was important to the company as well.

"What we did was to give him opportunities," adds Benny. "We cannot always be providing the 'fish', but what we can do is to provide the skills, the 'net', for John to catch this fish on his own."

Winnie concurs. "The John two-and-a-half years ago and the John now, he has progressed. He's more self confident, and you can see that he cares for other people now. And he's proud of his achievement of sustaining a job for so long.

"Serving our clients at New Hope is not easy, but seeing people like John, it gives me a sense of purpose in what I am doing. People can change if we are willing to walk with them and support them."



Watch the full video here:
<https://youtu.be/isz23TX03C8>



HOPE Scheme

In 2004, MSF introduced the **Home Ownership Plus Education (HOPE) Scheme** targeting young low-income families who choose to keep their families small. The scheme assists these families in achieving long-term self-reliance and improving their socio-economic status. Under the scheme, families are given incentives for education, housing and employment, and also receive mentoring support.

Since 2011, New Hope CS has been an approved mentoring agency for the HOPE Scheme. Our adoption of the scheme is in line with our service to the displaced and disadvantaged; we aspire to actively prevent homelessness for these families by providing support in the challenges that they face and assist them in breaking out of the poverty cycle.

HIGHLIGHTS

From Oct 2020 – Sep 2021

Families reached:	576
Mentoring sessions conducted:	677
Support Group sessions held:	8
HOPE mothers employed:	67.8%
HOPE client's spouses employed:	78.8%

Mentoring Sessions

Mentoring sessions are conducted for HOPE participants to help them set and achieve goals pertaining to employment, training, financial matters and family living. Our HOPE mentors journey with families, motivating them towards reaching an improved quality of life. They also collaborate with partners including Family Service Centres, Social Service Offices, and our in-house career coaches for an integrated approach to empowering HOPE families under their care. These mentoring sessions are conducted once or twice a year for each family, depending on their needs.

Although the Covid-19 situation remained unpredictable in 2021, the HOPE team adapted to changes with resilience. HOPE mentors engaged with HOPE families through virtual means such as Zoom, conducting tele-mentoring sessions when physical sessions could not be held.

In surveys conducted after mentoring sessions, 93.6% of HOPE participants expressed that the sessions aided them in discussing relevant issues and making goals to address their challenges. Additionally, 94.9% shared that their HOPE mentors were instrumental in helping them achieve the goals they had set.

Support Group Sessions

The objectives of the support group are for HOPE participants to meet new people, form support systems, as well as be equipped with practical skills for employment and improving family wellbeing. Each session can host between 6 to 13 participants.

In 2021, a total of eight support group sessions were facilitated via Zoom.

As support group sessions continued to be conducted virtually, HOPE mentors devised a new care pack initiative to encourage client participation. Personally put together by HOPE mentors and mailed out to participants a week before each session, these gifts acted as reminders of upcoming sessions and also served as a way for clients to sense the care from their mentors even though they could not meet in person. This initiative is set to continue in 2022.

Synergy with New Hope CS Teams

The HOPE team works closely with several other teams in New Hope CS to provide HOPE families with comprehensive support for their needs.

As employment is a key goal for HOPE participants, the New Hope CS Employment Services team offers valuable help for clients. Our career coaches assist HOPE participants with job matching as well as career coaching, enabling them to meet their employment goals and move closer towards financial independence.

Working with the New Hope CS Volunteer Management team has also allowed the HOPE team to add value to the lives of clients through volunteer-run programmes. To meet the academic needs of HOPE children, volunteer tutors conducted virtual tutoring sessions from April to October 2021, equipping children with the confidence to tackle their school examinations. Enrichment activities for children such as interactive financial literacy courses and reading programmes were also run by volunteers. At the end of the year, volunteers from CISCO organised Grant-a-Wish, an initiative which provided school-related gifts to 28 HOPE children in preparation for the new academic year in 2022.

In December 2021, the HOPE team collaborated with the Kampung Siglap Programmes team and the SG Cares Volunteer Centre @ Kreta Ayer to organise Project Kampung, a Christmas outreach programme. 20 children participated in Christmas-related craft activities and games, bringing festive cheer to their hearts.

Job Support & Retention Programme

The Job Support & Retention Programme acts as a bridge between employers and clients. Run in partnership with the Singapore Business Federation Foundation (SBFF), it fosters collaboration with shelter providers to elevate clients out of homelessness and the poverty cycle.

In addition to supporting Transit Point shelters operated by New Hope CS, the Programme's reach grew in 2021. We partnered with social service agencies such as AMKFSC Community Services Ltd to work together with and for clients. Following this positive response, we now aim to expand the Programme's services to more social service agencies in the year ahead.

HIGHLIGHTS OF 2021

Clients engaged: 219

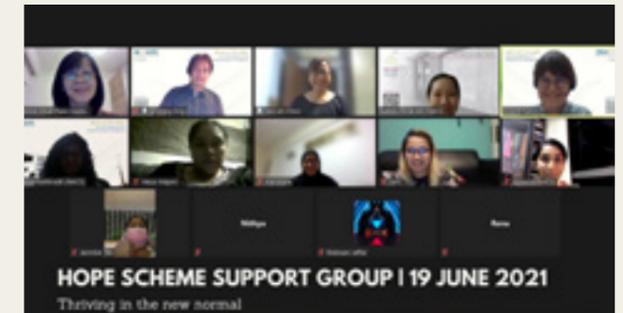
Clients placed: 191

120 clients (62%) achieved sustained employment of 3 months or more.

Employer partners: 53

*Employers from unique industries such as the **media and equine industry** came onboard with the Programme.*

As Covid-19 hit the economy, the Programme embraced the pandemic by making significant adjustments to its existing programmes. Given the volatile safety restrictions, career coaches began interacting with employers and clients virtually, including client-related engagements such as the HOPE Scheme Support Group.



EMPOWER CIRCLES CONVERSATION SERIES RESTORING HOPE & DIGNITY | 27 JULY 2021



Similarly, our outreach initiatives with employers also went online. One such event was the Empower Circles Conversation, a collaboration between SBFF and the Singapore Human Resource Institute. The Conversation hosted 25 participants from various sectors, with the common aim to restore hope and dignity for clients.

Our Mission:

Restoring **HOPE**
to those we serve.

P =

Partnerships with 3P
Partners (Public, Private &
People) to form communities
of support.



Over

4,400

service users benefitted from
our volunteer programmes.



No matter your age,
**you can still make a
difference,** even if you
are young.



Meet:

Harrison & Sri

When Covid-19 cases were first identified in Singapore early last year, Harrison and Sri were then 18-year old students preparing for their IB exams. But this didn't stop them from founding **Comm.UnitySG**, a youth-led initiative that seeks to raise awareness about the issue of homelessness in Singapore, mobilise youths, and ultimately serve displaced families and individuals.

We met them both in 2021 and asked: how did it all began?

"So back in February 2020 when Covid-19 first started showing signs in Singapore, the two of us decided to go down to the ground and identify some needs that we thought we could address," Harrison shared.

"We found ourselves in Chinatown, where we encountered a man who was sitting alone in a secluded area. So we got the hint that he was homeless, and we asked him how he's been dealing with the Covid-19 pandemic and whether he has gotten his free mask from the government.

"That was when he said that he didn't care if he contracted Covid-19 and died. And that casual remark of hopelessness was what drove Sri and I to do something for this community—to impart hope into the life of this man and others just like him. That's how we started Comm.UnitySG."

"In the beginning, our friends were a bit skeptical," Sri told us. "They said, 'What can two 18-year old boys do?' So some people were really doubtful of what we could achieve. But we still went on and persisted because we felt there was a real need in the community.

"And the whole thing just blossomed. Besides

volunteering on the ground, we were raising awareness of homelessness on social media, partnering with online sellers to do fundraising. We even did an online gaming tournament to raise funds for New Hope Community Services."



Any words of encouragement for other young people who are thinking of volunteering?

"There's something that you can't get from outside that you get from volunteering," Sri said. "Once, we went volunteering in Jalan Kukoh, and when we rang the bell at this one flat, we heard this very loud scream! Turns out it was this little girl, who came running out to greet us, and she was this bundle of energy, running up and down the corridor, hiding between our legs, telling us her name and asking us questions.

"Honestly, we were quite tired at that point, but seeing this little girl and her infectious energy, it really made our day and we all left feeling very happy!"

Harrison adds on, "No action is too small—the smallest of actions can actually have the greatest of impacts. Volunteering has been one of the best decisions I've made in my life."

Watch the full video here:

<https://youtu.be/0E2H8LUoDnE>



Volunteer Engagement

I'm sorry, we are unable to conduct physical volunteering at this point in time—this was a line that the Volunteer Management team in New Hope CS often heard as the Covid-19 pandemic persisted into 2021. With safe management measures in place and volunteers taking a cautious stand towards physical volunteering, it was challenging to deploy volunteers to our existing programmes.

Despite the difficulties faced and initial plans falling through, we persisted in redesigning volunteer roles and co-creating volunteer opportunities with existing and new volunteer groups. The dedication and willingness of our volunteers to adapt played a big part in helping us continue engaging our clients meaningfully.

HIGHLIGHTS OF 2021

Volunteers engaged:	732
Service users impacted:	1915
Service-based partnerships forged:	5

Chinese New Year Outreach at Transit Point @ Jalan Kukoh

To keep in line with safe management measures, volunteer roles at a physical Chinese New Year outreach for our clients at TP@JK had to be redesigned. Youth volunteer group Comm.UnitySG, which conducted the event in February, recruited new volunteers as ushers to escort clients from their units to the activity centre for the festivities. The restrictions on large group gatherings also saw the volunteer magician switch his original performance meant for a large audience into a roving act, where he walked from unit to unit performing magic tricks for our clients.

Virtual Reading Programme for HOPE Scheme Children

A youth volunteer group from Anglo-Chinese School (Independent) initially signed up to volunteer as befrienders for client retreat sessions, but this could not happen due to the Covid-19 situation. In response, we jointly co-created a virtual reading programme to engage children from the HOPE Scheme. This interactive programme equipped the children with comprehension and vocabulary skills while instilling a love for reading.



Shelter Painting with New Partners

We were successful in securing partnerships with several corporate groups towards the end of the year, though restrictions did not fully ease up. Volunteers from BedAndBasics, Emerson Asia Pacific Pte Ltd and Christ Methodist Church pitched in to help clean and paint several units at TP@JK. This initiative was welcomed by our clients, as the efforts of the volunteers spruced up the living environment within the shelters to make it more inviting and conducive.

All in all, at the end of 2021, 732 PMETs (professionals, managers, executives, technicians), students, church groups, and individuals rose up to serve our clients together with the New Hope CS team. Volunteers are the backbone of any social service organisation, and we are immensely grateful to have the support of all our volunteers who stood with us and our clients through the challenges posed by the pandemic.

SG Cares Volunteer Centre @ Kreta Ayer

In partnership with the Kreta Ayer–Kim Seng Citizens’ Consultative Committee (CCC), New Hope CS was appointed to operate the **SG Cares Volunteer Centre @ Kreta Ayer** from 1 April 2021, by the SG Cares office from MCCY.

The three primary roles of the SG Cares Volunteer Centres are to:

1. Build volunteer capacity,
2. Develop volunteer management capabilities, and
3. Foster partnerships within the town to address the needs of the community.

New Hope CS aspires to build upwards in two ways. The first is to build the community within Kreta Ayer by spearheading collaborative initiatives with the public, private and people sectors.

To date, the SG Cares VC @ Kreta Ayer has facilitated partnerships with over 40 organisations and channelled more than 350 volunteers to programmes from various social service agencies in Kreta Ayer. As a result, over 2500 service users within the town have benefitted from the initiatives and collaborations formed by the SG Cares VC @ Kreta Ayer.

Building a strong sense of compassion and inspiring people within the community to rise as volunteers themselves is the second aspect we would like to build up.

The SG Cares VC @ Kreta Ayer faced several challenges at the start of its contract term. The worsening Covid-19 situation resulted in volunteer activities being halted and potential partners shelving their volunteering plans. This rendered it near impossible to channel volunteers within the town.

However, efforts were then directed towards connecting with social service agencies in the area to understand the needs on the ground, and training current volunteers for continued engagement. This enabled volunteer capabilities in Kreta Ayer to be developed while waiting for safe management measures to loosen up.

During a Give & Take Market organised by the CCC, a youth volunteer shared with us that being able to serve others and seeing smiles on their faces made her feel a sense of fulfilment with volunteering. With our strategic position to boost volunteerism in Singapore, we hope to create more opportunities for prospective volunteers to begin their own meaningful journeys of serving others.

Homelessness Learning Forum

The Homelessness Learning Forum (HLF) took place on 8 October. Organised by New Hope CS together with the Singapore Association of Social Workers (SASW) as co-organisers, the theme of the forum was “Rethinking Homelessness – Fostering Partnerships”.

HLF challenges our existing knowledge and practices towards the homeless population, pushing us to improve on practices and sharpen our understanding of them. Advocating for a client-centric approach, the forum emphasises the need to prioritise dignity and humanness in our work in order to bring holistic change to the welfare of those we serve.

In line with our theme of fostering partnerships, we had a wide array of both local and international speakers taking the stage at HLF. For the first time, HLF also featured seven breakout Lab sessions, spanning topics on Running a Safe Sound Sleeping Place (S3P) to personal sharing from former clients.

Held virtually, HLF saw close to 400 participants tuning in online over Zoom, with some segments run onsite at Kampung Siglap. Participants came from a range of backgrounds, including social service and government agencies, healthcare and religious organisations, corporates, and schools.

Audience surveys conducted at the end of HLF revealed an increased awareness and positive change in participants’ mindsets towards the homeless in Singapore. 95% of respondents believed they had a role to play in supporting the homeless community in Singapore after attending the forum. 35% of respondents also indicated that they wanted to connect with an organisation that worked with homeless persons in Singapore.

Overall, the first virtual HLF was a success. We met our objectives of debunking myths and stereotypes of homelessness, as well as raising awareness of the resources available and that everyone has a role to play in supporting the homeless. HLF was a stepping-stone to creating a wider and more secure support network for the homeless community in Singapore.

We'd like to specially mention and appreciate all our speakers and partners who contributed making this forum a rich and insightful one.

Co-organiser:

- Singapore Association of Social Workers

Guest-of-honour:

- Mr Desmond Lee (Minister for National Development & Minister-in-charge of Social Services Integration)

Main Sponsor:

- Naza Capital Pte Ltd

Emcee

- Ms Irene Ang (Founder and CEO, FLY Entertainment Pte Ltd)



Speakers:

- Dr Ng Kok Hoe (Senior Research Fellow, Case Study Unit & Social Inclusion Project, Lee Kuan Yew School of Public Policy)
- Ms Long Chey May (Immediate Past President, Singapore Association of Social Workers (2017–2021))
- Mr Eric Chua (Parliamentary Secretary, Ministry of Social and Family Development, Ministry of Culture, Community and Youth)
- Dr William Wan (General Secretary, Singapore Kindness Movement)
- Mr Lenard Pattiselanno (Director, National Volunteer and Philanthropy Centre)
- Ms Zing Lim (Director, Rental Housing Department, Housing and Development Board)
- Dr Harry Tan (Research Fellow, Institute of Policy Studies, Lee Kuan Yew School of Public Policy)
- Dr Benjamin Henwood (Associate Professor, University of Southern California Suzanne Dworak-Peck School of Social Work)

- Ms Melissa Chew (Chief/Principal Medical Social Worker, Department of Medical Social Work, Woodlands Health)
- Ms Xu Yuqi (Senior Social Worker, AWWA Transitional Shelter)
- Ms Tan Yi Shin (Social Worker, Marine Parade Family Service Centre)

Partners:

- AMKFSC Community Services Ltd.
- AWWA Ltd.
- Catholic Welfare Society
- Homeless Hearts of Singapore
- Majlis Ugama Islam Singapura (MUIS)
- Solve (n+1)
- SowCare
- The Lighthouse
- We Tell Stories
- Yio Chu Kang Chapel

Jumping® Singapore, a social enterprise by New Hope CS, is the sole distributor and provider of the aerobics rebounding programme Jumping® Fitness in Singapore. With six outlets across various parts of the island, our mission is to generate revenue to further the cause of New Hope CS and help people lead healthier, happier lives through jumping.

Jumping® Singapore was not spared from the effects of the Covid-19 pandemic, which continued to severely impact small businesses in 2021. As a social enterprise focused on wellness, we had to walk the talk of our profession and do the right thing to protect our communities, loved ones, and staff, while continuing to encourage keeping active.

We rang in 2021 with the Jump for Hope charity event at D'Marquee Downtown East, with 350 in attendance. All safe management measures were meticulously adhered to, to ensure the safety of our event participants and crew. Over two weekends in January and February, Jumping® Singapore provided community workouts to about 400 participants as part of the Singapore Sports Hub Flex Season 2 and 3. Several schools also engaged us to run jumping fitness workouts for sports events.

As customers began to return to our studios, workout spaces were carefully sanitised and class sizes reduced to comply with the measures implemented by SportSG. With the

rollout of the national vaccination programme in early 2021, businesses were optimistic that the pandemic would blow over soon. However, community cases increased sharply in mid-2021, which resulted in our studios shutting down for three weeks, in line with the Heightened Alert measures. Jumping® Singapore took wellness digital, with trampoline rentals and virtual classes including livestream sessions and video-on-demand subscriptions. We developed full-hour class videos such as tutorials and Tabata exercises, resulting in more than 100 videos in our library. These lessons catered to a wide range of jumpers, from beginner to advanced.

Jumping® Singapore ran an online Jump for Hope fundraising event in June, where customers were invited to donate to the cause of alleviating homelessness. In August, we received SportSG's Active Enabler grant to conduct JUMPLAH Singapore, an online community fitness event, to celebrate National Day with more than 300 participants via Zoom.

Another highlight of 2021 was the certification of 39 new jumping fitness instructors by our Czech Master Trainer through a hybrid training set-up, despite a 6-hour time difference between us. In addition, the two Basic Jumping Diploma courses conducted in May and November produced more graduates than previous years.

**Jumping®
Singapore**



These were made possible because of state-of-the-art facilities available at Kampung Siglap and the excellent teamwork of trainers on the ground supporting the candidates. With this, we now have more instructors to advance our social cause and promote a healthier Singapore.

As restrictions eased, Jumping® Singapore began offering hybrid classes. The pandemic has highlighted the importance of looking after one's physical and mental wellness. In addition to our classes, we also published and shared well-researched articles on stress management, natural immunity, holistic

health, and disease prevention through rebounding to help readers better care for themselves.

With both online and in-studio offerings, we continue to connect with our customers and encourage an active lifestyle, while finetuning our service delivery along the way to help the jumping community live healthier and happier lives.

Jump with us today!
<https://jumpingsingapore.com/>



Fundraising

Beacons of New Hope

Beacons of New Hope, an online peer-to-peer fundraising campaign, was launched in November 2021. Participants could sign up as fundraisers known as Beacons on our online platform, create a personal profile, and engage their communities to give to New Hope CS via their profile.

The campaign's name was in alignment with our corporate rebranding, reflecting our belief that everyone can bring hope to the displaced and disadvantaged in their own ways.

We saw many creative campaigns that our Beacons embarked upon. For example, the Kampung Siglap team embarked on a series of challenges which reflected the reality of hardships faced by rough sleepers with each milestone amount reached. This included rough sleeping at Kampung Siglap for a night, living on \$10 a day for a week, and walking across Singapore to each of our shelters over a day. Other Beacons offered art pieces for auction or committed to embarking on a round island cycling trip.

A total of \$435,923 was raised through 102 registered Beacons and 16 teams.

Gift a Meal of New Hope

Often wondered about what to order for your next delivery meal, especially when dining in was not allowed? The Gift a Meal of New Hope campaign was a reminder that our clients worried about their next meals too.

Stricter measures during this period of time had impacted our operations and our clients' ability to access food. From May to August, we appealed for donations from \$10, which would provide one shelter resident with three nourishing meals a day, at \$3.30 per packet of food.

More than \$45,000 was raised from the generous contributions of over 100 donors, which went towards 10,000 plus meals for our shelter residents.

Meaningful Meals

Meaningful Meals is an initiative to thank donors who have made significant contributions to New Hope CS. These donors are invited to enjoy a fine dining experience under the stars at Kampung Siglap with dishes prepared at our in-house kitchen. Three Meaningful Meals experiences were run by K.S Café prior to the start of tightened restrictions on dining in.



Comedians' Star Charity and The Great Singapore Give with Irene Ang

We were nominated by Irene Ang as her beneficiary of choice for the Comedians' Star Charity in August. A National Day event by Havas Group and The Rishi Report, a late-night comedy talk show featuring local celebrities was run over six nights to raise funds for their chosen beneficiaries.

In December, Irene graciously chose us as her beneficiary again for The Great Singapore Give campaign. Run in conjunction with FLY Entertainment's 22nd anniversary, Irene and FLY artistes held a live event on Facebook as a fundraising activity.

More than \$25,000 was raised across the two initiatives.

Lions Club of Singapore Raffles City Mid-Autumn Mooncake Sale

The Lions Club of Singapore Raffles City partnered with Chuan Ji Bakery for this fundraising initiative. Chuan Ji donated 20% of proceeds from each box of mooncakes ordered through the LCSRC. More than \$3,000 was raised through this initiative.

J.P Morgan Office Furniture Charity Sale

On 13 November, J.P Morgan held their Office Furniture Charity Sale at Kampung Siglap, which raised more than \$40,000 for New Hope CS. Some of the items put up for sale included laptops, premium office chairs, and worktables.

Our Mission:

Restoring **HOPE**
to those we serve.



Empower individuals & families to bring about change & betterment in their lives.



We helped

2017

individuals and families secure long-term housing before their discharge from our shelters.



There is a very **real impact** that you can make on people's lives.



Meet:

Celine & Kishan

Our partners and volunteers are some of the most talented and inspirational people we know. Through their initiatives, they bring hope and empowerment to the homeless community.

Last year, our friends at **Heart Over Mind** launched "Tête-a-Tech", a programme to boost the digital competency of the homeless community in Singapore. But what does "Tête-a-Tech" mean?

"So the name 'Tête-a-Tech' is derived from the French word 'Tête-à-tête', which means to communicate," explains Celine, the leader of the programme. "So 'Tête-a-Tech' is a play on the words, to mean that we are using tech to communicate with each other."

"Yeah, so we actually covered a whole range of topics during the programme, starting from the basics such as how to take a photo or video with your phone and how to access your gallery," says Kishan, a volunteer trainer with the programme. "For the advanced topics, we taught so-called essential phone apps such as TraceTogether, like how to check-in and check-out."

Was it challenging to teach our shelter residents?

"Some participants in our basic class really had no knowledge of how a smartphone works," Celine shared with us. "Even simple concepts to us such as swiping on the phone, they struggle to understand. These things are so normal to us youths, so we weren't expecting to face such challenges. We had to adapt and revise our lesson plan based on what we saw week after week."

So how do you see your work benefiting our shelter residents?

"I had this participant in my class who shared that she was once a victim to an online scam," says Kishan. "So, it really highlighted to my co-trainer and I the importance of our lessons as it helps them to identify scams and how to avoid them. When they know these things, they can be more proactive in their handling of technology."



"Sometimes, the residents come down not just to learn the skills, but to mix and interact with their fellow shelter residents," adds Celine. "This pandemic has limited their opportunities to see each other, so in a way this programme has allowed them to see old friends or to make new ones. And I think this shared experience also pushes them on to work hard and get themselves out of their difficult situation."

Kishan also tells us, "There are a lot of skills that we as young people have, that the older generation might not have. So there is a great need for people to be on the ground, and I encourage everyone to just see how you can help and start volunteering."

Watch the full video here:
<https://youtu.be/dqQ-12CJZ8M>



Kampung Siglap

At Kampung Siglap Life Skills Training and Retreat Centre (Kampung Siglap), we believe in engaging our clients in a meaningful and sustainable manner, bridging those who want to help with those who need help.

By providing our clients with a safe and restful space as well as connecting them with a supportive community, we hope that Kampung Siglap inspires change and restores hope to displaced families and individuals on their journeys of transformation.

In 2021, we focused on the following four mandates:

Mandate 1: Bringing Hope and Transformation to the Lives of the Less-Advantaged

KS Signature Programmes

Eight retreats were conducted for our clients before Heightened Alert measures kicked in. The goal of these programmes is for the clients to develop independence and coping skills so that they can achieve sustainable life goals. Our clients vary from children and youths, families, and individual ex-offenders, so these programmes are tailored to suit their profile.

Average participation rate across all the retreats was 82%, and clients were generally satisfied with the programme activities and facilities. A virtual Christmas party for children and youths was also organised. Volunteers

and befrienders participated in some of the retreats, including the planning of retreat activities.

First Things First

Designed with corporates in mind, First Things First allows participants to step into the shoes of a low-income individual or family. This provides opportunity for participants to experience firsthand the complex challenges faced by the less-privileged, and sparks thought on how they can translate their experience into a catalyst for social good.

The programme was converted to a virtual Zoom session for 72 medical students from the National University of Singapore during the Heightened Alert phase. Students had to complete a series of tasks designed to simulate the experiences of a homeless client. Two other online sessions were successfully conducted on 18 November and 2 December.

Come Away Retreat

Come Away was launched in November to address the increasing rates of work burnout and mental health issues exacerbated by the Covid-19 pandemic, especially in the healthcare and social service sectors. With no fixed programme to follow, guests are invited to rest at their own time and pace.

Activities around the area that they can look forward to include exploring KS and its facilities, as well as nearby food, heritage, and park connector trails. At night, K.S Café will prepare a simple 3-course dinner as a treat to enjoy. With this gift of rest, we hope that guests will truly come away from the retreat relaxed and recharged.



Mandate 2: A Platform for Volunteer Training

Volunteer Training Sessions

Kampung Siglap aims to forge a web of partnerships with the larger community, connecting those who want to serve with those who need help. Volunteers play an essential role in our clients' journey, and have also helped Kampung Siglap in all aspects, from maintaining our community garden to refurbishing laptops for the needy.

Working closely with the Volunteer Management team, we held a few volunteer training sessions, such as the Food Safety and Hygiene certification course for café volunteers, as well as facilitation skills equipping for our retreat volunteers in February. We aim to host more of such volunteer engagements when safe management measures ease up in the future.

SG Cares "Specialist" Volunteer Centre Development Programme in Joo Chiat Division

Kampung Siglap was appointed by the SG Cares office under MCCY to pilot the SG Cares "Specialist" Volunteer Centre Development Programme in Joo Chiat Division. The first of its kind in Singapore, its goal is to engage a specific demographic of residents living in a particular area to meet needs within their own community, embracing the spirit of volunteerism. Through this project, we hope to further develop Kampung Siglap as a platform to build volunteer management capabilities and grow a network of volunteers to meet community needs.



Mandate 3: A Community Hub for our Neighbours

Sambal Grilled Fish Festival

The sambal grilled fish festival was the very first community event at Kampung Siglap. However, due to strict Covid-19 safety protocols, the event was limited to 3 slots of 20 pax. Despite the challenges, families who turned up for the event enjoyed their time learning how to make sambal from scratch and grilling their fish, before ending the event with a traditional kampung dinner of nasi lemak.

A Public Space for Our Neighbours

Our neighbours in the community are welcome to make use of our playground, basketball, badminton and futsal courts according to prevailing safe management measures. We regularly see young families and

children from nearby kindergartens enjoy our spacious compound and facilities. The church next door also uses our carpark when their own parking space is full.

Mandate 4: A Driver of Sustainability in the Organisation

K.S Café

K.S Café officially opened to public in March. The café is our latest social enterprise, run with the purpose of bringing people together over food for a good cause. It is helmed by a team of dedicated staff and volunteers, and offers local delicacies such as laksa, curry chicken, and kaya butter toast.

Despite opening in the midst of the pandemic, K.S Café was able to support our clients and the community in several ways:



We learnt more about our relationship as husband and wife, as well as had family bonding. We are very happy here.

Mr Wong

KS Signature Programme Participant



Visit our website!

<https://kampungsiglap.com/>

Meals for Shelter Residents

Several shelters went into lockdown mode during the Heightened Alert period. As a result, residents were unable to go out and purchase their daily necessities. With the help of generous donations from the public via Giving.sg, as well as kind-hearted volunteers, K.S Café was able to prepare between 50 to 100 meals daily to feed our shelter residents from May to December.

Mid-Autumn Festive Bake Sale

In August and September, white lotus and black sesame mooncakes were sold as part of a Mid-Autumn Bake Sale. The café earned about \$3,000 in revenue from this sales event.

Christmas Bake Sale

To end the year on a sweet note, K.S Café offered a selection of bakes for the Christmas

period, including log cakes, gingerbread cookies, and assorted cookie boxes. Total sales amounted to about \$16,000, the highest revenue earned so far from a festive bake event.

All profits earned from K.S Café go towards the work that New Hope CS does to support the displaced and disadvantaged.

Looking Ahead

Due to the Covid-19 restrictions in 2021, Kampung Siglap's official opening has been postponed to September 2022. We look forward to other exciting happenings lined up for 2022, including the addition of the Homelessness Educational Trail within our grounds.



Staff & Organisation Development

Staff Development

At New Hope CS, we believe that staff development is key to our adaptability and resilience as an organisation. As such, in 2021 we invested a total of 4,200 hours, or 60 hours per staff, in staff training. Focusing on the areas of leadership and staff wellness, the following key courses and workshops were conducted:

Maximus Mental Wellbeing Workshops

Between July to October 2021, staff attended nine workshops conducted by Maximus. The hourly sessions focused on supporting workplace wellbeing through increasing awareness of mental health issues and building a workplace that promotes mental wellness. In particular, supervisors and managers learnt about mental wellbeing capacity building, which saw them gaining valuable knowledge related to discussing mental health and building a more supportive workplace for all.

Effective Coaching Skills of a Relatable Manager

23 staff comprising the Management Committee, Programme Leads and Team Leads attended this course in September 2021. We gained a common understanding of coaching for the manager of today, as we explored the meaning behind coaching, the skills needed to coach others, and effectively

transferring our learning from an online classroom to actual workplace engagements. Managers were also given due recognition for the many responsibilities that they hold.

Rohei: Culture Alignment

In a full day course on Culture Alignment conducted by Rohei, our staff learnt more about our Core Values of Respect, Integrity, Compassion, and Excellence. They then visualised how to put these values into practical action through developing action-based behavioural statements.

Rohei: Effective Connections with Emotional Intelligence

In December 2021, staff attended Rohei's Effective Connections with Emotional Intelligence (EI) workshop. Over four sessions including one focused on group coaching, we identified areas of strength and development in our EI, and learnt about strategies to improve our interpersonal interactions at work such as listening with empathy and tackling tough conversations. 84% of staff participated and completed the course.



Internship Programme at New Hope CS

Besides attending training, taking on the role of an intern supervisor is also a pathway for our staff to develop themselves professionally. In 2021, a total of 27 interns were assigned to staff at various teams, including Transit Point shelters, HOPE mentoring programme, Design and Media, and Jumping@ Singapore. Internship durations spanned 4 weeks to more than 6 months, depending on school requirements. We hope that our interns gained valuable experience during their time with us, and further contribute to the social service sector as they apply their new knowledge and skills in real-world situations.

New Hope CS Appreciation Dinner 2021

On 29 November 2021, staff gathered on Zoom for the annual New Hope CS Appreciation Dinner. To thank our staff for their hard work in 2021, all were treated to a sumptuous dinner catered by Grain, an evening of fun games, and gifts of personalised affirmation notes.

Organisation Development Transformation

Our ODT journey began in late 2020, with an invitation from NCSS to participate in the ODT programme. This coincided with the start of our development for Vision 2025, which would chart the path forward for New Hope CS over the next half-decade.

Our partnership with and resources from NCSS have been instrumental in accelerating our journey. With support from NCSS, we identified and chose to focus on two substantial areas that we wanted to transform, People & Leadership Development, and Digitalisation.

People & Leadership Development

With rapid growth in our staff headcount, we saw the importance of strengthening alignment with our values and fostering robust leadership practices within our teams.

Actions that we took to grow in this area included:

1. Jointly formulating a set of action-based behavioural statements based on our Core Values of Respect, Integrity, Compassion and Excellence (R.I.C.E) that staff could live out practically;

2. Introducing our leaders to the practice of coaching and equipping them to apply these techniques for effective leadership;
3. Building trust and an open culture through staff learning from workshops focusing on culture and interpersonal relations;
4. Developing healthy team dynamics through promoting psychological safety and methods on managing challenging interactions; and
5. Educating staff on self-awareness, self-management, and self-care.

"Culture eats strategy for breakfast" - Peter Drucker

To keep the momentum going, staff will be putting their learning into action via an innovative micro-practice system introduced by one of our training partners. This system prompts staff with mini activities they can participate in over a period of time to reinforce what they have learnt. We also continue to build on our connectedness and engagement by supporting our leaders and staff on the ground.

Our Journey of Transformation in the next five years



Year 1

Continue faithfully on the road as we develop plans to strengthen ourselves.



Year 2

Plant the seeds of improvement and nurture the new seedlings.



Year 3

Reap the first harvest while further enhancing our methods.



Year 4

Improve the harvest quality as we make bigger impacts.



Year 5

Reap the rewards of a transformed organisation.

Digitalisation

In the area of Digitalisation, we took on two projects that are set to enhance our capabilities through the adoption of new technology.

E-Case Management System (E-CMS)

Our E-CMS system is set to go live in February 2022 for all four shelters. Team leads, staff teams, and the E-CMS project team have been collaborating closely for the success of this project. We are also working on developing management modules for dashboard and reporting, and SSNet scripting capabilities.

Pioneer Group Project (PGP)

The PGP aims to leverage front-end technologies to address unmet needs in new, creative ways. A team of specialist volunteers is supporting this project closely, with the goal for wider user adoption within the sector. Together with several social service agencies, we are currently at the beginning of this project. We hope to develop its scope and kickstart the project by the end of 2022.

2021, the first year of our transformation journey, was filled with planning for the future and the laying of groundwork. In the year ahead, we look forward to putting our plans in motion and seeing practical use arise from these changes.



The

Year Ahead

The Year Ahead

Givvly: A Digital Volunteer Platform

In 2021, we adopted **Givvly**, a digital volunteer platform, to boost our volunteer management capabilities via digitalisation. By leveraging on technology to automate processes, Givvly will equip us with the abilities to quicker deploy volunteers and track volunteer data more efficiently. This gives us greater opportunity to enhance our volunteer's experience with us in the year ahead. The app is set to launch in early 2022.

Electronic Case Management System

An initiative under our Vision 2025 strategic plan, the **Electronic Case Management System (E-CMS)** streamlines New Hope CS' processes and accelerates our adoption of technology. We expect this system to reduce the time staff spend on administrative paperwork in client case management, which will subsequently allow them to focus more on direct client engagement.

ThunderQuote is assisting us in implementing E-CMS, funded under the Tech-and-Go! – Start Digital, for Digital Strategy Planning as well as Digital Implementation Consultancy. The system is set to go live in February 2022.

SG Cares "Specialist" Volunteer Centre Development Programme in Joo Chiat Division

In Singapore, 17.6% of the population are aged 65 and above. By 2030, this number is set to spike to approximately 25%. Singapore's "greying" population is a crucial national issue that needs to be addressed, along with concerns about seniors living in isolation.

Though services offering support exist, there are often seniors who still fall through the gaps without gaining access to such services. Hence, the idea of the **SG Cares "Specialist" Volunteer Centre Development Programme in Joo Chiat Division** was born, specifically to serve the under-served senior population living within Singapore's private estates.

New Hope CS was appointed by the SG Cares office under MCCY to pilot the SG Cares "Specialist" Volunteer Centre Development Programme in Joo Chiat Division in August 2021. This pioneer project places us in a strategic role to better engage and serve vulnerable residents in the private estates while leveraging on facilities and programmes at Kampung Siglap.

By rallying community partners in the Joo Chiat Division and curating volunteer-supported programmes, we will be able to better serve vulnerable residents in the area while establishing ourselves as the leading agency in engaging and supporting a different profile of clients.

Volunteer Tiered Benefits

Volunteers are the backbone of New Hope CS, silently and steadfastly supporting the work that we do. To be more intentional in recognising their contributions, we will implement tiered benefits for volunteers in the coming year. This initiative is designed to express our gratitude for the time and effort they give to making a positive impact in the lives of our clients. With a total of five tiers and benefits offered, we seek to actively show our appreciation to our volunteers and strengthen the partnerships that we have with them.

Volunteer Tiered Benefits

Tier 1: <i>Benefit:</i>	Served at least once <i>10% K.S Cafe Discount</i>
Tier 2: <i>Benefit:</i>	Served at least 4 times or 24 hours <i>Free Volunteer T-shirt</i>
Tier 3: <i>Benefit:</i>	Served at least 12 times or 25-100 hours <i>Free Tote Bag & Tumbler</i>
Tier 4: <i>Benefit:</i>	Served at least 25 times or 101-200 hours <i>Free Jumping® Class</i>
Tier 5: <i>Benefit:</i>	Served at least 50 times or >200 hours <i>Free 2D1N Staycation</i>

Homelessness Learning Forum: Youth Edition

While adults may have preconceived notions on homelessness, many youths remain unaware that homelessness as an issue exists in Singapore. The youth audience is a large population that has not yet been tapped into to support homelessness work in Singapore, though partnerships continue to be strengthened amongst New Hope CS and the 3Ps.

Organised in partnership with the Girls Brigade Singapore and Teck Whye Secondary School, the **Homelessness Learning Forum: Youth Edition (HLF: YE)** will act as a springboard to kickstart deeper conversations on homelessness amongst the youth population, eventually moving towards galvanising them to take action on their own initiative.

The forum hopes to achieve the following three key objectives:

1. Raising awareness of homelessness amongst youth
2. Humanising homelessness and evoking empathy
3. Providing handles on navigating life's challenges while growing up

In addition to the main forum segment which will be held over Zoom, HLF: YE will also feature pre- and post-forum activities targeted at creating greater engagement and call-to-action. HLF: YE will be held in August 2022.

"Swing High, Lift Lives" Charity Golf

In partnership with the **Lions Club of Singapore Raffles City**, we are organising a charity golf event to raise funds for our work. This event will be held on 7 June 2022 at Tanah Merah Country Club, and will be graced by Mr. Masagos Zulkifli as the Guest of Honour.

In tandem with the event, we are launching an event webpage where golfers can sign up to be fundraisers for the period preceding the charity golf event. Fundraisers may share their created profile page with their communities and invite them to make a donation in support of New Hope CS.

Homelessness Educational Trail

Situated on the grounds of Kampung Siglap, the **Homelessness Educational Trail** aims to take visitors through a visual, tactile, and audio experience of exploring the issue of homelessness in Singapore. Exhibit nodes at various segments of the Trail will feature aspects such as life before homelessness, perspectives from helping hands, and the long-term impact of homelessness on a person.

The overarching theme of the Trail is "The Invisible People", highlighting the invisibility of homelessness. Being invisible applies to the issue itself, with its lack of awareness, as well as to the homeless person, skilled at keeping out of human sight and knowledge.



How You Can Help

Volunteer With Us

We are always open to more volunteers to help make a difference in our client's lives. If you are passionate towards our cause and have the time, feel free to contact us for volunteering opportunities.

Email: volunteer@newhopecs.org.sg

Make A Donation

Our programmes and services require steady stream of income to continue running. We appreciate all our donors who have made contributions, whether in cash or in-kind. Every donation goes a long way towards keeping our work going!

We process donations of \$50 and above for tax deduction. Which means that for every \$50 you give, \$125 will be deducted from your taxable income.

Visit: www.newhopecs.org.sg/donation

Fundraise For Us

Have a fresh fundraising idea? Perhaps you would like to put your ideas and marketing skills to good use. Whether as an individual or organisation, we welcome any fundraising effort on our behalf.

Email: andrew.khoo@newhopecs.org.sg

Job Placement

If you are an employer who has employment opportunities for our clients, feel free to contact us! Your help goes a long way in helping our clients achieve financial independence.

Email: es@newhopecs.org.sg

Jump With Us

Why not join our Jumping® Fitness classes? Suitable for all ages and levels, you can jump your way to health while helping the homeless and needy community at the same time! Proceeds go towards funding our services and programmes. Book a class today!

Visit: www.jumpingsingapore.com

Partner With Kampung Siglap

A venue for partnerships and community building, we invite social service agencies, corporates, and anyone alike to partner with Kampung Siglap to hold retreat programmes, workshops, events and other such activities. Reach out to us for any enquiries!

Email: ks@newhopecs.org.sg

Have A Meal At K.S Café

K.S Café is our latest social enterprise, run with the purpose of bringing people together over food for a good cause. It is helmed by a team of dedicated staff and volunteers, and offers local delicacies such as laksa, curry chicken, and kaya butter toast. All profits earned from K.S Café go towards the work that New Hope CS does to support the displaced and disadvantaged.

Address: 55 Siglap Plain

Opening Hours:

- **Mon–Sat: 11:30am – 9:30pm (Closed on Wed)**
- **Sun: 9:30am – 7:30pm**



**BE PART OF
SOMETHING
BIGGER THAN
YOURSELF**



Governance

Governance

Introduction

Good corporate governance should be weaved through every aspect of 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.

For four consecutive years in 2016-2019, we received the Charity Council's Charity Transparency Award, until its hiatus from 2020-2021. We were also honoured to be awarded the 2017 Charity Governance Award for charities in the mid-sized category. This award is the highest governance award that can be conferred to a charity and recognises its exemplary governance standards and practices.

We are committed to high standards of corporate governance. New Hope CS has complied with all the applicable guidelines of the Code of Governance Evaluation Checklist for Charities and Institutions of a Public Character.

The complete checklist can be found at: www.charities.gov.sg.

Our Constitution is available at the Registry of Societies.

Board Composition

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

- President;
- Vice President;
- Secretary;
- Treasurer;
- Assistant Treasurer; and
- four 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 held staff appointments. The Chief Executive Officer (CEO) is an ex-officio member who has the right to attend all Board and sub-committee meetings but does not participate in the Board's decision making. The Board must meet at least four times a year and met seven times (including the Annual General Meeting and Extraordinary General Meeting) in 2021.

Board Appointments

Board Member	Current Appointment	Past Appointments
Lim Bak Chim ¹	President since 23 Jan 2020	Secretary 2 May 2019–22 Jan 2020
Kevin Lee ²	Vice-President since 17 Jun 2021	Secretary 23 Jan 2020–16 Jun 2021
Chua Sui Tong ³	Secretary since 17 Jun 2021	Vice President 23 Jan 2020–16 Jun 2021
William Chan ⁴	Treasurer since 23 Jan 2020	Assistant Treasurer 2 May 2019–22 Jan 2020
Ethan Pang ⁵	Assistant Treasurer since 23 Jan 2020	
Pauline Tan ⁶	Member since 2 May 2019	Secretary 25 May 2017–2 May 2019
Michael Lee	Member since 2 May 2019	
Khoo Swee Lan	Member since 5 Aug 2021	
Yeo Mui Sung	Member since 5 Aug 2021	
Barry Sim ⁷	Member since 8 May 2018	

¹ Mr Lim Bak Chim previously joined the Board between 4 Feb 2008–25 May 2017 and re-joined the Board on 25 May 2019.

² Mr Kevin Lee joined the Board on 25 May 2019.

³ Mr Chua Sui Tong joined the Board on 25 May 2017.

⁴ Mr William Chan previously joined the Board between 16 Jan 2004–25 May 2017 and re-joined the Board on 2 May 2019.

⁵ Mr Ethan Pang joined the Board on 2 May 2019.

⁶ Dr Pauline Tan joined the Board on 11 Feb 2017.

⁷ Mr Barry Sim resigned from the Board on 9 Jun 2021.

Board Attendance

Board Member	Attendance
Lim Bak Chim	7 / 7
Kevin Lee	7 / 7
Chua Sui Tong	7 / 7
William Chan	7 / 7
Ethan Pang	6 / 7
Pauline Tan	5 / 7
Michael Lee	6 / 7
Khoo Swee Lan ¹	1 / 1
Yeo Mui Sung ²	1 / 1
Barry Sim ³	1 / 2

¹ Joined on 5 Aug 2021.

² Joined on 5 Aug 2021.

³ Resigned on 9 Jun 2021.

Board Sub-committees

The Board has established nine Board Sub-committees that look into specific areas and ensure key matters are given increased time and scrutiny.

BM = Board Member

SCM = Sub-committee Member

Audit & Risks Committee

Chairperson: Kevin Lee (BM)

Members: Yeo Mui Sung (BM)

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.

Appointment & Nomination Committee

Chairperson: Chua Sui Tong (BM)

Members: William Chan (BM)

The Appointment and 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 directors;
- Identifying, screening and reviewing individuals who are qualified to serve as directors;
- Recommending to the Board candidates for nomination and appointment to the Board, and its committees;
- Assisting in orientation programmes for newly appointed directors;
- Evaluating the effectiveness of directors; and
- Evaluating Board members who are required to submit themselves for re-nomination and re-appointment at the end of their 2 year-term, and making recommendations to the Board.

Finance Committee

Chairperson: William Chan (BM)

Members: Lim Bak Chim (BM), Ethan Pang (BM)

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.

Fund Raising Committee

Chairperson: Lim Bak Chim (BM)

Members: Pauline Leow (SCM), Sam Heng (SCM), Don Ho (SCM), Gordon Tan (SCM), Dennis Mwansa (SCM)

The Fund Raising Committee shall assist the Board of New Hope CS in raising funds to support the operating expenses, new programmes and expansion of New Hope CS; and develop and implement fundraising plans so as to enable the organisation to achieve the reserve policy target established by the Board. It will:

- Ensure the reserve policy target established by the Board is achieved so as to ensure that the organisation's programmes and services are not adversely affected;
- Raise funds; and
- Encourage Board members to make contact with prospective donors and make personally meaningful contributions of their own.

Human Resource & Remuneration Committee

Chairperson: Khoo Swee Lan (BM)
Members: Kevin Lee (BM), Chua Sui Tong (BM)

The Human Resource and Remuneration Committee shall assist the Board of New Hope CS in overseeing the organisation's management remuneration policies and practices, including:

- Making recommendations to the independent directors 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: Ethan Pang (BM)
Members: Michael Lee (BM), Willie Ong (SCM)

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 sub-committee.

Programmes & Services Committee

Chairperson: Pauline Tan (BM)
Members: Timothy Chen (SCM),
Mas Khalik (SCM), Hoong Ngee Khong (SCM)

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.

Social Enterprise Committee

Chairperson: Michael Lee (BM)
Members: Eunice Hong (SCM)

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

- Raise funds to support the operating expenses, new programmes and expansion of New Hope CS;
- Develop and implement fund raising plans so as to enable the organisation to achieve the Reserve policy target established by the Board; and
- Review, strategise and monitor the operation of the social enterprise.

Technology Committee

Chairperson: Kevin Lee (BM)
Members: Florence See (SCM),
Pauline Sng (SCM), Lee Teck Seng (SCM),
James Tan (SCM)

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.

Board Election Process, Evaluation, Renewal and 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. In accordance with the Constitution, there is a maximum limit of two consecutive years for the position of Treasurer. Currently, no Board member has served more than ten consecutive years.

The Board conducts regular self-evaluation to assess its performance and effectiveness. Board members attend relevant training to develop key competencies and keep abreast of relevant new laws and regulatory requirements. The Board proactively plans and conducts reviews for Board succession and renewal, and refines its strategy annually as well as whenever there are changes to the Board. The latest Board self-evaluation was conducted in December 2020.

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 sub-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 Appointment & Nomination Sub-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.

Strategic Planning

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

Programme Management

The Board reviews and approves strategic plans, and outcomes of New Hope CS programmes and services. The Management 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 regularly updates the Board on the progress of its programmes and services through Board meetings or Sub-committee meetings, and town halls.

The Programmes & Services Sub-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 Sub-committee before recommendation to the Board for implementation.

Financial Management and Internal Controls

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

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

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

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

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

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

Quarterly financial statements including comparative budget of New Hope CS, with analysis and explanations given for discrepancies, are first reviewed by the Finance Sub-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).

Reserves Policy

The reserves are made up of unrestricted and restricted funds. New Hope CS targets for at least 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.

Fundraising Practices

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

Whistle-Blowing 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:

<https://www.newhopecs.org.sg/board-whistleblower-policy>

Code of Conduct & 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.

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 any of the Board members. No known conflict of interest arose during the year.

Human Resource and Volunteer Management

Under the direction of the Human Resource & Remuneration Sub-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 Resource & Remuneration Sub-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 recommendations, 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 sub-committees and teams, including the Appointment & Nomination Sub-committee, Management Committee, Human Resource team and VM team.

Public Relations & 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.

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.

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.

Disclosure and Transparency

- No Board members receive any remuneration for their board services.
- No staff is involved in setting his or her own remuneration.
- No paid staff are close family members of the CEO or Board members.
- 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.

Remuneration of Top 3 Executives (FY2021):

Salary Band	Headcount
\$50,000 – \$100,000	0
\$100,001 – \$150,000	1
\$150,001 – \$200,000	2



Even after 17 years,
our vision for Singapore
remains the same:
**to serve the displaced
and disadvantaged**
groups in our community
by providing practical
services like shelters.

Pastor Andrew Khoo
CEO & Founder

New Hope Community Services

Main Office:
148 Yishun Street 11, #01-123
Singapore 760148
Tel: 6305 9620
Fax: 6755 3684
general@newhopecs.org.sg
www.newhopecs.org.sg

Follow us on social media!

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