

You are our  
**KNIGHTS**  
in Shining Armour



**ANNUAL REPORT 2022**



What is New Hope Community Services but its people? Their passion, commitment, and hard work are what makes change possible for the people we serve. Come and see our impact from the perspective of the individuals to whom we owe our success.

You are our... **KNIGHTS IN SHINING ARMOUR.**

# We are... New Hope Community Services

New Hope Community Services (New Hope CS) is a social service agency working to bring change into the lives of the displaced and disadvantaged in the community. We provide a range of services and programmes such as temporary shelter, casework, mentoring, job-matching, life-skills training and support with long-term housing and employment.

## **VISION**

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

## **MISSION**

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

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

## **CORE VALUES**

- **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.

## **CORPORATE INFO**

- 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: 01/11/2022 – 30/09/2026 (IPC000037)
- Banker: DBS Bank
- Auditor: Assurance Partners LLP

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This annual report covers the highlights and activities of New Hope CS for the financial year ended 31 December 2022 (FY22)

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*Look out for the quotation marks found throughout this report. They indicate personal messages written by our staff and volunteers!*

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### Glossary

3P	Public, Private, People
the Board	Board of Management
BBW	Bukit Batok West
CEO	Chief Executive Officer
COP	Community of Practice
CTA	Charity Transparency Award
DPTM	Data Protection Trustmark
ECMS	Electronic Case Management System
ESG	Environmental, Social, Governance
FSC	Family Service Centre
HDB	Housing and Development Board
HLF:YE	Homelessness Learning Forum: Youth Edition
HOPE Scheme	Home Ownership Plus Education Scheme
I&I	Inform & Inspire
IMDA	Infocomm Media Development Authority
IPC	Institutions of a Public Character
JSS-OR	Joint Singles Scheme (Operator Run)
KS	Kampung Siglap
MCCY	Ministry of Culture, Communication and Youth
MSF	Ministry of Social and Family Development
NCSS	National Council of Social Service
New Hope CS	New Hope Community Services
NVPC	National Volunteer and Philanthropy Centre
OD	Organisation Development
ODT	Organisation Development Transformation
RKM	Research and Knowledge Management
SBFF	Singapore Business Federation Foundation
SMM	Safety Management Measures
SSA	Social Service Agency
SSO	Social Service Office
TP@1SR	Transit Point @ 1 Spooner
TP@3SR	Transit Point @ 3 Spooner
TP@JK	Transit Point @ Jalan Kukoh
TP@MD	Transit Point @ Margaret Drive
VM	Volunteer Management



FOREWORD —

## Patron's Message

“Over the past three years, New Hope Community Services has played a significant role in Singapore's fight against the Covid-19 pandemic.

**Throughout these challenging times, New Hope CS has continued to introduce fresh initiatives to serve the displaced, disadvantaged, and the social service sector at large.**

One example is the Joint Singles Scheme Operator-Run (JSS-OR) pilot. In 2022, HDB appointed New Hope CS to manage and operate 50 such flats in Bukit Batok, with a capacity of up to 123 tenants. As operator, New Hope CS helps to match applicants with potential flatmates, and provides mediation where needed. The pilot programme complements New Hope CS' goal of helping beneficiaries in temporary shelter secure long-term accommodation.

Another innovative programme is the Tenang retreat for social service professionals. The three-day residential retreat helps social workers relax and de-stress in the calm and peaceful surroundings of Kampung Siglap Centre. Participants can learn about managing burnout, while engaging in workshops and fitness activities.

The retreat has been a success, with participants sharing that they feel rested and recharged. I am glad to note that the retreat is fully funded for staff from NCSS and MSF agencies.

The Government continues to support New Hope CS with its growing manpower and operation costs. New Hope CS benefitted from the Tote Board's Enhanced Fund-raising Programme with a dollar-for-dollar matching in selected fundraising initiatives.

I thank all at New Hope CS for their good work. They continue to make an enormous impact in the lives of their beneficiaries.

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



FOREWORD —

## President's Message

With the easing of restrictions, a breath of fresh air swept through as masks came off, paving the way for exciting new partnerships and initiatives aimed at improving our services for our beneficiaries. I am delighted to witness this resumption of in-person engagement activities across shelters, including group outings and seasonal event celebrations. My heartfelt appreciation goes out to our exceptional staff, volunteers, donors, sponsors, and all other partners for their tireless dedication and compassionate work.

To further enhance our organisational operations, we embarked on the corporatisation of Jumping® Singapore, a social enterprise initially managed by New Hope CS. In December, Jumping® Singapore became an independent entity and a social enterprise, opening up greater opportunities in expanding its services portfolio and impact to other clients such as seniors in our midst.

The highlights of our year are a tribute to the invaluable contributions of our Board members, Board Sub-Committee members, Management Committee, and faithful staff. It is only fitting that we honour those who have gone above and beyond for New Hope CS and its beneficiaries. On behalf of the Board, I express our deepest gratitude to each and every individual for their active and unwavering dedication in becoming Beacons of New Hope for the displaced and disadvantaged in our community.

**Mr Lim Bak Chim**  
*President*



“In 2022, we finally began to emerge from the grip of the Covid-19 pandemic. As restrictions gradually lifted and Singapore adapted to the new normal, one word resonated with me when reflecting on how our organisation persevered: resilience.

**Throughout the past challenging year we faced as a team, our people remained our most valuable asset and resource.** That is why this year's Annual Report revolves around the theme "You Are Our Knights In Shining Armour" as a way to acknowledge and celebrate our exceptional individuals. The New Hope CS team demonstrated unwavering commitment during the dark times, steadfastly carrying out their mission of providing light and hope to our beneficiaries.

In recognition of the team's significant contribution in the battle against Covid-19, New Hope CS was honoured with The President's Certificate of Commendation (PCC) under the National Awards (COVID) for our work at Transit Point @ 1 Spooner and Transit Point @ Margaret Drive. Today, both shelters continue to thrive.

FOREWORD —

## CEO's Message



“  
**A**s I look back on 2022, it is with great joy and gratitude that I reflect on our growth as an organisation. We have come a long way with the support of many helping hands—the awesome team in New Hope CS, and our treasured volunteers and donors.

With the theme “You Are Our Knights In Shining Armour”, the Annual Report 2022 is a celebration of our people. This year, you will find personal messages from our staff across our programmes and services in the pages ahead. **We hope to honour the hard work they have put into journeying with our beneficiaries by featuring their voices, effort which sometimes remains unseen and under-appreciated.** Through the words of our staff, may you catch a glimpse into how our team advocates and shines light for their clients.

To celebrate our staff, we must also look at the lives of our beneficiaries. For the past 19 years, New Hope CS has served the displaced and disadvantaged, and our staff have risen to the

occasion wonderfully. Read (or watch!) two stories from our beneficiaries in this Annual Report, testaments to the dedication and passion that our staff embody in their service. At the close of the year, we also welcomed more than 300 former and current beneficiaries to our annual Christmas party. I am thankful for the New Hope CS team—it is only with them that we have been able to touch a great number of lives of this magnitude.

Lastly, we celebrate our people’s achievements. A highlight for us was the SG Cares Volunteer Centre @ Kreta Ayer, operated by New Hope CS, being recognised as a Gold Partner during the SG Cares Giving week. Our service is made better when we build a community of support, through gathering the Private, Public, and People sectors, and the team has done well in brokering partnerships that support the needs of New Hope CS, and that of the Kreta Ayer town.

I truly thank each and every staff member for serving with New Hope CS. At the heart of our mission lies a fundamental guiding Bible verse, Ephesians 2:10. This verse tells us that

God created us to do good work according to His plans. As we continue to evolve as an organisation to stay progressive and relevant in the social service space, I am inspired by the miracles that I have seen God perform. His hand has been present in every step we have taken as an organisation, and I am humbled to be part of this process through which He is moulding us for the better.

I cannot wait to see what the future holds for us and those we serve. To our Board members, Management Committee, each and every one of our staff, and all who have been part of our community, thank you for being here with us and believing in our vision. Here’s to another year of New Hope!

**Pastor Andrew Khoo**  
*CEO & Founder*





It has been an amazing year for us. But our successes are not our own—the support and partnership from our volunteers and donors enabled us to restore hope into the lives we serve. Review our highlights and achievements in 2022 at a glance.

# Year In Review

*Photo: Volunteers and residents from Transit Point @ 1 Spooner enjoying a picnic together. (Credits: Eternal Life Assembly)*

“

**B**efore I joined New Hope CS, I had attended the inaugural Homelessness Learning Forum in 2019. The event left a deep impression on me about the work New Hope CS is doing for the homeless in Singapore. Therefore, I was delighted to be given the position to lead our shelter teams. It's a privilege to have the opportunity to make a real difference in the lives of people experiencing homelessness.



**Lilian Ong**  
Director of Social Work

The past two years have been a roller coaster ride for the teams, because of the varying safe management measures put in place for the safety of our beneficiaries and staff. In 2022, our goal was to further establish our teams and raise leaders from each programme. I aimed to do this by supporting each Team or Programme Lead in building client-oriented teams, as well as getting to know their team members and harnessing their strengths. It was exciting to see how each team developed their own unique identity and fostered great team spirit even beyond their own members.

Our work has since expanded to include the operation of the HDB Joint Singles Scheme Operator-Run Pilot. Everyone came forward to help set up this new project. Operation staff assisted with the logistics set up, social workers conducted intake interviews and facilitated admissions of new residents, and the volunteer management team gathered volunteers. Within a short period of six weeks, we were at 60% occupancy rate. I'm extremely thankful that everyone is a team player—we work hard and play hard to achieve our goals together.

It's amazing how New Hope CS has expanded our services and increased our staff strength over the past few years. This is definitely a testament of the good work and trust from our partners. **I believe the magic of New Hope CS is in its people, the colleagues who embrace our vision and mission wholeheartedly to support the homeless community in Singapore.**

In 2023, we'll continue collaborating with our community partners through various initiatives. The best way forward is collaboration, because no one organisation has all the expertise, experience, or resources within them. Challenges are opportunities for our creativity to shine, and I'm honoured to be a part of this transformative journey in New Hope CS.

YEAR IN REVIEW —

# Impact In Numbers

In 2022, we worked closely with

**1,450** individuals & families

across our services and programmes.

## HOW WE HELP:

Even as we expand, our core work remains the same—to meet the needs of the displaced and disadvantaged through the provision of practical services such as shelter, education, employment and long-term housing.

More information on our services and programmes can be found in this report or on our website.

[CLICK HERE](#) to see the impact of each of our services and programmes in 2022

## AWARDS & CERTIFICATIONS

- Charity Transparency Award 2022**  
 Awarded to charities with good transparency and governance standards.
- Data Protection Trustmark re-certified until 2025**  
 Certification for organisations with accountable data protection practices.
- President's Certificate of Commendation (Covid-19)**  
 Awarded to organisations and teams that made exceptional efforts which had a significant impact in Singapore's fight against Covid-19.
- SG Cares Giving Week 2022 Gold Partner**  
 Awarded to SG Cares Volunteer Centre @ Kreta Ayer (operated by New Hope CS) for exceptional work in supporting the Kreta Ayer community.



## 2022 HIGHLIGHTS



individuals & families stayed in our shelters across the year



new individuals & families admitted into our shelters



individuals & families secured sustainable housing upon discharge



**493**

families mentored under HOPE Scheme



**109**

tenants moved into the JSS-OR Pilot at Bukit Batok West



**198**

beneficiaries placed in jobs



**2,594**

volunteers engaged



**\$1.16m**

raised through donations



**3,955.5**

hours invested into staff training in total

YEAR IN REVIEW

# Financial Highlights

18 years on, our commitment to help the displaced and disadvantaged is as strong as ever. We've increased our spending as we expand our work to meet the needs of the community, while continuing to bring in sustainable funding from both public and private sources.

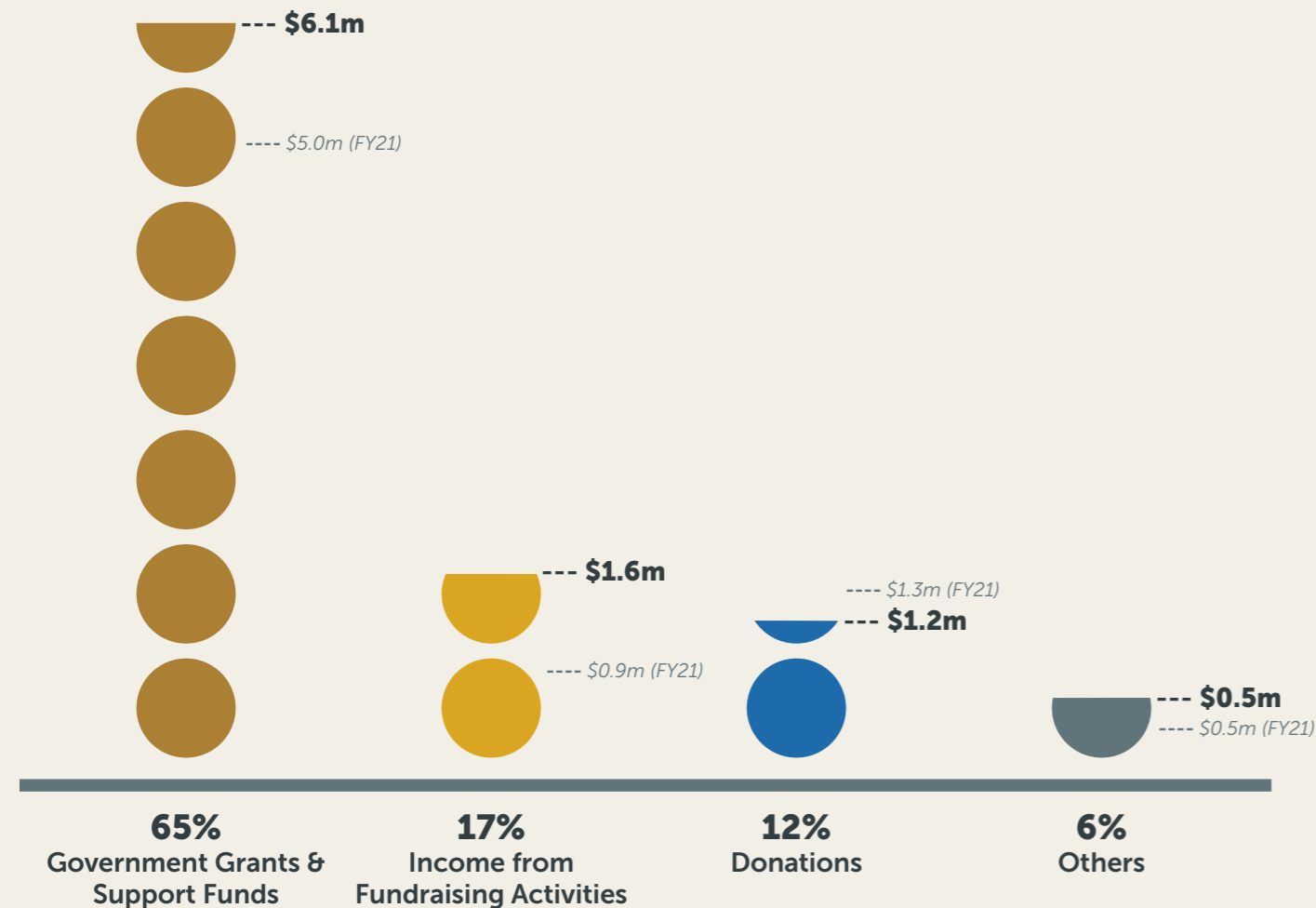
Further information on our financials, such as major financial transactions, purposes of charitable assets held and more can be found in our Financial Statements published on our website.

[CLICK HERE](#) to see our Financial Statements.

**Total FY22 Income:**

**\$9.4m**  
(FY21: \$7.6m)

### Major Sources of Income (FY22)

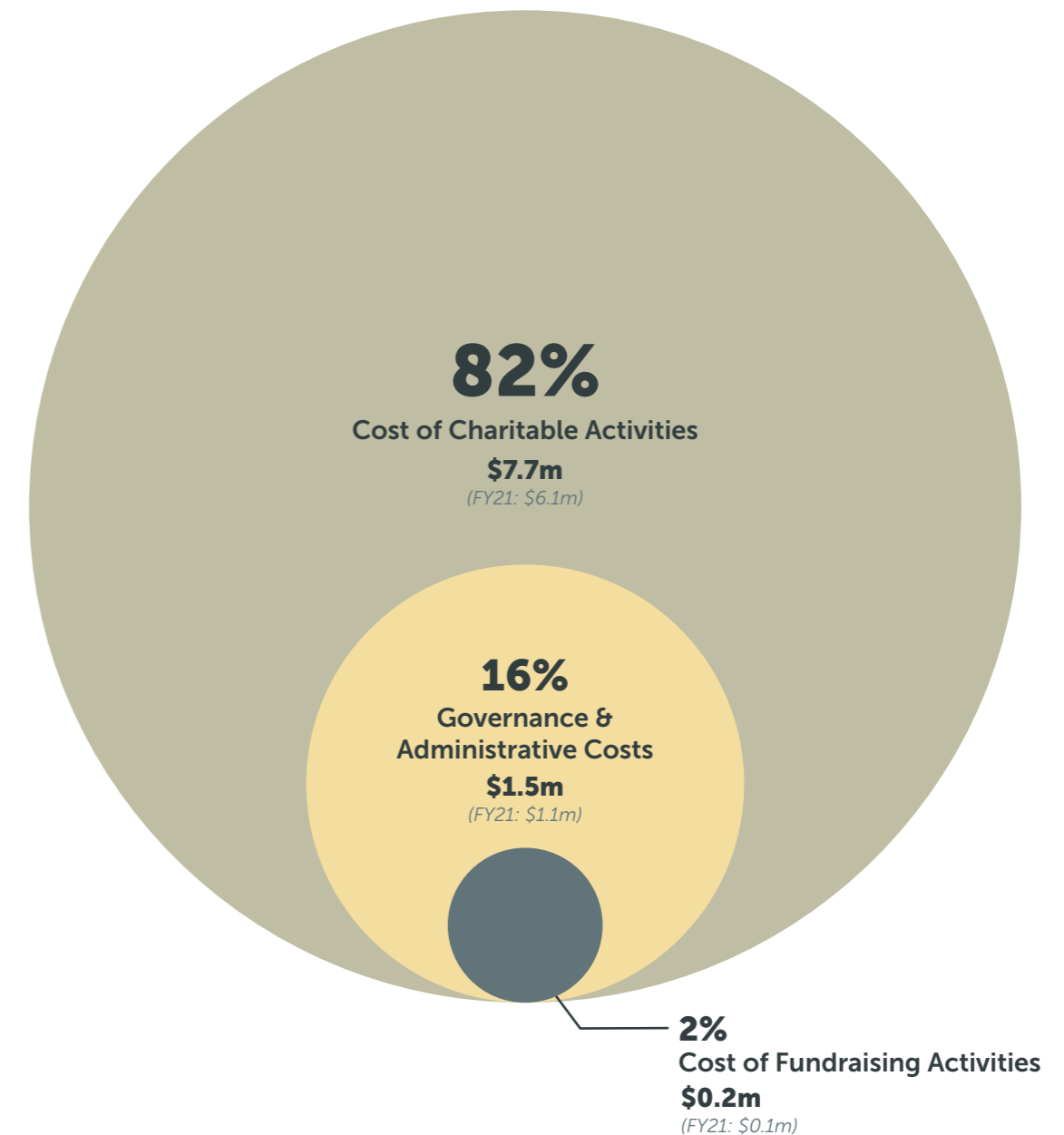


**Total FY22 Expenditure:**

**\$9.3m**  
(FY21: \$7.4m)

We strive to keep our overhead costs low. In FY22, 82% of expenses went towards charitable activities such as shelter operations and remuneration of staff.

### Allocation of Expenses (FY22)







Every effective organisation requires strong leadership. The values and work-ethic that they carry themselves with create the foundation for our success.

You are our... **PILLAR OF SUPPORT.**

# Leadership & Development

*Photo: Our Extended Leadership Team with The Serving Leader Workshop Trainers at Kampung Siglap.*

“**S**trong foundations are vital and it is imperative that attention be paid to how they are built. This is my fifth year in New Hope CS building upon our foundations for further stability.

We saw much progress in digitalisation and organisation development in 2022. New processes and initiatives were key in boosting our digital foundation.

As part of our digitalisation, we added an e-claims module for our colleagues to submit reimbursement claims as well as an e-payment system which minimises cheque payments. This significantly reduced the administrative burden on man-hours.

To build upon our cultural foundation, our colleagues attended a range of courses aimed at reinforcing the values behind their work. Our leaders attended a two-day training on serving leadership, a course building on our belief of placing the needs of the employee first, focusing on people development for high performance. We also embarked on values alignment training for our colleagues to strengthen our culture building in the workplace.

Externally, maximising our impact and connection with the community remains a priority for us, to build on a shared foundation with our community. We are grateful for the opportunity to expand the scope of our work strategically with the HDB JSS-OR Pilot, an initiative in line with our target audience and goals.

We also leveraged our community with Beacons of New Hope, a peer-to-peer fundraising campaign. Participants reached out to their communities to share about homelessness in Singapore and raise funds for our work. This collective effort raised more than \$400,000, a significant amount for us in a digital fundraising initiative.

I am thankful to have committed colleagues, board members, sub-committee members, partners, and donors to continue building upon our foundation with us. Together, we ensure we are always getting the job done right, for the benefit of our service users.



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



LEADERSHIP & DEVELOPMENT —

# Our Leadership

**PATRON:** Mr K. Shanmugam  
Minister for Home Affairs & Law

## BOARD OF MANAGEMENT



- From left to right:
- |  |   |
|--|---|
| <b>Mr Lim Bak Chim</b><br>President                        | <i>Occupation</i><br>(Head of IAS Commercial Feederling, Maersk)                      |
| <b>Elder Kevin Lee</b><br>Vice-President                   | (Managing Director,<br>Asia Center for Serving Leadership)                            |
| <b>Mr Chua Sui Tong</b><br>Secretary                       | (Director, Rev Law LLC)   |
| <b>Elder Ethan Pang</b><br>Treasurer <sup>1</sup>          | (Director, University Wellbeing Office,<br>Nanyang Technological University)          |
| <b>Mr William Chan</b><br>Assistant Treasurer <sup>2</sup> | (Director, Horizon Educational Supplies Pte Ltd)                                      |
| <b>Dr Pauline Tan</b><br>Member                            | (Director, Clinical Quality & Services,<br>Sheares Healthcare International Holdings) |
| <b>Mr Michael Lee</b><br>Member                            | (Chief of Franchise Office,<br>Golden Gate Restaurant Group, Vietnam)                 |
| <b>Ms Khoo Swee Lan</b><br>Member                          | (Group CHRO, National Healthcare Group)   |
| <b>Ms Yeo Mui Sung</b><br>Member                           | (Independent Board Director,<br>Kulicke and Soffa, Inc.)                              |

[CLICK HERE](#) for more info on Board appointments & attendance.

<sup>1</sup> Elder Ethan Pang was elected to the role of Treasurer on 9 Jun 2022. He previously held the role of Assistant Treasurer.

<sup>2</sup> Mr William Chan was elected to the role of Assistant Treasurer on 9 Jun 2022. He previously held the role of Treasurer.

## SENIOR MANAGEMENT TEAM



**Mr Gerard Chee**  
Organisational Development  
Manager  
(Since 1 Jun 2020)

**Mr Lim Chin Sing**  
Director of Finance &  
Corporate Services  
(1 May 2022)

**Pastor Andrew Khoo**  
CEO & Founder  
(1 Jan 2017)

**Mr Benny Tan**  
Facilities Manager  
(1 Jun 2020)

**Ms Fouzia Noor Batcha**  
Human Resource Manager  
(1 Sep 2021)

**Deacon Willy Ong**  
Director, Kampung Siglap  
(14 Sep 2022)

**Ms Lilian Ong**  
Director of Social Work  
(15 May 2019)

**Ms Leah Tan**  
Centre Manager (HQ)  
(1 May 2010)



LEADERSHIP & DEVELOPMENT

# Vision 2025

## UPDATES

“We’ve completed Year 2 of our journey of transformation as set out in our Vision 2025 Five Year Strategic Plan. Having “planted the seeds of improvement” in Year 2, we’re now in a good place to “reap the first harvest” for 2023 in Year 3.

We’re part of the NCSS Organisation Development programme for charities in Singapore. Our OD journey focuses on:

- People and Leadership Development, including culture alignment and embedding our core values.
- Clarifying our strategic priorities and aligning focus at team level.



**Gerard Chee**  
Organisational Development Manager

### FIVE-YEAR PLAN



**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.

I’m grateful for the progress to date. These are some highlights from our journey in 2022:

1. All frontline staff attended the Manage Conflicts and Resolve Disputes training by Singapore Mediation Centre.
2. Social Work and Operation staff familiarised themselves with using Restorative Practices for client engagement.
3. Implementation of micro-practice system on WhatsApp to reinforce core values and behavioural statements for all staff.
4. Extended Leadership team attended and benefitted from The Serving Leader Workshop by the Centre for Serving Leadership.
5. Stayed the course on our Digitalisation journey:
  - Leveraged NCSS Tech & Go programme grants to support our digitalisation investments with the launch and Go-Live of E-Case Management System and Shelter Inspection App.
  - Began development of a Client Relationship System (CRM) to bring together a system for Donor, Volunteer and Kampung Siglap event management.
  - Participated in Mendix hackathon to develop a Client Engagement and Communication app.

We’ve made steady progress. And we continue to challenge ourselves in both these areas to achieve our 4C Capacity & Capability Building, to enhance our organisation systems and maximise the potential of our people and resources.

It’s been an honour to lead the OD and Digitalisation efforts at New Hope CS. The encouragement and support received from everyone in the organisation has been nothing short of amazing. I’d like to acknowledge the Board, Shelter staff, Team and Programme leads, and the Management team. We couldn’t have done this without you.

**Our People, Our Values, Our Purpose**

[CLICK HERE](#) to watch the full video!



LEADERSHIP & DEVELOPMENT —

# Staff Development



**Fouzia Noor Batcha**  
Human Resource Manager

“**W**hen it comes to serving the displaced and disadvantaged, our success is rooted in the dedication and passion of our colleagues. By attracting, developing, and retaining like-minded talent, we are able to deliver the highest quality services to our beneficiaries. This is a key aspect of my role as the Human Resource Manager.

It has been a fulfilling and rewarding journey, and I am grateful for the opportunity to work alongside such talented and compassionate colleagues. I look forward to continuing to serve with these people who are committed to making a difference in lives everyday!

## 2022 HIGHLIGHTS

### Learning & Development

- As part of our Organisation Development programme, a key focus in 2022 was the building of core competencies of our staff. Over the year, we have invested about 51 hours of training for each staff on average.

Type of Competency	Total No. of Hours
Core	3142
Cross-functional	173.5
Technical	640
<b>Grand Total</b>	<b>3955.5</b>

### Leadership Development

- To build up our middle management team, our extended leadership team meets monthly. The team also participated in The Serving Leader seminar in October. Run by the Center for Serving Leadership, its aim was for us to discover the full potential of our workforce, clearly define our mission and vision, and ensure our core values are put into practice.

### Employee Engagement & Welfare

- From April, we resumed meeting in person for our monthly Inform & Inspire (I&I) staff meetings. Each session was hosted by a different team. Involving all our staff, I&I is a platform for organisation-wide announcements and hearing updates from colleagues across the organisation whom we may not interact with often. We also present small gifts to outstanding staff and celebrate birthdays!
- As pandemic restrictions eased, we were able to gather as a team and reconnect over in-person staff bonding events.
  - May 2022—Staff Bowling Event
  - November 2022—Staff Retreat in Batam
  - December 2022—I&I Christmas Edition





LEADERSHIP & DEVELOPMENT —

# ESG Initiatives

## ENVIRONMENTAL-SOCIAL-GOVERNANCE

In November 2022, the Charity Council announced that it would review the code of governance for charities. 134 charities participated in a public consultation from May to June, including the adoption of Environmental, Social, Governance (ESG) practices in the charity sector. The revised code was announced in April 2023 and will take effect from 1 January 2024.

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

### ENVIRONMENTAL

#### Adoption of e-payments & e-claims systems

- We continue to move towards digital forms of payments, cutting down the amount of paper used for receipts and documentation. The implementation of the e-claims systems for staff reimbursement also improves our workflow efficiency.

#### Installation of energy efficient electrical appliances

- LED lights and electrical appliances with at least three ticks under the Energy Label were installed at JSS-OR BBW. The Energy Label and the Tick Rating System help consumers to identify products which are more energy efficient. Fluorescent lights were also replaced with LED lights at TP@MD. By using such appliances, we reduce our carbon footprint on the environment.

#### Establishing community gardens at Kampung Siglap

- Run by volunteers, our community garden plots help us to be environmentally sustainable in a few ways. Compost made from the café's food waste is used as fertiliser, and harvest from crops like laksa leaves are used in the café's dishes. Our volunteers and retreat beneficiaries bring the fresh produce home too.

### SOCIAL

#### Inclusive hiring

- Former and current service users have worked with our social enterprise Jumping@ Singapore as general workers. This allows us to build a sustained relationship with our beneficiaries, supporting them beyond their discharge. It also aligns with our belief of making opportunities accessible and equalised for all, and empowering all to bring about change and betterment in their lives.

#### Diversity in Staff Demographics

- We ensure diversity in staff profile including gender, race, religion and age when we hire.

By Gender:		By Race:			
Male	Female	Chinese	Malay	Indian	Other
52%	48%	64%	12%	19%	5%

By Religion:				
Christianity	Islam	Freethinking	Hinduism	Other
48%	16%	16%	10%	10%

By Age:					
<20	20-29	30-39	40-49	50-59	>60
1%	28%	29%	17%	9%	16%

### GOVERNANCE

#### Recipient of the Charity Transparency Award 2022

- The CTA recognises charities which have maintained transparency in their practices and upheld good standards of governance. We had received the CTA consecutively from 2016-2019, before it went on hiatus for two years during the Covid-19 pandemic.

#### Diversification in Leadership

- Our Board comprises a mix of male and female members. Their backgrounds lie in various fields, hence allowing each member to contribute unique knowledge and expertise in advising our operations.

#### Data Protection Trustmark (DPTM) Re-certified until 2025

- As we store increasingly more data digitally, having responsible data protection practices are crucial to build trust with our stakeholders. We are DPTM certified since 2019 and was re-certified in Feb 2022.



Review the successes and challenges of our services and programmes in 2022. The adaptability of our staff, volunteers and partners in a year of change has been critical in ensuring that we continue to support our beneficiaries when they need it.

You are our... **CHAMPIONS FOR CHANGE.**

# Our Impact

*Photo: Beneficiaries at a family retreat programme held at Kampung Siglap.*

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

## OUR SERVICES & PROGRAMMES

*As of 31 Dec 2022*

- **Transit Point @ 1 Spooner**  
*Transitional shelter for rough sleeping individuals.*
- **Transit Point @ Margaret Drive**  
*Interim shelter for rough sleeping individuals.*
- **Transit Point @ Jalan Kukoh**  
*Transitional shelter for displaced families & individuals.*
- **Transit Point @ 3 Spooner**  
*Shelter for male ex-offenders.*
- **Kampung Siglap Lifeskills Training & Retreat Centre**  
*A community space to inspire hope and change in the social service sector.*
- **Home Ownership Plus Education (HOPE) Scheme**  
*Mentoring & support groups for young, low-income families.*
- **SBFF Job Support & Retention Programme**  
*Job matching & skills training services.*
- **Joint Singles Scheme (Operator Run) Pilot**  
*Managing public rental flats for low-income individuals.*
- **Social Investigation**  
*Assessment and right-siting services*
- **Internal Volunteer Management / SG Cares Volunteer Centre @ Kreta Ayer / SG Cares Specialist Volunteer Centre @ Joo Chiat**  
*Growing and coordinating volunteer supply, capabilities and partnerships.*
- **Research & Knowledge Management**  
*Retaining and sharing of knowledge and experience.*
- **Jumping® Singapore**  
*Social enterprise initiative.*



OUR IMPACT

# Transit Point @ 1 Spooner

2022 was a year of challenges, growth, insights and gratitude. Due to the changing demographics of the homeless population, we saw more minors and younger persons, as well as people with mental health conditions.

One of our goals was to learn from our challenges and better meet the needs of our beneficiaries. Having grown in terms of manpower, knowledge and skills, we've improved in our service to our beneficiaries and how we run a transitional shelter.

I'm thankful for my teammates who are supportive and caring. We have great teamwork in our workplace!



**Derek Lim**  
Social Work Associate

## About Transit Point @ 1 Spooner (TP@1SR)

TP@1SR was set up in 2021 to further accommodate rough sleepers previously housed under The Innkeeper's Project, an initiative providing temporary housing during the Covid-19 pandemic. With a capacity to house 250, TP@1SR now provides residents with support such as case management and employment support services.

## IMPACT REPORT

**Total Beneficiaries Served\*:** **272**

*\*Sum of new admissions in 2022 and beneficiaries brought forward from 2021.*

**New Admissions:** **116**

**Discharges:** **151**

of which **127** secured long-term housing upon discharge.

## 2022 HIGHLIGHTS



**Ramadan Maghrib Break Fast with Mr Amrin Amin**  
21 Apr 2022

- We distributed food and broke fast together with our residents! Former Member of Parliament Mr Amrin Amin was also present to dine and interact with them.

**First post-Covid-19 outing to National Museum**  
5 Aug 2022

- In commemoration of National Day, our residents visited the National Museum. They shared a nostalgic time of reminiscing at the Singapore History Gallery, and were awed by the digital animations at the Story of the Forest exhibition.

**Pilot Groupwork for Single Female Residents**

- We piloted a six-session groupwork for our single female residents. Commencing with needs assessment, the sessions covered topics related to living in shelter including communication, self-awareness, stress management, and conflict resolution.

**Picnic by the Block with Eternal Life Assembly**  
28 Aug 2022

- Volunteers from Eternal Life Assembly organised the first ever block party! Residents enjoyed a picnic dinner, games and live music. There was also a goodie bag giveaway and lucky draw prizes to be won. Our residents enjoyed themselves, actively participating in a time of community bonding, board games and karaoke.



**Employment Outreach Roadshow**  
29 Nov 2022

- Employment coaches from our Job Support and Retention Programme shared about employment and skills upgrading opportunities with residents of TP@1SR and TP@3SR. 18 residents were introduced to jobs which suited their needs and skill enhancement options.

**Outreach to Rough Sleepers at Seah Im Food Centre**

- In partnership with Homeless Hearts of Singapore (HHOS), SSO@ Bukit Merah, @27 FSC, HDB, and Minister for National Development Desmond Lee, we reached out to rough sleepers at Seah Im Food Centre through night walks. As the food centre was closing soon for renovation, we followed up with intake interviews and arranged for same-day admissions.

**Shelter Upkeep and Maintenance with Partners**

- We brokered partnerships with corporate and community organisations who supported the upkeep of our shelter with painting and cleaning works! A list of our partners:
  - Canada International School
  - Christ Methodist Church
  - Cisco
  - J.P. Morgan
  - Marine Parade Christian Centre
  - Mondelez
  - Singapore Management University
  - And our individual volunteer friends!

OUR IMPACT —

# Transit Point @ Margaret Drive

“2022 was a fruitful year for Transit Point @ Margaret Drive as life returned to pre-Covid-19 normalcy.

The ever evolving Safety Management Measures (SMM) had meant that engaging residents, volunteers and partners was a challenge. However, with the easing of SMM since mid-2022, TP@MD finally saw new possibilities emerging as community ties could now be forged and face-to-face engagement with residents could be stepped up via platforms such as festival celebrations, townhall gatherings, and training sessions.

This prospect excited me very much as I knew that my team and I could finally work together with community befrienders, volunteers, internal stakeholders and corporate partners to better serve our residents.

Some of the highlights of 2022 include the celebration of festivals such as National Day, Deepavali, and Christmas with partners such as Muneeswaran Community Services, Queenstown Baptist Church, and The City Church. Regular Townhalls were also organised in partnership with community stakeholders such as the Information and Media Development Authority, Singapore Police Force, medical and mental health practitioners—all with the intention of disseminating key

independent living skills training and psycho-education to our beneficiaries.

We also dedicated our efforts to restoring hope, peace and dignity to our residents by giving them an opportunity to rest at a 3D2N retreat at Kampung Siglap in May, whilst volunteers and staff concurrently worked tirelessly to repaint and refurbish the shelter. **Seeing the smiles and gratefulness in residents who gleefully embraced their newly enhanced shelter environment made the efforts worthwhile.**

For 2023, the TP@MD team, with the support of community partners, look forward to continually improve the living environment for our residents. We believe that they deserve the best conditions to recover from their life struggles and to work towards a hopeful future. We will also keep leveraging on community resources to serve our clients through meaningful community events, training programmes and holistic services, with the end goal being their successful transition to stable accommodation.



**Martina Rehnu Ambrose**  
Senior Social Worker (Team Lead)

## About Transit Point @ Margaret Drive (TP@MD)

Launched in the midst of the pandemic in 2020, TP@MD provides interim shelter for rough sleepers at the site of the former Queenstown Polyclinic. TP@MD was initially a self-funded shelter, before subsequently obtaining funding support from NCSS and the Singapore Tote Board. It has the capacity to house and support 70 residents.

## IMPACT REPORT

**Total Beneficiaries Served\*:** 85

*\*Sum of new admissions in 2022 and beneficiaries brought forward from 2021.*

**New Admissions:** 43

**Discharges:** 43

of which **22** secured long-term housing upon discharge.

## 2022 HIGHLIGHTS

### Retreat at Kampung Siglap / Refurbishment at TP@MD 20–22 May 2022

- Residents took part in activities and programmes at Kampung Siglap while staff and volunteers painted and cleaned up the shelter.

### Free Haircuts 25 May 2022

- A volunteer gave our residents free haircuts!

### Digital Literacy and Digital Access Training by IMDA 28 May 2022

- Together with residents from TP@1SR and TP@3SR, our residents were taught how to use smart phones and complete essential digital tasks. They were also gifted free SIM cards.

### Dementia Talk 17 Nov 2022

- Residents learnt about dementia, how to identify and cope with it. The talk was conducted by a volunteer who is also a social worker.



### Regular Townhall Sessions

- During our monthly Townhall meetings at TP@MD, we briefed residents on shelter updates and new initiatives, shared relevant information on topics such as the HDB JSS model, and celebrated festive occasions together.
- Settling in for new residents was also part of our Townhall meetings, where we conducted check ins and group sharing sessions.



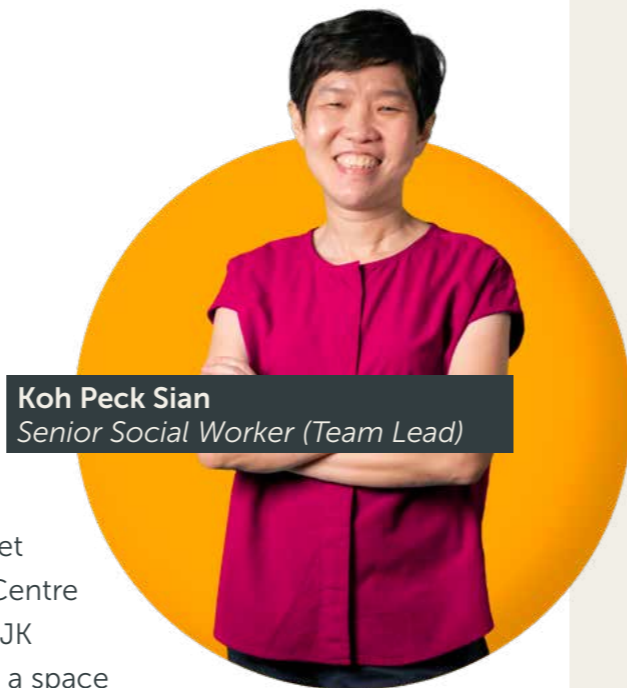
OUR IMPACT

# Transit Point @ Jalan Kukoh

“

I started my journey with TP@JK in 2016 and started leading the team in 2021. 2022 has been a year of transition. As we embraced an endemic Covid-19, we were again challenged to re-look at our practices and services so we could stay relevant and effective in serving our residents and partners.

Covid-19 has heightened our sensitivity towards potential mental health issues among our residents. We also looked to empower our residents to embrace digitalisation so they wouldn't be left behind. As we were seeing more residents aged 60 and above, the team went above and beyond what was required by the service model, exploring ways to make shelter stays meaningful for our senior residents. We hope that besides working with clients to secure stable employment and housing, we're able to build community, inspire hope and impart life skills that enable them to navigate life's challenges.



**Koh Peck Sian**  
Senior Social Worker (Team Lead)

In 2023, we'll set up an Activity Centre within the TP@JK office, creating a space for residents to gather, connect with others, and gain more perspectives in life. This provides us with a platform to experiment with ways of reaching out to our diverse profile of individual and family residents. In addition, we'll also launch the use of online case files. We hope that this initiative will help us streamline and integrate our documentation requirements.

**“No one cares how much you know, until they know how much you care”**—I thank God that I have a very committed and hardworking team whom has served together the past three years. We have emerged stronger and ready to brave the challenges ahead. I look forward to another year in this journey of care and growth, in this community with staff, partners and residents.

## About Transit Point @ Jalan Kukoh (TP@JK)

In 2007, MSF appointed New Hope CS to run the Shelter for Displaced Families. Operations were expanded in 2010 to include the Shelter for Displaced Individuals, and in 2021, the shelters were collectively renamed Transit Point @ Jalan Kukoh. Today, TP@JK supports both families and individuals with services including case management and support groups.

## 2022 HIGHLIGHTS

### Hari Raya Celebration 23 Apr 2022

- We celebrated Hari Raya with food, games and a decoration competition! Everyone received gifts and they also got to learn how to make ketupat.



### Shelter Painting & Food Distribution

- More than 120 volunteers spruced up residents' units with a fresh coat of paint and cleaning of the units. The brighter and cleaner living environment helped lift the mood of the residents, who expressed appreciation for the efforts in refurbishment.

### Hosting Medical Students from NUS

- We have been hosting medical students from NUS, sharing about the homelessness landscape, housing inequality and inequity in Singapore, and what we do at TP@JK.

### Mother's Day Celebration 7 May 2022

- Our mothers and their families went to Kampung Siglap for a day of self-care and family bonding. Mothers got to craft hand-made jewellery, while their families made bouquets of flowers for them. Families also got to enjoy tea-time and a movie.

### Annual CNY Outreach to Post-discharged Residents

- Every year, we reach out to our post-discharged clients via home visits to spread the festive CNY cheer! Our team caught up with former residents and gave out festive goodies. (We also distributed goodie bags to current residents!)

### Groupwork for Foreign Mothers

- Foreign mothers staying at TP@JK were invited to participate in a 6-week groupwork.
- The aim is to foster social connections—encouraging members to learn and develop solutions together. Based on an empowerment approach, the sessions focused on increasing power and control, greater personal agency and capacity to manage their life situations.

## IMPACT REPORT

**Total Beneficiaries Served\*:** **97** individuals  
\*Sum of new admissions in 2022 and beneficiaries brought forward from 2021.  
**48** families

**New Admissions:** **37** individuals  
**20** families

**Discharges:** **50** individuals  
**21** families

of which **45** individuals & **19** families secured long-term housing upon discharge.

OUR IMPACT

# Transit Point @ 3 Spooner



**Deva Datta Das, "Dave"**  
Senior Operation Officer

“As the Operation Lead for Shelter Operations, I have had the privilege of serving our residents alongside a passionate team.

In 2022, the pandemic continued to present us with a number of logistic and operational challenges. But the year also bore witness to our team’s fortitude as we rose above the challenges we faced to achieve our goals. With the addition of new team members, we could also discuss and implement new strategies to enhance our services for residents. Many volunteers and community partners also came on-board with us to run programmes for our residents and befriend them. Some helped to brighten up TP@3SR with shelter painting too.

I am immensely grateful for the resolve shown by the team, and the support we’ve received from our partners. Together, we were able to make a greater positive impact on lives.

## About Transit Point @ 3 Spooner (TP@3SR)

TP@3SR began as our first shelter, the Shelter for Men-in-Crisis, in 2003. It has since come under the care of Yellow Ribbon Singapore, and continues to serve male ex-offenders with a 6-month case management model. Casework, group and counselling programmes, and a 6-months post-discharge service are also included in its holistic suite of services.

## IMPACT REPORT

**Total Beneficiaries Served\*: 47**

*\*Sum of new admissions in 2022 and beneficiaries brought forward from 2021.*

**New Admissions: 22**

**Discharges: 37**

of which **12** secured long-term housing upon discharge.

## 2022 HIGHLIGHTS

### The LKY Musical 23 Sep 2022

- Sponsored by Yellow Ribbon Singapore, our residents attended The LKY Musical at the Sands Theatre, Marina Bay Sands.



### Communal Activities with our Partners

- Throughout the year, our partners sponsored meals and gifts for our residents during festive occasions.
- We also had volunteers befriend our residents and engage them through activities such as artwork, board games and karaoke.



### World Cup Finals Screening & BBQ Night 18 Dec 2022

- Our residents and staff enjoyed the World Cup Finals over BBQ dinner. Residents from the neighbouring block at TP@1SR also joined in.

### Safety & Security Activities

- Scam alert programmes and SG Secure crime prevention talks were run for our residents. Our staff also had a Safety and Security watch group meeting.

### Support Group & Restorative Practice Circles

- Facilitated by the Operation team and case managers, circles create a safe and supportive environment where residents can build relationships, resolve conflicts, and promote understanding, connection and positive communication.
- The approach of having Circles has assisted in encouraging compassion, empathy, and accountability among residents and in creating a shared understanding of how to move forward positively and constructively while working on their individual care plan.



OUR IMPACT —

# Mike's Story

**STORIES OF NEW HOPE**



**M**ike had a dream. Young, fit and active—he wanted to be a personal trainer. But Mike went to prison, and it seemed like his dreams were now out of his reach.

**There was setback after setback. After being released from prison, Mike could not return home. "I felt like giving up," Mike shared. Life seemed hopeless to him. He recalls feeling depressed and dejected.**

Mike was referred to and admitted into Transit Point @ 3 Spooner, a temporary shelter for male ex-offenders. However, Mike still struggled to see how he could turn his life around. That was when he first met Benny (Facilities Manager).

"Oh, I remember when I first met Mike," Benny recalls, "he spent much of his time in his room, almost everyday. He was not so motivated to participate in our planned programmes."

**"I felt that I needed to talk to this guy," Benny said.**

What did Benny say to him? "Oh, I said to (Mike) that there's a lot of potential in you, that it'll be such a waste if he's doing nothing much. Just cling on to that (dream) that is in you and take that few baby steps to go for it."



Step by step, Mike eventually found the courage to dream again. "Yeah, I have to just keep going, I have to try harder," Mike said.



Mike began working with Gerard (Career Coach) to pursue his career aspirations. Gerard was aware of Mike's dream to be a personal trainer, and helped to look for employers open to hiring ex-offenders.

**"When I saw this (fitness instructor) role, it immediately struck me that I need to get Mike for this role!" Gerard said.**

Gerard put in a good word for Mike, and the employer decided to give him a chance. Mike was determined to seize this opportunity. "I had to study for days and nights! It took me around three months (of studying) before they promoted me to personal trainer."

**What was Mike most thankful for? "I'm most thankful for being given a shelter when I had nowhere to go. Because if I didn't have all of you guys to guide me in the right direction, I think I wouldn't be here today.**

**"Down, But Not Out! A Homeless Ex-convict's Story"**

[CLICK HERE](#) to watch the full video!



OUR IMPACT

# Kampung Siglap

## LIFESKILLS TRAINING & RETREAT CENTRE

### About Kampung Siglap

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



**Ang Kai Lin**  
Programme Executive

“

In 2022, our goal was simply to resume running programmes for our beneficiaries as well as those from other SSAs. It was a year of adjustment and adaptation, with growing demand for engagement programmes including programmes focusing on stress management and mental wellness that were previously not considered a priority.

Due to the easing of restrictions, we were able to run various programmes before 2022 ended. I am most thankful for the colleagues who helped our team a lot when we ran retreats or events. The team is small in manpower, and it can be overwhelming sometimes, so I am really thankful and appreciative when the other teams come to support us.

This is my second year with Kampung Siglap, and the past year was a valuable learning experience as we re-evaluated our ability to contribute and add value to programmes and engagement initiatives. In the coming year, we will continue to work hard to bring engagement programmes to our residents as well as beneficiaries of the sector. There will be more collaborations with other organisations and volunteer groups to bring in exciting activities for our programmes.

## 2022 HIGHLIGHTS



### Retreats for Beneficiaries

- We ran five retreats for families, individuals, and youth. In addition to our own beneficiaries, we also ran a retreat for beneficiaries of Trans FSC.
- Themes for the retreats included family bonding, nutrition, and creating connections. Each retreat programme had its own unique activities such as outdoor bonding activities for families, or cooking classes and learning simple exercises.
- Quotes from participants:
  - “A big kudos to all the staff and volunteers for taking their precious time to come forward and give us their warmth. Thumbs up!”
  - “Thank you for this 2D1N camp! It was the most enjoyable moments which helped the family to bond. Would love to take part in this event again!”



### Retreats for Social Service Professionals

- The Tenang retreat is designed for social service professionals against the backdrop of increasing burnout in a global pandemic. Tenang (meaning calm, serene, undisturbed) aims to build awareness of and resiliency towards burnout, as well as provide participants with a time to recharge through a mix of guided and self-directed fun activities. It is fully funded for eligible social service professionals.
- Four runs of Tenang were held in 2022, with 51 participants.
- Quotes from participants:
  - “I was reminded that self-care is essential to wellbeing—physically, mentally, socially. Self-care is not self-indulgence.
  - “It was particularly insightful and beneficial as it emphasised points which we often disregard as minute. The sharing was in-depth and also relatable.”

### First Things First

- First Things First is an experiential half-day simulation activity for participants to experience poverty through a range of different personas. Four runs of First Things First were conducted for over 100 participants from corporate groups, community partners, schools and non-profit organisations.

### Community Events

- We run seasonal community-building events for the general public and our beneficiaries. These are:
  - Kampung Family Week—Grilled Fish Edition
  - Eggciting Easter
  - Mothers’ Day Celebration
  - Jalan Jalan Heritage Trail
  - Mid-Autumn Celebration

### Shine Your Light - Annual Christmas Party

- We hosted New Hope CS’ annual Christmas party for our beneficiaries after a two year hiatus! With the help of our sponsors and volunteers, Kampung Siglap was transformed into a carnival ground with a buffet line, game booths and a bouncy castle. More than 300 beneficiaries came to enjoy the party!



OUR IMPACT

# HOPE Scheme

## HOME OWNERSHIP PLUS EDUCATION



**Farah 'Adilah Binte Abdul Rahman**  
HOPE Mentor

2022 was primarily about learning how to adapt to changes caused by Covid-19. We learnt how to maintain a positive relationship with our clients despite the physical distance, through various online methods such as engaging in video calling sessions, sharing e-flyers and e-newsletters, as well as conducting support group sessions via Zoom.

It was a challenge at first as there was a high attrition rate for our virtual programmes. To overcome this, the team ran programmes that were relevant for our clients and effectively met their needs. To further encourage attendance, we also sent care packs prior to the sessions and offered incentives such as grocery vouchers. We eventually succeeded in engaging our clients for virtual mentoring sessions and gained their active participation in our online support group sessions.

With teamwork and versatility, we're grateful to have found a workflow that has made this possible and obtained a clients' satisfaction rate of 97%. As a team, we've grown in our usage of online tools to strengthen relationships, and improvisation in times of challenges and uncertainty. I'm most thankful for my supportive supervisor and teammates in this time I've been with the HOPE team!

More of our programmes will be conducted physically in 2023. As we get to meet our clients more frequently, we hope that we'll build even better rapport with them.

### About HOPE Scheme

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

### 2022 HIGHLIGHTS



**Family Retreat**  
13–14 Aug 2022

- Seven HOPE families attended the Strengthening the Family retreat at Kampung Siglap from 13 to 14 August. Integrating experiential learning with hands-on activities, the retreat enables family members to bond with one another and parents to form a network of support with other families.



**HOPE Mentoring Agency Networking Session**

- We organised and ran the first networking session for HOPE Mentoring Agencies on 8 July at Kampung Siglap. Together with fellow HOPE mentors from four other social service agencies, we shared our resources and best practices, sharpened our clinical skills, as well as discussed how to better serve our clients.

### Support Group Sessions and Training

- Support Group Sessions aim to support HOPE participants in building new connections and support systems, as well as being equipped with practical skills for employment and family matters.
- In the last contract period, we conducted ten support group sessions and one training over Zoom. Each session hosted 6 to 12 participants. A range of topics was covered, including:
  - Employment in the Healthcare Support Sector
  - Financial Literacy
  - Home-Based Businesses
  - Home Ownership
  - Parenting
  - SkillsFuture Awareness
  - Strengthening Marital Relationships
  - Financial Literacy
  - Work Well, Stress Less

### IMPACT REPORT

The contract period for HOPE Mentoring Programme is from 1 Oct 2021 – 30 Sep 2022.

<b>Families Served:</b>	<b>493</b>	<b>Support Group Sessions Held:</b>	<b>10</b>
<b>Mentoring Sessions Held:</b>	<b>577</b>	<b>% of HOPE Clients Employed:</b>	<b>73%</b>
		<b>% of HOPE Clients' Spouses Employed:</b>	<b>92%</b>

**% of HOPE Families Satisfied with the Support Provided by Mentors under the Programme: 97.3%**

**OUR IMPACT** —

**SINGAPORE BUSINESS FEDERATION FOUNDATION**

# Job Support & Retention Programme

“**W**hen I first joined New Hope CS as a Career Coach in 2017, we only had a team of two. To date, the team has doubled in size and we have a great team dynamic in terms of personality, as well as personal and work strengths.

We also contributed to the Empower Circles conversation series, a collaboration between SBFF and the Singapore Human Resource Institute. In June, we organised an Empower Circles conversation and hosted 22 HR participants from various business sectors.

We saw 2022 as a year of excitement. The labour market was opening up and there were more options for our clients. With more jobs from our employer partners, we could also collaborate with other social service agencies to refer these opportunities to their beneficiaries. This gave rise to an increased interest from SSAs in specialised employment support and services for their beneficiaries. Hence, we recruited and trained Volunteer Job Advisers to serve these beneficiaries alongside our team.

We finished the year 2022 well. Our team goals were met and I believe we grew professionally, as a team and as individuals. I am thankful for the creativity, never-say-die attitude, and go-getter spirit of my team. I am also thankful for our trusted employer partners who believe in our clients and support them in their employment.

2022 also saw the coming together of partners from Singapore Association of Mental Health, Daughters Of Tomorrow, Shine Children & Youth Services, with our own Career Coaches to form a Community of Practice (COP). An initiative spearheaded by SBFF and championed by e2i, the COP enabled us to share with and learn from one another.

**Winnie Chua**  
Career Coach



## About SBFF Job Support & Retention Programme

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

## IMPACT REPORT

**Total Clients Engaged: 251**      **New Employer Partners: 52**  
**Clients Placed in Jobs: 198**

## 2022 HIGHLIGHTS



### Employer Appreciation Event

- 38 participants from new and existing employer partners attended this event, held on 3 November. We presented certificates of appreciation and participants gained insight into challenges faced by the displaced and disadvantaged through an experiential segment on homelessness.

### Digital for Life

- To foster a digitally inclusive society, we partnered with IMDA to engage our senior clients and equip them with the skills to use digital services. Volunteer befrienders journeyed with clients through the challenges they faced, and Digital Consultants from IMDA conducted training and awareness sessions in local dialects.



### Pilot Volunteer Job Adviser Programme

- Eight Volunteer Job Advisers shadowed our Career Coaches as part of their training, and were subsequently matched with clients from participating SSAs to support their employment needs. We also developed a shared Employer Job Listing accessible by Job Advisers.



OUR IMPACT

# Hide & Zaimie's Story

STORIES OF NEW HOPE



**A**chieving gainful employment is a crucial step towards stable housing for many of our homeless friends. However, many often face challenges in getting employed and sustaining it.

When Ruszaimie ("Zaimie") found out that his father had lost his job and house, Zaimie immediately left his job in Malaysia and came over to Singapore to help support his father. Both he and his father were then staying at the Transition Plus shelter operated by AMKFSC Community Services.

**"I really wanted to come to Singapore to help my family, stay with them, and also find a job here," Zaimie shared.**

But Zaimie struggled to find employment. Through his social worker, Zaimie managed to link up with Winnie (Career Coach) from the SBFF Job Support and Retention Programme run by New Hope Community Services. Winnie managed to get Zaimie an interview for a job as a Production Craftsman at H.A.M. Creations.

However, Zaimie, who could not speak English then, struggled during the first interview. "I felt sad because I couldn't help my family," Zaimie recalled. But this wasn't the end of the road for Zaimie—for H.A.M. Creations is an employer partner with New Hope CS.

**As an employer partner, H.A.M. Creations is committed to inclusive hiring practices and giving employment opportunities to the displaced and disadvantaged.**



"Initially when Zaimie came to us, he didn't have a very good command of English," said Mr Hide (pronounced HE-deh), co-founder and director of H.A.M. Creations, "and that may be one of the reasons why he found it difficult to communicate with us."

Hide called Zaimie in for a second interview, but this time he brought in a colleague who could speak Malay and translate for Zaimie. Zaimie got the job.

Hide explained his decision to hire Zaimie, "We value positive attitude in our employees, as well as the willingness to learn and go beyond what they would normally do. Though he may not be familiar with the (work), he portrayed the willingness to pick up new skills."

To help Zaimie learn on the job, Hide made sure to assign him a supervisor who could converse in Malay. On inclusive hiring, Hide shared, "it is not that difficult if you have the correct people in place to help that process."

"For a start, connect with job coaches like those at New Hope CS, and continue engaging with different parties such as Persons With Disabilities or underprivileged groups to understand the challenges they face. And you can provide training and understanding within the workplace."

Zaimie and his father have since moved out of the shelter into their own rental flat.

**"I feel very happy that I can help my family," added Zaimie. "Now we have our own new house, happily staying together as a family, not like the past where we lived separately."**

#companyofgood | Lifting Lives with Inclusive Hiring

[CLICK HERE](#) to watch the full video!



OUR IMPACT

# Joint Singles Scheme Operator-Run Pilot

“  
The JSS-OR site at Bukit Batok West is the third of three under HDB’s JSS-OR Pilot project and the first for New Hope CS. It gives me great pride to be part of the team for this Pilot—it’s just like our little baby.

For 2022, the goals for the team were rather simple—to get our operations up and running. To learn how to swim, you usually start from the shallow end. However, we began straight at the deep end. From collecting the keys to the flats (I had hoped my first time collecting keys at HDB would be with my wife!) to furnishing the units, to welcoming our 105th resident—all within 6-months—it has been a whirlwind of a journey.

As a JSS-OR Managing Agent, we mediate any disputes that may arise between residents. We’re also a resource for residents to find help and support within their community. This aspect provides a more holistic and values-based approach to management of the flats.

Personally, I’ve gained a better understanding of the needs and challenges faced by our residents. I’ve seen how various policies impact the most vulnerable amongst us. Empowerment is my go-to mantra, because with empowerment you start to hope again even when all hope seems lost. Society as a

whole must rally together to provide the right support for these people.

I’m most thankful for the support from the management, and peers from other shelters who turned up whenever extra hands and legs were needed. In 2023, I’m looking forward to continued collaboration and support internally. I’m also excited to work with fellow professionals from the sector for a more collaborative approach.

It takes a village to raise a child, but here in JSS-OR we provide the village for a restart in life.



**Ghajenthiran SO Ragendran, "GJ"**  
Operation Executive

## About Joint Singles Scheme Operator-Run (JSS-OR) Pilot

In 2022, New Hope CS became the Managing Agent of a Joint Singles Scheme Operator-Run (JSS-OR) Pilot project at Bukit Batok West. The JSS-OR Pilot works with HDB to assign low-income individuals a bed space and flat for long-term rental. It comprises a mix of 1- and 2-room flats, which are partitioned to accommodate two or three persons per flat, respectively. These units come fully furnished with household appliances such as wardrobes, washing machines, water heaters, and fridges, making it convenient for tenants to move in.

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

## IMPACT REPORT

**Total Beneficiaries Served: 109**

**Disputes Raised: 17**

**Disputes Closed: 17**

**Mediation Conducted: 27**

*Mediation is generally done between flatmates who cannot get along or have differences in communal living. Handling disputes and conducting mediations are part of the JSS-OR Team's KPI.*

## 2022 HIGHLIGHTS

### Major Milestones

- 10 June 2022  
Keys collected from HDB for 51 units.
- 18 July 2022  
Officially opened for admission after refurbishing and cleaning units.
- 22 July 2022  
Admission of first resident.

### Resident Engagement Events

- As part of our first engagement event, 10 residents attended the Mid-Autumn celebrations at Kampung Siglap on 10 September! Since then, our residents have also gone for a 2D1N nutrition themed retreat and Christmas party, both also held at Kampung Siglap.



OUR IMPACT —

# Social Investigation

**Benjamin Han**  
Social Worker



## IMPACT REPORT

**48** individuals were provided assessment & right-siting services in 2022.

“**A**s Investigation Officers, our core duty is to assess clients facing homelessness and right-site them to appropriate housing options in the community or in institutions such as welfare homes as overseen by MSF.

Our greatest challenge is to accurately assess and right-site clients with complex profiles. This involves much advocacy work and even the challenging of certain norms in order to best address care needs and well-being of clients, all within stipulated deadlines and legal frameworks.

This role has given me the opportunity to gain much insight into the perspectives of destitute persons. I am grateful that I get to better understand their beliefs and concerns, and take action to address their various needs.

## About Social Investigation

We are one of two social service agencies contracted by MSF to provide social investigation services for persons who come under the Destitute Persons Act, Chapter 78. This service aims to assess and right-site clients, determining whether admission into a welfare home is necessary or if the client can be discharged into the community with proper follow up from relevant support services.

I am also thankful to be blessed with close support, advice and encouragement from my team. In 2022, our camaraderie saw us through spikes in caseloads and cases with unique complexities.

Moving forward, we are committed to implementing novel ideas that will improve our efficacy, broaden our subject matter knowledge, and sharpen our assessment skills. We are also capitalising on the diverse strengths and experience of every member in our team to facilitate internal learning and growth.

Our hope for 2023 is for deeper partnerships with other stakeholders serving the needs of destitute persons, working together to minimise the negative impact of vagrancy on our clients' well-being and to facilitate eventual re-integration with their families, friends and the wider community.





Our partners are some of the most generous and dedicated people we know. You'll find them meticulously cleaning our shelters on a weekend, or walking the extra mile to raise funds for us.

You are our... **HEROES FOR HOPE.**

# Partnerships

*Photo: Volunteers clearing the old garden plots as part of the refurbishment works at Transit Point @ Margaret Drive*

Volunteer Leaders like John rally many others for our cause. They make us stronger today. Their sacrifice and commitment are an inspiration to us all.

“After working with other charities in 2019 and late 2020, helping with food preparation and distribution to beneficiaries, and attending the NVPC Fellowship of Good in 2021, I became aware that there is a need and a desire in the Singapore volunteer community to carry out renovation works for local charities.

Most of the volunteers I met didn't have any previous experience in renovation or painting work, but were keen to listen and learn. I am an electrician by trade and talking to these volunteers and charity leaders inspired me to set up my renovation programme to help train others.

The project at Transit Point @ Margaret Drive was challenging due to the size of the area that requires refurbishment. The buildings were old and in need of a lot of work. Old plumbing and electrical services ran through the building, cleaning was required before we could paint successfully, and the volunteers, though keen to work, needed continuous guidance and training, But we had a lot of fun demolishing the old garden beds and water storage tanks, concreting the outdoor area, painting the rooms, and weeding the gardens. There is still much to do and my trade partners and I are busy planning to complete the work over the next couple of months.

**Volunteering in the local community is rewarding to both the volunteer and the beneficiary.** Also, the programme that we run teaches Singaporeans basic handyman skills. Many of my volunteers have even painted their own homes after the sessions.

I truly enjoy being able to impart my trade skills to others, and build a community of Singaporeans who can help the less fortunate in our community. My long-term goal is to build a trade training and certification programme in Singapore, to lift the value and visibility of trades as a career for our youth and under-served members of the community wanting to work.



**John Le Tissier**  
Volunteer Leader



PARTNERSHIPS —

# Volunteer Management



**Ong Xin Ling**  
Volunteer Manager  
(Programme Lead)

“

**“When God calls, He will provide.”**

It is with this spirit that I took that step of faith into Volunteer Management in 2020, a switch from my previous role as a Programme Manager. Almost immediately after I took on this new role, COVID-19 struck—my first and probably biggest challenge to date as a Volunteer Manager. In a climate where shelters were closed off to external visitors and everyone was staying home, volunteering came to a standstill. However, God is indeed faithful. He provided not one, not ten, but hundreds of volunteers who took on new roles that were critical for us during the pandemic.

2022 has been a year of expansion. Not only did we grow our team—from 1 to 3, and now we have 5!—but God also provided opportunities for us to expand our portfolios. We officially launched the SG Cares Volunteer Centre @ Kreta Ayer with the unveiling of nine community murals, the Specialist Volunteer Centre pilot project was bearing fruits, and we were also awarded the Gold Award for the SG Cares Giving Week 2022. All these are a testament to the team’s hard work, and I’m very proud of what we have achieved.

**A big part of our work has to do with pulling and weaving together many moving pieces, so that it forms a beautiful tapestry.** One thing that the team always sought to prioritise is to find out the needs of those we serve. Be it a fellow colleague, a community partner, or even the volunteers—our focus is on providing win-win solutions to everyone involved in this meaningful journey of bettering lives. Through this, the team has grown to be better listeners, mediators, and galvanisers.

My biggest thanks and deepest appreciation go out to my team—Shou Jin, Dorcas, Jennifer and Hong Xi—without whom, I wouldn’t be able to do what I do. Thank you for trusting me, and for showing up in every situation with everything that you have—you guys inspire me to be better! I am also thankful to fellow colleagues and community partners for their unwavering support, and every single volunteer who has given their time, treasure and talent to serve. But above all, I’m most thankful to God for His provision every step of the way. Indeed, when God calls, He provides.

Going into 2023, the team hopes to align ourselves with New Hope CS’ bigger vision—a year of collaborations. From forging new relationships to deepening engagement with those who have journeyed with us over the years, the team hopes to build a network of volunteers who are committed to be a part of something bigger than themselves. We hope to nurture more partnerships to strengthen our social compact and catalyse more sustained volunteerism to take not only New Hope CS, but also Singapore and Singaporeans forward!

*continued next page...*

**PARTNERSHIPS** —

# Volunteer Management

## CONTINUED

### IMPACT REPORT

<b>Total Volunteers Engaged:</b>	<b>2,594</b>	<b>% Volunteer Satisfaction:</b>	<b>96%</b>
<b>Regular Volunteers:</b> <i>(Volunteered at least 4-times in 2022)</i>	<b>333</b>	<b>Partnerships Formed:</b>	<b>99</b>
<b>Total Volunteer Hours:</b>	<b>6,600</b>	<b>Service Users Impacted:</b>	<b>6,861</b>

*These numbers represent all three of our VM portfolios: (1) internal VM for New Hope CS' programmes; (2) SG Cares Volunteer Centre @ Kreta Ayer; and (3) SG Cares Specialist Volunteer Centre @ Joo Chiat.*

### About our Volunteer Management Programmes

Our Volunteer Management programme comprises three portfolios—internal Volunteer Management for New Hope CS, the SG Cares Volunteer Centre @ Kreta Ayer and the SG Cares Specialist Volunteer Centre @ Joo Chiat. This means that in addition to managing volunteers for our own programmes and services, we serve other townships by brokering partnerships between service users and volunteers too!

We've operated the SG Cares Volunteer Centre @ Kreta Ayer since 2021, as appointed by the SG Cares Office from MCCY. Our roles are to build volunteer capacity, develop volunteer management capabilities, and foster partnerships within Kreta Ayer town to address the needs of the community. We aspire to build a collaborative community and sense of compassion within Kreta Ayer!

The SG Cares "Specialist" Volunteer Centre Development Programme in Joo Chiat Division is a pioneer project by MCCY. Its purpose is to reach out to vulnerable seniors living in private estates and offer them support from the community. By rallying community partners in Joo Chiat Division and curating volunteer-supported programmes, we will be able to better serve these residents in the area while establishing ourselves as the leading agency in supporting a different profile of beneficiaries.

### 2022 HIGHLIGHTS



#### Shelter Refurbishment

- Skills-based volunteer, John Le Tissier, took on the challenge to refurbish Transit Point @ 51 Margaret Drive. He was a force for good as he galvanised more than 40 other volunteers to support this work.



#### Community Murals—official launch of SG Cares Volunteer Centre @ Kreta Ayer

- SG Cares Volunteer Centre @ Kreta Ayer was officially launched by Minister Josephine Teo in August 2022 through the unveiling of nine community murals, an initiative brokered by the Volunteer Centre.



#### Youth Volunteerism

- As part of the Homelessness Learning Forum: Youth Edition in 2022, St Hilda's Secondary School and Teck Whye Secondary School came onboard and played their part through food donation drive and other initiatives.

#### Gold Award—SG Cares Giving Week 2022

- The SG Cares Volunteer Centre @ Kreta Ayer was awarded the Gold Partner certificate in recognition of our contribution and support towards the campaign. The team rallied at least 12 corporates to serve more than 1000 beneficiaries in the month of December.



**PARTNERSHIPS** —

# Fundraising

**W**e're extremely grateful for another year of support from our donors and fundraisers. Your efforts have helped us to expand and provide critical resources and services to those who need them the most.

While we do receive government grants and other support funds, we continue to be dependent on our supporters—especially so for certain services and projects that we run out of our own initiative. For example, with the easing of Covid-19 safety measures, we've ramped up the number of life-skills training and retreat programmes at our own expense. We do so because we believe in the impact of our work, and your continued support demonstrates your belief in us too. **Your donations are not just another source of income to us, it's an affirmation of our work and drives us forward.**

We are continually humbled and inspired by the dedication and generosity of your support. We have big plans for 2023, and we are excited to continue our work alongside such an amazing group of individuals. We could not do what we do without you.

## IMPACT REPORT

Total Donations Received: **\$1.16m**

No. of Beacons (Online Fundraisers): **71**

[CLICK HERE](#) to go to our financial highlights.

## THANK YOU FOR YOUR SUPPORT!

- Avnet Asia Pte Ltd
- Bethesda (Frankel Estate) Church Ltd
- Church of the Good Shepherd - English
- Elim Church Assembly of God
- Emmanuel Assembly of God
- Eternal Life Assembly
- General Insurance Association (GIA)
  - We were nominated by GIA as a beneficiary of their annual charity golf event, held on 7 Oct at Laguna National Golf Resort Club. Close to \$50,000 was raised in support of our work.
- GSC Venture Group Pte Ltd
- Jim and Halls Pte Ltd
- Lachmans Emporium Pte Ltd
- Lions Club of Singapore Raffles City
  - Organised a CNY live-stream fundraising concert on Facebook.
  - On 7 June, we partnered with Lions Club of Singapore Raffles City to organise "Swing High, Lift Lives", a charity golf event held at Tanah Merah Country Club. Over \$200,000 was raised. Minister Masagos Zulkifli was the Guest of Honour.
- Mellford Pte Ltd
- Naza Capital Pte Ltd
- OneSystems Technologies Pte Ltd
- Optima Builders Pte Ltd
- Petro-Tech Intl Enterprises P L
- Pon Asia Holdings Pte Ltd
- The Community Foundation of Singapore

### Beacons of New Hope 2022

- From 1 Sep–31 Dec, we ran the second edition of our peer-to-peer online fundraising campaign under the theme "Shine A Light". This theme was a reflection of the work that we do in shining a light on the path out of homelessness, and an invitation for others to join us in bringing hope to the homeless.
- 71 Beacons rallied their family and friends and raised more than \$400,000. We are also grateful to the donors on the Giving.sg platform, including the Milelion team who ran a Christmas fundraiser.
- We also produced "Journey: Home", a 6-part video series to connect our donors to the impact that they create through their donations.



### Journey: Home Video Series

[CLICK HERE](#) to watch the series!

**PARTNERSHIPS** —

# Research & Knowledge Management

“

In 2021, I was a bright-eyed fresh graduate looking to kickstart my career in the Social Service Sector. Having just completed my Honours Thesis on Homeless Women, I was especially thrilled when an opening for ‘Research Analyst’ became available at New Hope CS. It was a no-brainer to join the organisation since I also interned here previously during my undergrad days and had enjoyed myself immensely.

As an entirely new adventure that New Hope CS was embarking on, Research and Knowledge Management (RKM) held immense potential to discover fresh insights to the work by New Hope CS over the years. Despite the lean team, ideas were never lacking. Opportunities were vast and up for grasp.

2022 was a year of foundation-building for the RKM team. Visioning and direction setting were done on work that we wanted to start on and how these pieces should make an impact on both the organisation and the larger social service sector.

We commenced multiple partnerships with MSF, Institute of Policy Studies (IPS), and multiple thesis papers with Social Work students from the National University of Singapore and Singapore University of Social Science. Not forgetting the annual Homelessness Learning

Forum, a Youth Edition which saw more than 300 youths coming together to learn and contribute to the homeless cause. In addition, as part of the Client Engagement Framework, gaps identified led to a partnership with a corporate company, bringing awareness of homelessness and the work done at New Hope CS to an international level.

If I were to summarise, 2022 was a year of partnerships for the RKM Team. It was a wild ride, one that I am thankful for. Perhaps even a foretaste of what is to come in 2023—a year of collaborations!

The beauty of research is that it is often a journey for the long haul. In 2023, we look forward to welcoming new teammates, kickstarting our own research paper by New Hope CS and continuing past projects that have already begun in 2022. We hope to create impact through translating intangible knowledge to tangible deliverables for change and improvement. Onwards for 2023!



**Vanessa Lim**  
Social Worker & Research Analyst

## About Research & Knowledge Management

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

With 19 years of work amongst the homeless, we have gathered invaluable experiences and insights. Sharing our knowledge is a way we can contribute to the greater social landscape.

## 2022 HIGHLIGHTS

### Partnerships

- Partnered with the IPS on the study on experiences of homelessness during Covid-19.
- Supported three undergraduates with their final year thesis papers.
- Collaborated with Masters Thesis researcher from MSF on Transitional Shelter re-admissions.

### In-house Projects

- Compiled international research on shelter programmes, to assess the possibility of adaptation to the Singapore context
- Began analysing homelessness trends by sorting through anonymised data from past decades
- Kickstarted the Client Engagement Framework, completing phase 1 of mapping out all processes involving clients, and ironing out bottlenecks across the board. Phase 2 of the Client Engagement Framework has also begun and Focus Group Discussions are underway
- Participated in the Eradicating Poverty Project, organised by =Dreams Asia

### Knowledge Management

- The team organised and ran a Knowledge Fair, sharing four papers with internal staff from various shelters. The papers were:
  - From Expectations to Reality: Exploring Public Perceptions towards Homelessness and Homeless Women in Singapore. By Vanessa Lim, Social Worker & Research Analyst, New Hope CS.
  - Reducing Premature Discharge Due to Offences and Dismissal From Male-Only Ex-Offender Shelter. By Shoshanna Chua, Child Protection Officer, MSF CPS.
  - Cross-Border Living: The case for cross-border living Singaporeans who were displaced in Singapore due to COVID19 borders closure. By Olenka Lim, Social Worker, AMKFSC.
  - The Resilience of Social Workers when Working with the Homeless in Singapore. By Joel Lee, Medical Social Worker, CGH.



**PARTNERSHIPS** —

# Homelessness Learning Forum: Youth Edition

**W**e run the Homelessness Learning Forum (HLF) annually to raise awareness that everyone, including all in the 3P sectors, has a part to play in supporting the homeless community.

**In 2022, HLF was run as a Youth Edition (HLF: YE), with the theme “Our Invisible Neighbours”.**

Specifically designed to reach youths between 14-18, the forum made use of the hashtag #HomelesskNOwmore, an intentional wordplay aimed at capturing their attention and encouraging them to share about HLF: YE on social media.

While adults may have preconceived notions on homelessness, many youths remain unaware that homelessness as an issue even exists in Singapore. In addition, youths may not feel well-equipped or see their efforts to reach out and help others as being impactful enough. Through the HLF:YE, we aimed to empower youths with relevant resources and tools to engage those in need, guiding them towards making a greater difference in the community.

The Forum was run in three main segments this year, with pre- and post-forum activities accompanying the main HLF: YE programme. These included opportunities to go on a night walk with Homeless Hearts of Singapore and

read through a virtual handbook containing guidelines and resources for supporting a rough sleeper!

To cater to a younger audience, the main forum was held on 27 August, a Saturday, from 9am–12pm in a hybrid format. Former shelter residents shared their journeys and experiences during a fireside chat, which was followed by facilitated discussions in small groups. More than 300 students, social workers, and policy makers attended HLF: YE!

**Click or scan the QR Code to read our Rough Sleeper Engagement Handbook.**



## OUR SPEAKERS & PARTNERS

### Co-organisers

- Girls Brigade Singapore
- Teck Whye Secondary School

### Partners

- Nanyang Polytechnic
- AWWA

### Guest-of-Honour

- Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development

### Emcee

- Mr Brian Ng, TCP Artiste

### Fireside Chat Panellists

- Ms Varshini, former AWWA beneficiary
- Mr William, former New Hope CS beneficiary
- Mr Lee Kim Hua, Senior Director, PEERS Office, Ministry of Social and Family Development
- Mr Derek Lim, Social Work Associate, New Hope CS



**PARTNERSHIPS** —

# Jumping® Singapore

SOCIAL ENTERPRISE

“As we look back on 2022, it was a year of exciting growth and expansion for Jumping® Singapore. Despite the challenges presented by the pandemic, we remained committed to providing high-quality fitness experiences while also giving back to our community.

**Our Studios**

The year began with a significant milestone, as safe distancing restrictions were lifted in April, allowing us to welcome more jumpers back to our studios. We were excited to open our new Tampines Studio in April, and in the months that followed, we took over dance studios at SAFRA Jurong and SAFRA Mount Faber, bringing our total number of studios to eight. As class enrolment picked up, the sale of Jumping® packages continued to be our most significant source of revenue.

**Community Impact**

Our efforts to promote the importance of fitness also extended beyond our studios. These were some of the partners we've worked with and events or initiatives that offered Jumping® activities across the island:

- Health Promotion Board's Healthy Workplace Ecosystem Initiative at One Raffles Place and Duo Tower
- Marina Bay Alliance's JUMP Festival and Step & Jump Fitness Fiesta at Marina One

- Frasers Property Retail's Great Workout Marathon at Changi City Point
- Irene Fine Fitness for International Women's Day at Kampung Siglap
- Zentosa Wellness Fest at Sentosa
- People's Association, Resident's Network, Global Active Fitness for heartlanders in Bishan, Jurong, and West Coast Heights
- JUMPLAH National Day event, with support from the ActiveSG Enabler Grant

We were also thrilled to see our Jumping® Fitness workout become a popular staff bonding activity. Our jumping classes provide a fun and engaging way for employees to stay active and build team spirit. Corporations that have engaged us include:

- Tik Tok
- Novena Medical
- Ritz Carlton
- Keppel Infrastructure

**Engaging Our Younger Ones**

Our commitment to promoting fitness among young people continued as we worked with several schools, including:

- Singapore Chinese Girls' School
- Stamford Primary School
- Bendemeer Primary School



**Rosalind Tan**  
Social Enterprise Manager

After prolonged discussion, a group of instructors who are also MOE curriculum planners formulated our Jump Kid Programme, which was launched in November for kids 5-8 years old. This programme aims to promote fitness and healthy habits among children from a young age. We are excited about the potential of this programme to make a positive impact on the health and wellbeing of Singapore's next generation.

**Jumping for Good**

As part of our commitment to community outreach, we organised two Jump For Hope Community Fitness Events in support of New Hope CS. These events were sponsored by Guoco Tower and Far East Organization, with about 500 jumpers per event.

**Professional Development**

We invested in the professional development of our instructors throughout the year. New instructors will help us to meet the growing demand for Jumping® Fitness classes across Singapore.

- 27 new jumping fitness instructors graduated with the Basic Jumping® Diploma
- 13 instructors received the Advanced Jumping® Diploma
- First Jumping® Fusion course combining elements of dance, cardio and HIIT conducted, with first fusion class held in December

**A New Chapter**

**Jumping® Singapore Pte Ltd was incorporated on 12th December as an independent entity and a social enterprise.** This was an essential milestone for Jumping® Singapore, having operated as a New Hope CS Social Enterprise department for seven years. As an independent entity, we look forward to new opportunities for expansion, better service delivery, and greater social impact in the coming year.





# The Year Ahead

Photo: Social Service Professionals at the Tenang Wellness Retreat participating in a mindfulness eating exercise.

Our 2023 is slated to be a Year of Collaboration. Beyond running temporary shelters for the displaced, we'll also be stepping up to operate a broader set of services for the previously under-served disadvantaged, such as isolated seniors in the community. But this isn't something we can do alone. Partnerships have always been important to us, and we're looking forward to connecting with more of you, so that we can expand what we do and the difference that we make in lives.

“

In 2023, we look forward to Kampung Siglap fulfilling her new mission as a community space to inspire hope and change in the social service sector. This involves two major areas: relevance and impact for the social service sector in Singapore, and for the local community in Frankel Estate plus the Joo Chiat constituency.

The Official Opening for Kampung Siglap is scheduled for 20 January 2023. Mr K. Shanmugam (Minister for Home Affairs & Minister for Law, Patron of New Hope CS) and Mr Edwin Tong (Minister for Culture, Community and Youth) will be in attendance, together with many representatives from the 3P sectors.

As Singapore fully opens up post-pandemic, we look forward to ramping up our life-skills training and retreats for many more through partnerships with other SSAs in different sectors (Children, Youth, Family, Disability, Seniors). **This also includes more runs of Tenang, our signature wellness retreat programme for social service professionals in Singapore.** We also anticipate more opportunities for community outreach and engagement, where Kampung Siglap can serve the needs of the local community.

Kampung Siglap will continue to be a unique community space and platform in Singapore where SSAs, community partners, grassroots, corporates and the general public can converge to explore collaborations and partnerships.



**Willy Ong**  
Director, Kampung Siglap

## THE YEAR AHEAD —

### BEACONS OF NEW HOPE 2023

In 2023, we will put a local spin on our annual Beacons of New Hope fundraising campaign with the theme Sama-Sama Shine. A focus on the kampung spirit emphasises the importance of community and sharing with one another. Our work aims to create a kampung community to support the displaced and disadvantaged. Beacons will be invited to join our kampung and support our beneficiaries through raising funds and awareness about homelessness.

Beacons of New Hope 2023 will be run in two seasons, in May and December.

### NEW HOPE CS FOOD SERVICES

In 2023, K.S Cafe will transition to become part of New Hope CS Food Services, a wider Food & Beverage social enterprise arm of New Hope CS. In addition to dining in at the cafe, New Hope CS Food Services plans to offer food event solutions and bento sets for purchase.

### HOMELESSNESS EDUCATIONAL TRAIL

Situated on the grounds of Kampung Siglap, the Homelessness Educational Trail seeks to educate the public on the issue of homelessness through the medium of art. Six exhibits will give visitors a glimpse into a narrative journey in and out of homelessness, including the possible causes of homelessness, challenges faced and the helping hands offered.

### JUMP & JAM CENTRE

The Jump & Jam Centre aims to be a space that drives connection in the community and promotes holistic wellness through jumping fitness and music activities. The activity-based Centre in Yishun will be a place for all residents to exercise and jump together, or bond over making music. Our vision is for sustained community engagement and building to take place.

### HOMELESSNESS LEARNING FORUM 2023

In previous years, the Homelessness Learning Forum centred around creating awareness and challenging the stereotypical narrative of homelessness in Singapore. This year, the Forum focuses on rethinking shelter. Looking through a differently angled lens, we will zoom in on homelessness prevention. Be it through upstream modalities or downstream endeavours, can we rethink the philosophy of care to innovate solutions to prevent homelessness in Singapore?

### PIONEER GROUP PROJECT FOR DIGITALISATION

To streamline our Donor Management, we are implementing a new Donor Management System which includes the following modules:

- Donation Management
- Volunteer Management
- Volunteer Centre Management
- Facilities and Resource Management

### ENHANCEMENT OF ECMS

To enhance our existing e-Case Management System, we will implement the following functions:

- New functions for discharge and post-discharge
- Dashboard for Case Managers
- Integration with other systems like Shelter Inspection App, New Hope Connect App



## GOVERNANCE POLICIES (PART 1/6)

### INTRODUCTION

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

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

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

The complete checklist can be found at: [www.charities.gov.sg](http://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 six times (including the Annual General Meeting and Extraordinary General Meeting) in 2022.**

### BOARD APPOINTMENTS

Board Member	Current Appointment	Past Appointments
Mr Lim Bak Chim <sup>1</sup>	President <i>since 23 Jan 2020</i>	Secretary <i>2 May 2019–22 Jan 2020</i> Vice-President <i>19 Jun 2012–25 May 2017</i> Treasurer <i>6 Jul 2008–4 Jul 2010</i>
Elder Lee Chin Chai <sup>2</sup> (Kevin)	Vice-President <i>since 17 Jun 2021</i>	Secretary <i>23 Jan 2020–16 Jun 2021</i>
Mr Chua Sui Tong <sup>3</sup>	Secretary <i>since 17 Jun 2021</i>	Vice-President <i>8 May 2018–16 Jun 2021</i>
Elder Pang Loke Wee <sup>4</sup> (Ethan)	Treasurer <i>since 9 Jun 2022</i>	Assistant Treasurer <i>23 Jan 2020–8 Jun 2022</i>
Mr Chan Kwok Siew <sup>5</sup> (William)	Assistant Treasurer <i>since 9 Jun 2022</i>	Treasurer <i>23 Jan 2020–8 Jun 2022</i> Assistant Treasurer <i>2 May 2019–22 Jan 2020</i> Treasurer <i>29 Mar 2016–25 May 2017</i> Treasurer <i>1 Apr 2012–29 May 2014</i>
Dr Pauline Tan Cheng Jee <sup>6</sup>	Member <i>since 2 May 2019</i>	Secretary <i>25 May 2017–2 May 2019</i>
Mr Lee Chia Chye <sup>7</sup> (Michael)	Member <i>since 2 May 2019</i>	
Ms Khoo Swee Lan <sup>8</sup>	Member <i>since 5 Aug 2021</i>	
Ms Yeo Mui Sung <sup>9</sup>	Member <i>since 5 Aug 2021</i>	

<sup>1</sup> Mr Lim Bak Chim first joined the Board between 4 Feb 2008–25 May 2017 & re-joined the Board on 2 May 2019.

<sup>2</sup> Elder Kevin Lee joined the Board on 2 May 2019.

<sup>3</sup> Mr Chua Sui Tong joined the Board on 25 May 2017.

<sup>4</sup> Elder Ethan Pang joined the Board on 2 May 2019.

<sup>5</sup> Mr William Chan first joined the Board between 16 Jan 2004–25 May 2017 & re-joined the Board on 2 May 2019.

<sup>6</sup> Dr Pauline Tan joined the Board on 11 Feb 2017.

<sup>7</sup> Mr Michael Lee joined the Board on 2 May 2019.

<sup>8</sup> Ms Khoo Swee Lan joined the board on 5 Aug 2021.

<sup>9</sup> Ms Yeo Mui Sung joined the board on 5 Aug 2021.

## GOVERNANCE POLICIES (PART 2/6)

### BOARD ATTENDANCE

Board Member	Attendance
Mr Lim Bak Chim	6 / 6
Elder Kevin Lee	6 / 6
Mr Chua Sui Tong	4 / 6
Elder Ethan Pang	6 / 6
Mr William Chan	6 / 6
Dr Pauline Tan	5 / 6
Mr Michael Lee	6 / 6
Ms Khoo Swee Lan	5 / 6
Ms Yeo Mui Sung	4 / 6

### BOARD SUB-COMMITTEES<sup>1</sup>

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: Elder Kevin Lee (BM)*

*Members: Ms 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: Mr Chua Sui Tong (BM)*

*Members: Mr 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: Elder Ethan Pang (BM)*

*Members: Mr Lim Bak Chim (BM),*

*Mr William Chan (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: Mr Lim Bak Chim (BM)*

*Members: Ms Pauline Leow (SCM), Mr Sam Heng (SCM), Mr Don Ho (SCM), Mr Gordon Tan (SCM), Mr 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: Ms Khoo Swee Lan (BM)*

*Members: Elder Kevin Lee (BM),*

*Mr 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.

<sup>1</sup> As of 31 Dec 2022. Members of the Board Sub-committees may have changed since the publishing of this report. Refer to our website for the latest updates.



## GOVERNANCE POLICIES (PART 3/6)

### Kampung Siglap Committee

*Chairperson: Elder Ethan Pang (BM)*

*Members: Mr Michael Lee (BM)*

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: Dr Pauline Tan (BM)*

*Members: Mr Mas Khalik (SCM),*

*Dr Timothy Sim (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: Mr Michael Lee (BM)*

*Members: Ms 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: Elder Kevin Lee (BM)*

*Members: Ms Florence See (SCM),*

*Ms Pauline Sng (SCM), Mr Lee Teck Seng (SCM),*

*Mr James Tan (SCM), Mr Dennis Mwansa (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 January 2022.**

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

## GOVERNANCE POLICIES (PART 4/6)

- 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>



## GOVERNANCE POLICIES (PART 5/6)

### CODE OF CONDUCT AND ETHICS

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

### 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 referrals, NVPC's Giving.sg platform, approaches from the public and completed application forms. Briefings and orientation are conducted to prepare our volunteers for their identified tasks and roles. These briefings allow volunteers to clarify any questions they have about us, their roles, expected responsibilities and risk awareness. Tours are also conducted where necessary for volunteers to familiarise themselves with the specific volunteering environment. Regular check-ins and feedback with the volunteers are made to support the volunteers in terms of resources, feedback, and engagement.

Appropriate background checks on Board members, staff, and volunteers are carried out by the relevant 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.

## GOVERNANCE POLICIES (PART 6/6)

### PERSONAL DATA PROTECTION POLICY

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

### DISCLOSURE AND TRANSPARENCY

- No Board members receive any remuneration for their board services.
- No Board members are currently serving for more than 10 consecutive years.
- 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 (FY2022)

Salary Band	Headcount
\$100,001 – \$150,000	1
\$150,001 – \$200,000	1
\$200,001 – \$250,000	1

## ANNUAL REPORT 2022 WORKING COMMITTEE

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Creatives & Communication

**Leah Tan**  
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**Lim Chin Sing**  
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Icons from [www.thenounproject.com](http://www.thenounproject.com)





Come make a difference with us! Whether it's through volunteering or joining one of our social enterprises, no action is too small to make an impact.

# How Can You Help?

Photo: Volunteers from St Hilda's Secondary School with the items they have collected as part of a donation drive for our beneficiaries.



## Volunteer With Us

If you are passionate towards our cause and have the time, contact us for volunteering opportunities!

[volunteer@newhopecs.org.sg](mailto:volunteer@newhopecs.org.sg)



## Start a Fundraiser

Whether as an individual or organisation, we welcome any fundraising effort on our behalf.

[andrew.khoo@newhopecs.org.sg](mailto:andrew.khoo@newhopecs.org.sg)



## Partner with Kampung Siglap

We invite other SSAs, corporates and anyone alike to hold programmes and events at Kampung Siglap.

[kampungsiglap.com](http://kampungsiglap.com)



## Make a Donation

Every donation goes a long way. We process donations of \$50 or more for tax deduction.

[newhopecs.org.sg/donate](http://newhopecs.org.sg/donate)



## Be an Employer Partner

If you have employment opportunities for our beneficiaries, your partnership can help them achieve their goals.

[es@newhopecs.org.sg](mailto:es@newhopecs.org.sg)



## Jump for a Good Cause

Why not join a Jumping® Fitness class? Proceeds go towards New Hope CS' services and programmes.

[jumpingsingapore.com](http://jumpingsingapore.com)



## Eat for a Good Cause

Have a meal with at K.S Café! Proceeds go towards New Hope CS' services and programmes.

**Address: 55 Siglap Plain**

Open daily incl. Public Holidays  
Mon-Sat: 10am-8pm  
Sun: 9am-6pm

## Follow us on social media!



@NewHopeCommunityServices



@nhcs.sg



New Hope Community Services



New Hope Community Services

### New Hope Community Services

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