



# ANNUAL REPORT

YEAR 2022

HUG COMMUNITY SERVICES LIMITED

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# PATRON'S MESSAGE



**Mr Chee Hong Tat**

*Senior Minister of State for Finance and Transport*

Over the years, HUG Community Services Limited (HCSL) has remained steadfast in its mission to journey with at-risked youths, incarcerated youths and young desistors. The work that HCSL does is both meaningful and important. It helps to steer the teenagers and youths away from crimes and provide their family members with the needed emotional support, who will, in turn, support and guide the youths back to the right path. I believe that every young individual deserves an opportunity for growth, healing, and a brighter future, regardless of their circumstances.

On behalf of all HCSL beneficiaries, I wish to convey my heartfelt appreciation to all donors, partners, friends, volunteers and staff for their sustained involvement and unwavering support for this very worthy cause. The generosity of our sponsors and partners has enabled HCSL to have adequate resources to deliver transformative programmes and services to these youths and their families, thereby making a positive difference in their lives.

As we continue our journey, we invite you to join us in renewing our commitment to the youths. With more helping hands chipping in, we will be able to do more, touch more lives and build a better future for the youths and their families.



# + OVERVIEW

## OUR VISION

**To impact the lives of youth and their families through care and hope.**

## OUR MISSION

**To help young people grow in pro-social values and become integrated, conscientious, and contributing members of society.**

**We aim to develop community leaders, to provide platforms for ex-offenders to use their lives to impact lives. To transfigure their past's shame and brokenness into Light of Hope for others.**

## OUR CORE VALUES

### **Honour**

We act with Respect, Integrity and Professionalism.

### **United as One**

We work as a team with sector partners, corporates, volunteers, and communities with accountability and a common goal to inspire second chances, encourage acceptance, forgiveness and uplift the incarcerated and youth at-risked.

### **Goal Forward**

We help young people discover their purpose in their lives to move forward, using lives to impact lives.





# OVERVIEW

HUG Community Services Limited (HCSL) is an IPC-approved non-profit Social Service Agency (SSA) in Singapore established in 2014. HCSL is a full member of the National Council of Social Service (NCSS), a charity-registered organisation that brings healing, restoration, and support to at-risk youth and their families through individualised, client-centric intervention and aftercare programmes with hope and care.

## **Our Services**

HCSL is dedicated to creating a supportive environment for at-risk youth to rediscover their paths for the future. The journey brings healing, restoration, and support to young people and their families through individualised, client-centric interventions and aftercare programmes with hope and care.

HCSL positions itself as a leading organisation that focuses on youth, aiming to positively impact their lives and those around them by shaping them into contributing members of society, regardless of their past. With a focus on the future, HCSL believes a brighter tomorrow is possible for all young people.

Our services include the following:

- At-Risk Youth Management
- Community Leadership & Development
- Counselling & Mentorship
- Debt Assistant Programme
- Pro-Bono & Low-Bono Legal Consultation (Criminal & Civil Case)
- Recreation Youth Day Care
- Reintegration Services (In The Community)
- Throughcare (In Prison)



# + CHAIRMAN'S MESSAGE



**Rev Jeffery Mak**  
*Founder & Chairman*  
HUG Community Services Limited

Amidst the pandemic, HUG Community Services Limited (HCSL) has shown agility, adaptability and perseverance in navigating the various challenges. HCSL strives to provide the best and is prepared to respond to our beneficiaries' complex and evolving needs. HCSL believes in journeying with our beneficiaries, creating positive experiences and relationships in a positive environment, and impacting lives with lives.

## **Ignite & Exalt with Hope**

Our focus for 2022, "Ignite & Exalt with Hope", signifies our shared beliefs and goals. It reflects our spirit to ignite and exalt, bringing the light of hope to our beneficiaries and community. With the support from our patron, partners and donors, we have uplifted the lives of our beneficiaries while recognising the efforts of the HCSL team, volunteers, sponsors and donors who continue to support the throughcare and reintegration journeys of our beneficiaries despite these unpredictable times. It had been incredibly inspiring to witness how swiftly our donors and partners stepped forward in their ways to help us extend the reach of our programmes and services to many individuals and families.

## **Partnerships & Collaborations**

At HCSL, we are grateful to have like-minded donors and partners such as Core Asia Pacific Partners Pte Ltd, Bidot Tech Pte Ltd, and Ms Michelle Lim, CEO of Royal Medical Group, for their support in fundraising and equipping our beneficiaries with the right resources as they seek to rebuild their lives.





“

*As we round off 2022, after two years of grappling with the multifaceted challenges of the COVID-19 pandemic, I am heartened that we have emerged even stronger and better. Our journey, though arduous, has been a rewarding one.*

”

## **Fundraising Efforts**

On 11 November 2022, HCSL held its first physical Charity Gala Dinner at InterContinental Singapore after a two-year-long hiatus due to organisational expansion. The dinner was an immense success and was graced by the Senior Minister of State for Finance and Transport, Mr Chee Hong Tat. Besides raising funds, we also celebrated the heart and hard work of our 12 pioneer volunteers. On behalf of HCSL, I would like to thank our partners and donors for their unwavering support.

In addition to the Gala Dinner, we collaborated with various Korean corporate partners to host a fundraising bazaar at the Young Women's Christian Association (YWCA) in Fort Canning on 30 September 2022. With over 40 booths selling Korean beauty and lifestyle products, we raised funds for underprivileged women and adolescents in our community.

To better serve the needs of our beneficiaries, HCSL is constantly reviewing our fundraising strategies, programmes and services. With the help of our advisers and partners from various professional sectors, HCSL will continue to review our programmes and services and work with the Singapore Prison Service to support inmates.

## **Transforming Lives with Hope**

Despite the year's uncertainties, we reached out to our beneficiaries to offer support and hope, transforming and uplifting their lives with the light of hope from corporate and individual donors and advocates. As we look forward to the upcoming year, HCSL will continue to galvanise the society and community, instilling resilience in our work by co-creating opportunities with our beneficiaries. We are committed to our vision and mission, preventing intergenerational offending as we work towards an inclusive community for the incarcerated, desistors and their families, creating a nation with the beauty of compassion and hope.



# + LEADERSHIP

The management board oversees and manages HUG Community Services Limited (HCSL) and is responsible for the charity's overall direction, effectiveness, supervision and accountability. Good governance is crucial to a charity organisation as it helps the public and stakeholders determine whether donate or volunteer their services. Therefore, it is the charity board's responsibility to implement good governance practices for the adequate performance and operation of the charity. As the organisation grows, HCSL will continue to improve the governing system and seek more like-minded members to join us in supporting the charity.

The founding directors of HCSL appoint board members, and a new board subcommittee, the fundraising and sponsorship engagement committee, was appointed on 14 April 2022. Moving forward, HCSL will continue to expand the board sub-committees to support the operation of the charity better.





# LEADERSHIP - THE BOARD OF MANAGEMENT

**CHAIRMAN**

Rev Jeffrey Mak  
Since 13 Oct 2014\*

Board meetings attended: 2/2

**VICE-CHAIRMAN**

Ps Grace Yeo  
Since 3 Mar 2020\*

Board meetings attended: 2/2

**HONORARY TREASURER****Mr Lee Wee Teck**

CEO of NOVA5 Aviation  
Services Pte Ltd  
Since 3 Jun 2020\*

Board meetings attended: 2/2

**HONORARY LEGAL ADVISOR****Ms Melissa Kor Wan Wen**

Freelance Legal Consultant of  
International Savanna Fire Management Initiative  
Since 20 Oct 2020\*

Board meetings attended: 2/2

**HONORARY ADVISOR****Rev Dr Emily Tan Tang Mui**

Founder & Adviser of  
Sembawang Assembly of God  
Since 3 Jun 2020\*

Board meetings attended: 2/2

**HONORARY ADVISOR****Rev Sophia Tan Luan Keng**

Founder & Director of Morphos  
International Pte Ltd  
Since 3 Jun 2020\*

Board meetings attended: 1/2

**SUB COMMITTEE  
FUNDRAISING AND  
SPONSORSHIP ENGAGEMENT  
Ms Jina, Hyojin Lee**

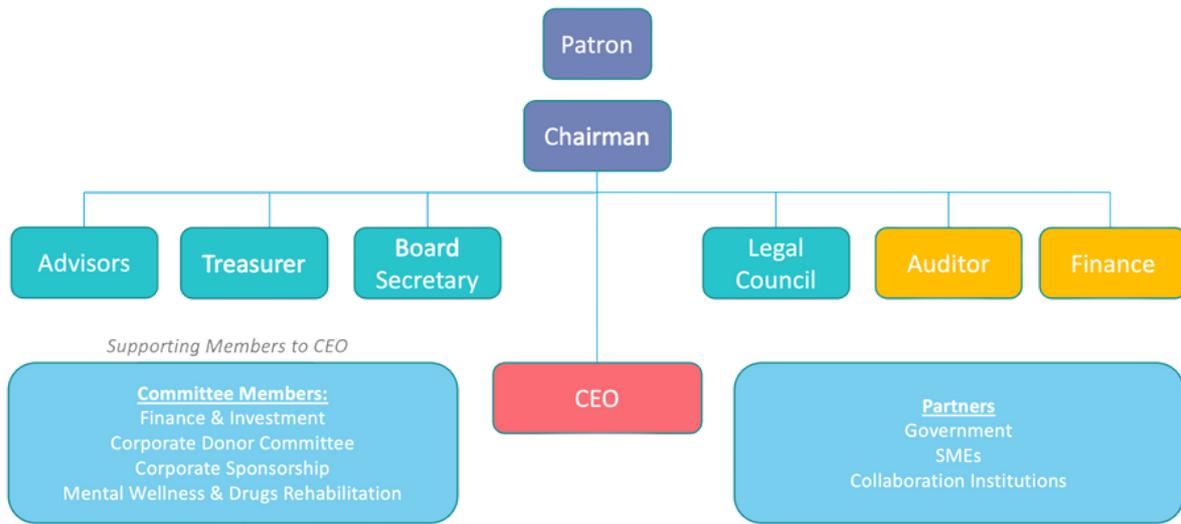
Director of Core Asia Pacific Pte Ltd  
Since 14 Apr 2022\*  
Board Meeting 1/2

Denotes board meeting attendance. There were two board meetings in the Financial Year 2022.

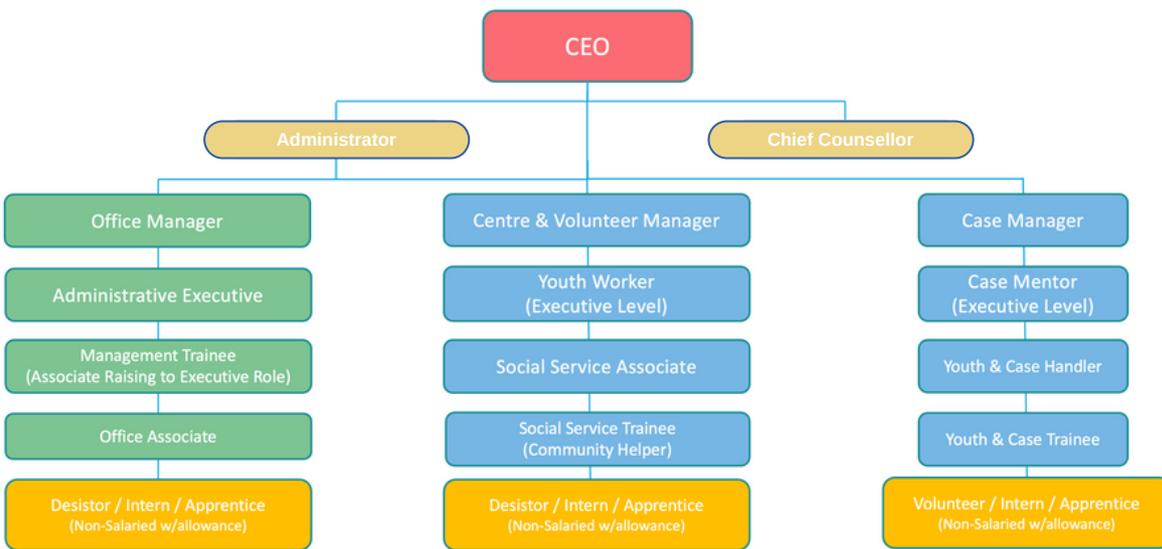
**Term Limited of Board:** To enable succession planning and continuous renewal in the spirit of sustainability of HCSL, the Board has a term limit of ten years. Rev Jeffrey Mak, our current Chairman, continues to serve beyond the term limit due to his leadership and oversight in guiding HCSL in its development and expansion of the organization. His vast knowledge and extensive experience have best invaluable to us in this ongoing process.



# + ORGANISATIONAL STRUCTURE



HUG Community Services (HCS) Governing Board Structure



HCS OPERATION STRUCTURE

*Disclosure Statement:*

*Due to insufficient staffing, Ms Grace Yeo held a dual position as a board of director and executive director from 3 March 2020 to 31 December 2022.*



# DISCLOSURE REPORT

HUG Community Services Limited (HCSL) was registered under the Charity Act (Chapter 37) on 13 October 2014 as a charitable Social Service Agency, a Full Membership of the National Council of Social Service (NCSS). HCSL has been accorded IPC (Institution of a Public Character) status from 26 March 2021 to 25 September 2023. All donations made to HCSL can qualify for a 250% tax deduction. We organise fundraising events such as our Fundraising Gala Dinner. We are also thankful for our Corporate and individual donors who have supported us through other funding-raising project such as the Charity Fundraising bazaar.

HCSL has M&AA as its governing instrument.

**Unique Entity Number (UEN): 201430532E**

**Registered Addresses Office & Youth Centre Addresses:**

200 Toa Payoh North #01-1033, Toa Payoh Spring, Singapore 310200

**Banker**

Maybank Singapore Limited

101 Upper Cross Street, Singapore 058357

Account Number: 041-71080-651

Bank No / Swift Code: 7302

Branch: 017

**Outsource Auditor:**

CASA ASSURANCE PAC

Chartered Accountant Singapore Auditor

11 Irving Place, #09-02 Tai Seng Point, Singapore 369551

**Lawyers**

Covenant Chambers LLC

8 Eu Tong Sen Street, Clarke Quay Central, Office 1

#12-96, Singapore 059818

CMS Cameron McKenna Nabarro Olswang (Singapore) LLP

7 Straits View, Marina One East Tower, #19-01, Singapore 018936



# POLICY & COMPLIANCE

## **Audit and Risk Management**

The treasurer facilitates the external and internal audit of the organisation to obtain independent information about the organisation's activities. The treasurer is responsible for ensuring the integrity of financial statements by overseeing the organisation's financial reporting process, internal control system and audit function. The treasurer is responsible for monitoring risk management in HCSL and updating the rest of the governing Board regularly.

## **Fundraising and Sponsorship Engagement**

The committee gathers and develops corporate sponsors and donors and plans and executes appropriate fundraising efforts to fund HCSL's operation of various rehabilitation and reintegration programmes and family support programmes to aid the beneficiaries in their successful reintegration.

## **Fund Allocation**

The advisers review and evaluate the programmes and services to ensure that they meet the operation's and beneficiaries' needs. The advisers assist in making recommendations to the governing Board regarding the allocation and disbursement of funds to programmes and services.

## **Advancement**

The governing chairman and vice-chairman plan and execute appropriate fundraising efforts with the Fundraising and Sponsorship Engagement Committee that fund the various programmes, charity operations, and beneficiaries support programmes to aid youth at-risked ex-offenders in their successful reintegration.

## **Board of Directors**

The Board of Directors provides leadership and oversight on strategic planning and financial management of HUG Community Services Limited (HCSL). The Board is assisted by various committees comprising board members and other professionals who render their services voluntarily and are not remunerated.

HCSL disclose that two founding directors receive operation fees not exceeding \$100,00 each in annual remuneration due to staffing shortage.

(For more information, please review the financial audit report.)



# POLICY & COMPLIANCE

## **CONFLICT OF INTEREST POLICY**

In keeping with good governance, HCSL has implemented its Conflict of Interest (COI) policy to ensure a system of checks and accountability. The Board and staff complete a COI declaration form annually and update the Board accordingly when there are changes to their interests. The declaration includes dealings with other charities, businesses, and vendors. All staff and Board Directors must declare any potential COI and abstain from decision-making when such situations arise.

## **Disclosure of the Three Highest Paid Staff**

HCSL discloses that none of the charity's staff received more than \$100,000 in annual remuneration in 2022. No paid staff is a close family member or related to the Chief Executive Officer (CEO) or a governing board member of HCSL.

## **WHISTLEBLOWING POLICY**

HCSL is committed to ethical behaviour and excellent corporate governance standards. The organisation's whistleblowing policy is outlined and availed to all staff.

## **PERSONAL DATA PROTECTION ACT POLICY**

HCSL respects and honours our donors, sponsors, partners, volunteers and their right to have their privacy protected. HCSL is committed to complying with the Personal Data Protection Act passed by the Singapore Government Parliament in October 2012. Personal information given in good faith will only be used to maintain or enhance one's relationship with the organisation, and anyone can remove their name from mailing lists upon sending their requests to HCSL.

HCSL also maintains a high level of confidentiality concerning donor information. The donor's name and other details will not be published in any corporate or public publications unless there is a partnership agreement between HCSL and the donor. HCSL has documented procedures to safeguard personal information in our databases, whether in hard copy or online and will not disclose such information to other organisations.

## **RESERVES POLICY**

HUG Community Services Limited (HCSL) reserves comprise the unrestricted fund that is freely available for operation purposes and does not include restricted funds. HCSL adopts a prudent approach in determining the level of its reserves. Therefore, the amount of the reserves will be reviewed each year after the approval of the annual budget.



# + FUTURE PLAN 2023-2026



**Ps Grace Yeo**  
Co-Founder & CEO  
HUG Community Services Limited

The governing board has appointed Vice-Chairman Ps Grace Yeo as the Chief Executive Officer (CEO) of HCSL, effective 1 January 2023. She will relinquish her role as Vice-Chairman from the board.

## 'Lives' Shaping Programme

As part of the reintegration mentorship programme, **HUG2HEARTS**, HCSL aims to expand the operating team and create job opportunities for ex-offenders through the 'Lives Shaping Programme' (LSP). Through the LSP programme, our beneficiaries, the ex-offenders (desistors), are transformed into social contributors in the community, volunteering and helping the marginalised in society. We strongly believe in hope and advocate change. Furthermore, we aim to improve lives and habits and better contribute to society. As our beliefs, lives impact lives, and we acknowledge that everyone needs multiple chances. We aim to bring hope to the families of inmates and ex-offenders and foster a more inclusive and compassionate society while promoting crime-reoffending prevention alongside with **InterGeneration Program**, to promote social inclusion between seniors and youth, which will be launched in September 2023.

On the fundraising front, our fundraising musical concert is tentatively scheduled for November 2023. HCSL aims to apply government grants to support better operations and programmes such as the president challenge fund and yellow ribbon fund.





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*HCSL pledges to develop community leaders and provide platforms for ex-offenders to use their lives to impact others. We aim to help them release their self-imprisonments and transform their past shame into a beacon of hope for others. Each of us can make a difference in our unique way. The choices we make today can bring hope and impact a life tomorrow. We strive to build an elite team that turns the impossible into possible.*

”

### **Fostering Partnerships**

HCSL will continue to partner with Yellow Ribbon Singapore (YRSG) to achieve its vision and mission. In addition, HCSL will invite professional partners from Central Narcotics Bureaus (CNB) and psychiatric institutions such as the Institution of Mental Health (IMH) to conduct workshops and equip regular volunteers and volunteer case handlers to handle unforeseen circumstances. This initiative aims to support families of at-risk youth, delinquent youth, and families of offenders while raising public awareness about the issues.

### **The 4R – Restoration, Reintegration, Recreation, Retreat**

In 2024, HCSL aims to establish a new branch, the 4R Social Hub, which will offer services to complement existing programmes and enhance restorative and healing efforts. The hub will also serve as a platform for showcasing real-life testimonies to promote social inclusion awareness.

The core services offered at the 4R Social Hub will include a prison satellite tele-visitation service, family counselling and befriending, a reintegration aftercare mentorship programme, a social temporary residential hosting service, a desistor network recreation lounge, and a therapeutic restorative programme.





# OUR PROGRAMMES



# + OUR PROGRAMMES



"I only started opening up to my uncle since entering prison. He's a father figure to me, and I've lived with him since young. Now, I realise that he really does care about my well-being."  
- Jane (not her real name)



"Recently, my father stopped visiting me in prison. I hope he'll forgive me for my mistake when he receives the flowers and acknowledges that I'm trying to improve."  
- Helen (not her real name)

## HUG2HEARTS

In 2022, we introduced the HUG2HEARTS – a transformative programme that seeks to empower and equip Singapore prison Service's inmates with the tools they need to reintegrate confidently into society. This holistic programme, designed by Ps Grace Yeo, Co-Founder of HUG Community Services (HCSL), is grounded in the organisation's motto, "Hope in future, Unload the past, Go for the Goal".

Comprising three phases, HUG2HEARTS aims to provide inmates with mentorship, cultivation, and individualised aftercare support through the Re-Offending Prevention Program (ROPP). ROPP, available to all inmates, including Rehabilitation Training Centre (RTC) inmates, offers a range of services, including counselling, career coaching, educational upgrading support, job referral, leadership development, and more, tailored to meet the individual needs of each beneficiary.

HCSL believes that every individual is unique, with different capabilities, strengths, and adaptability, so ROPP programme beneficiaries have no time limit for changing their lives. It is more than a workshop or befriending engagement session; it is an opportunity for inmates to meet potential mentors and embark on a new journey. With HUG2HEARTS, HCSL seeks to help inmates unleash their full potential and make valuable contributions to their community.

**Number of  
Female Inmates  
Engaged in 2022**



**Number of  
Workshop  
Sessions  
Conducted**



# + OUR PROGRAMMES

## HUG2HEARTS Phase One: Hope In Future

Phase One of the transformative programme is engagement and outreach, essential in helping inmates reintegrate confidently into society. This programme targets RTC inmates and A4 female inmates. This phase involves inmates in activities such as Triumph Dunk – Basketball (RTC) and Flower Arrangement Workshop (A4) to foster connections and build meaningful relationships.

In prison, inmates had the opportunity to develop friendships and connect with one another, as well as their family members and prison counsellors. The engagement aims to boost inmates' confidence, grow their pro-social values, and cultivate the traits necessary to become integrated, conscientious, and contributing members of society upon their release.



**Number of RTC  
Inmates Engaged  
in 2022**



**Number of  
Triumph's Dunk  
Sessions  
Conducted**



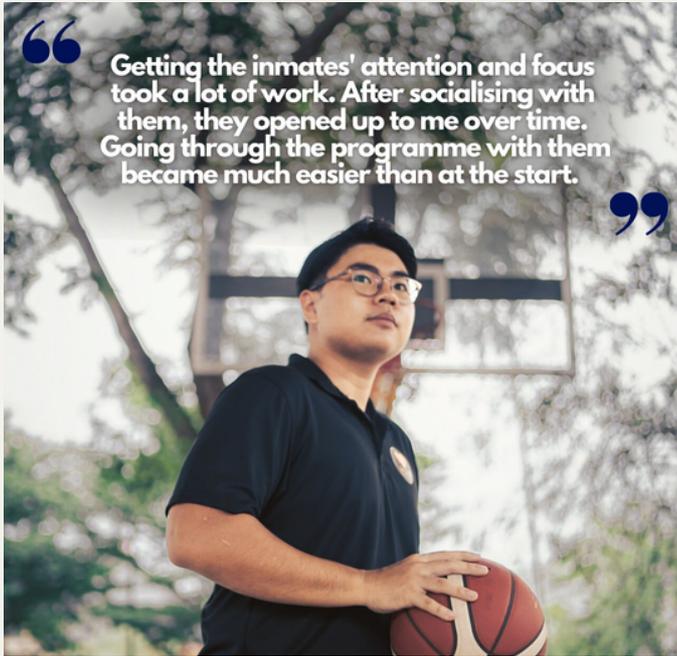
## Triumph's Dunk

The Reformative Training Centre (RTC) develops suitable rehabilitation programmes for reformative trainees (RTs). They are young inmates, and support is given to help them reflect on their past behaviours and encourage pro-social values and lifestyles in preparation for their return to society.

The RTs recently completed the basketball mentoring programme. The Singapore Prison Service (SPS) also facilitated a friendly basketball match between the RTs and volunteers from HCSL in December 2022.

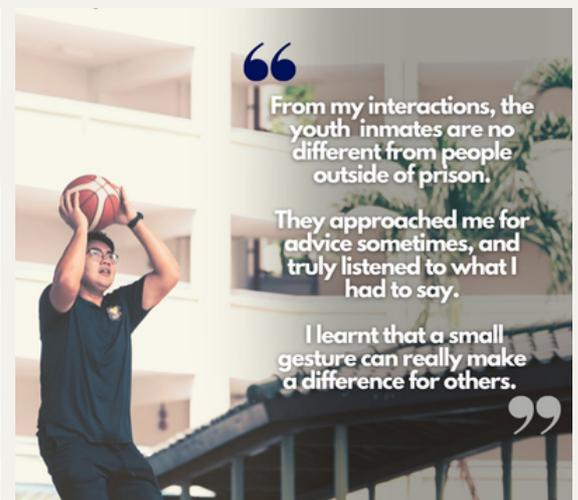


# + OUR PROGRAMMES



Desmond Loh, a volunteer basketball coach with HCSL, coached the RTs weekly for over six months. "From my interactions, inmates (i.e. RTs) and ex-offenders are no different from people outside of prison. Inmates and ex-offenders are often misunderstood because others stereotype them (negatively)."

It is crucial for the rehabilitation and reintegration of these RTs to have community partners and support. Support from volunteers like Desmond, as well as social service agencies like HCSL, contributes to their criminal and drug-free lifestyles.



# + OUR PROGRAMMES



## Floral Arrangement

Despite adversity, a unique group of individuals has chosen to defy the odds and embark on a different path. These A4 female inmates have embraced the opportunity to learn a new trade and found solace in floral arrangement.

A floral arrangement is more than a creative endeavour. It enhances manual dexterity, stimulates the senses, and reduces anxiety and stress. Regardless of age, abilities, or skills, participants discovered the therapeutic benefits of floral arrangement. It has become a source of respite, helping them to feel less depressed, anxious, and agitated while fostering a sense of enjoyment and life satisfaction.

On Mother's Day, the trainers took the extra mile by personally delivering the finished floral arrangements to the inmates' mothers. This act of kindness brought smiles, hope, and comfort to the recipients and the inmates. It serves as a poignant reminder of our commitment to building meaningful connections and spreading positivity within our community.

We are thankful to the Singapore Prison Service and Yellow Ribbon Singapore for their invaluable partnership in reaching out to the beneficiaries in Cluster A. Together, we strive to make a difference in the lives of these individuals and empower them to create a brighter future. As we look ahead, we are excited about the future phases of this programme and the continued positive impact it will have on the participants' mental well-being.

By nurturing their creative abilities and providing opportunities for self-expression, we are paving the way for the transformation of lives. Through the language of flowers, we are fostering healing, personal growth, and a renewed sense of hope.



# + OUR PROGRAMMES



## **HUG2HEARTS Phase Two: Journey to Unload**

Phase Two is a personalised mentorship programme designed to empower and equip beneficiaries, including inmates on parole, ex-offenders, and dropped-out students, to give back to society.

The progression plan during this phase includes raising beneficiaries' self-awareness and growth through various initiatives. These include career advancement opportunities in partner organisations, educational support, lifelong learning skills upgrades, volunteer leadership roles in the community, volunteer leadership skills upgrades, and opportunities for wide exposure.



# + OUR PROGRAMMES



## 2HEARTS Phase Three: Goal

Phase Three is the final stage of this transformative journey, where beneficiaries have completed Phases One and Two. At this stage, beneficiaries are given two options:

**Option 1:** Beneficiaries employed directly under HCSL in 2HEARTS – Journey to Unload can continue their careers or further education.

**Option 2:** The beneficiaries employed by HCSL's partners during phase 2 are given a choice to stay with the company. They are also strongly encouraged to remain community service volunteers, with HCSL grooming them for community leadership roles over time.



“  
The key to realising a dream is to focus not on success but significance, and then even the small steps and little victories along your path will take on greater meaning.”  
~ Oprah Winfrey  
”





# 2022 Highlights



# + 2022 HIGHLIGHTS

Total Number of  
Seniors Engaged  
in 2022



## Chinese New Year Oranges Distribution 7 February 2022

In keeping with the Chinese New Year tradition, we prepared oranges for our seniors to welcome in the festivities. We were delighted to receive a donation of 75 sets of BKK music players with FM radio from Project Audible Cheer. Each player comes with 600 pre-recorded oldies songs in different languages for our seniors, bringing them joy and entertainment during this festive season.



## First Aid Workshop 9 March 2022

The first aid workshop is designed to equip our volunteers with the necessary knowledge and skills to respond to emergencies effectively. By empowering our volunteers, they can become effective first responders and contribute to a safer and healthier community.



# + 2022 HIGHLIGHTS



## Mother's Day 9 May 2022

Our youth volunteers prepared Mother's Day gift packs for 200 Toa Payoh North residents, and it was an honour to have the Senior Minister of State for Finance and Transport, Mr Chee Hong Tat join us in distributing them. We had a wonderful time spreading joy and appreciation to the community.



## Partnership with Debt Relief MLaw, Singapore 24 May 2022

We are delighted to announce our partnership with Debt Relief MLaw Singapore (DRML) as our sponsor for various initiatives and local community outreach programmes. DRML shares our belief in the significance of giving back and supporting organisations dedicated to transforming the lives of those in need.

With DRML's support, we will be able to enhance our efforts in empowering at-risk youths and their families, providing them with opportunities for growth and development. By working hand in hand, we can make a positive impact and contribute to the betterment of our community.

**Number of Cases  
in 2022 : 6**



# + 2022 HIGHLIGHTS

## Plant Making

17 June 2022

The world often overshadowed by negativity makes fostering hope, compassion, and growth among our communities even more imperative. With this in mind, we were excited to plan a plant-making workshop that doubles as a training programme for our young volunteers for our prison work and a charity bazaar.

This initiative aims to create an inclusive and transformative experience that empowers individuals, encourages creativity, and nurtures community relations.



**Number of Youth Engaged In Plant & Soap Making : 122**



## Soap Making

17 June 2022

We started our first soap-making workshop to promote good hygiene within our community. The workshop not only teaches participants a new skill but also fosters a sense of teamwork and camaraderie. It was a fun and engaging experience for everyone, and we are grateful to Theresa from J-Rophe for conducting the workshop and our volunteers for their invaluable assistance.



# + 2022 HIGHLIGHTS



## HUG2HEARTS

28 June 2022

We were honoured to have the Senior Minister of State for Finance and Transport, Mr Chee Hong Tat, officially launch HUG2HEARTS, our holistic transfiguration programme specially designed for Singapore prison inmates. The programme aims to befriend inmates through games and activities, build connections with their family members and prison counsellors, empower and mentor inmates through career or educational support opportunities, continual learning and skills upgrading, and train them for community volunteer and leadership roles. We thank the Singapore Prison Service, Yellow Ribbon Singapore, Toa Payoh West Community Centre, and Singapore Police Force for supporting and attending the programme launch.



# + 2022 HIGHLIGHTS



## Minister's Visit to HCSL

28 June 2022

**We were privileged to spend the day with the Minister of State for the Ministry of Home Affairs and Ministry of National Development, Assoc Prof Dr Muhammad Faishal Ibrahim. We express our sincere gratitude for the compliments, encouragement, and valuable advice during the session. His words greatly influenced our team, particularly our dedicated youth workers, and served as a source of encouragement for us to continue our work.**

We would also like to extend our heartfelt thanks to the Yellow Ribbon Singapore and the Singapore Prison Service for joining us and their continuous support of HCSL. Their commitment has been instrumental in our ability to make a positive difference in the lives of our beneficiaries. We look forward to working together more closely to reach and serve more people.



# + 2022 HIGHLIGHTS



## JiangSu Association Charity Art Exhibition

4 September 2022

We were honoured to collaborate with the JiangSu Association for a Charity Art Exhibition by Ms Ru Xue to support our HUG2HEARTS programme. This initiative aimed to provide crucial in-care and after-care services to those in need. We sincerely thank the JiangSu Association for their unwavering support and commitment to positively impacting our community. Their partnership and involvement in this Charity Art Exhibition have played a significant role in advancing our mission to create a nurturing and empowering environment for those we serve.



## Charity Bazaar

30 September 2022

We collaborated with Korean corporate partners to organise a fundraising bazaar at the Young Women's Christian Association in Fort Canning to support underprivileged women and adolescents in our community. The bazaar featured over 40 booths selling Korean beauty and lifestyle products to raise funds for our cause. Special Thanks To Ms Hyojin Lee Jina For Organising this event. This will not be successful without her efforts and hard work alongside other sponsors, donors, and volunteers. We fundraised \$30,341 through this event.



# + 2022 HIGHLIGHTS



## Ignite & Exhale with Hope Charity Fundraising Gala Dinner 11 November 2022

Our first inaugural charity gala dinner at InterContinental Singapore was a resounding success and hosted 300 guests. We were honoured to have our Patron and Guest-of-Honor, the Senior Minister of State for Finance and Transport, Mr Chee Hong Tat. Our youth volunteers, partners, friends, and families attended the event. During this special occasion, we honoured our 12 pioneer volunteers for their outstanding contributions to the community. We expressed our gratitude to our generous corporate and individual donors. We were also delighted to have performances by local artist Mr Chen Tian Wen, Korean singer Lee Seung Chul, and the Beatty Secondary School dance and Chinese orchestra teams, who provided wonderful entertainment and helped to support our fundraising efforts. With the support of the Tote Board, we are pleased to announce that we have raised a total amount of \$189,820 through this fundraising event!



# **+** ACKNOWLEDGEMENT

## **HUG Community Services Awards Recipients for 2022**

HUG Community Services Awards formally recognises the dedication and generosity of the many volunteers and donors whose contributions have helped build a better life for the at-risk youths under our care. In 2022, awards were conferred to individuals and companies who have contributed to the Society.

Warmest congratulations to all recipients.

### **STUDENT VOLUNTEER AWARDS**

#### **Kylene Keira Sinaduma**

Yeow Bin  
Lim Ke Hui, Chloe  
Cateline Cadie Sinaduma  
Cherissa Nur Anira

### **DONOR APPRECIATION AWARDS**

Core Asia Pacific Partners Pte Ltd  
Nanshan Aluminium Singapore Co Pte Ltd  
Jiangsu Association Singapore  
Bridgewater Holding  
Mr Sui Xin Peng  
Mdm Sui Yong Qing  
Mr Aw Chye Wee

### **GOLD CLASS AWARDS**

Chen Wen Xian Ron  
Jin Ping  
Lim Hock Leng  
Catherine Claire Lim  
Lin Xiang  
Phoa Ee Hui  
Chen Xiao Gan  
Cai Bing Cheng  
Dato Johnny Ong

### **SILVER CLASS AWARDS**

Luana Wati Halim  
Sam And Julia  
Baek Ji Hee  
Sun Hyun Seok  
Namgoong Sung  
Chang Kevin Woong On  
Jeffrey Chun  
Lisa Eunkyung Tay  
Alexander Youngin Kim  
Hyojin Lee, Jina  
Chung Hugh Wook  
Rim Hosup  
Hyojin Lee Jina  
Julia And Sam  
Tpp Power Integrated Pte Ltd

### **COMMENDATION SERVICE AWARD**

The Moon Jar Pte Ltd  
Ji Hye Cho  
Lookshop Inc / Regina Koh  
Jungwoon Moon  
Ecrú House  
Baewan Kim  
Mustardasky Asia LLP  
Flower Tale  
Gusto X Pte Ltd  
Walnut Tree Pte Ltd  
Lee Jihye  
Mobot Pte Ltd  
A211, Inc (Singapore) Pte Ltd



**A special thanks to Ms Michelle Lim Shi Yun (Left) and Ms Hyojin Lee, Jina (Right), for ensuring the Fundraising Gala Dinner was successful.**



# **+** ACKNOWLEDGEMENT

HUG Community Services Limited (HCSL) appreciates your generous donations on behalf of all who benefit from our services. Your contributions have enabled us to continue our mission of assisting individuals and families in need. Through your kindness and compassion, we were able to render help to our at-risk youths and their families.

Your support has helped us to offer essential resources, education, and essential support to those who require it the most. Your donations have also served as a powerful reminder of the immense impact a single act of generosity can have.

We are continually humbled by your dedication to our cause and are committed to ensuring that your donations are used in the most effective and impactful ways possible. Once again, we extend our deepest appreciation for your generosity and hope you will continue to support our mission in the future.

## **\$3,800 – \$50,000**

Nanshan Aluminium Singapore Co Pte Ltd  
Bridgewater Holdings  
Chen Wen Xian Ron  
Sui Yongqing  
Sui Xinpeng  
**Baek Ji Hee**  
Sophia Tan  
Lee Ee Yang  
Lee Wee Teck  
Chen Wen Xian Ron  
Jin Ping  
Lim Hock Leng  
Catherine Claire Lim  
Lin Xiang  
Phoa Ee Hui  
Chen Xiao Gan  
Cai Bing Cheng  
Dato Johnny Ong  
Luana Wati Halim  
Sam And Julia  
Sun Hyun Seok  
Namgoong Sung

## **\$3,800 – \$10,000**

Chang Kevin Woong On  
Jeffrey Chun  
Lisa Eunkyung Tay  
Alexander Youngin Kim  
Hyojin Lee, Jina  
Chung Hugh Wook  
Rim Hosup  
Hyojin Lee Jina  
Julia And Sam  
Tpp Power Integrated Pte Ltd

## **\$500 – \$800**

The Moon Jar Pte Ltd  
Ji Hye Cho  
Lookshop Inc / Regina Koh  
Jungwoon Moon  
Ecru House  
Baewan Kim  
Mustardasky Asia LLP  
Flower Tale  
Gusto X Pte Ltd  
Walnut Tree Pte Ltd  
Lee Jihye  
Mobot Pte Ltd  
A211, Inc(Singapore) Pte Ltd



# + 2022 HIGHLIGHTS



# + 2022 HIGHLIGHTS



## Singapore Prison Service Award 18 November 2022

We were honoured to receive the Volunteer Award from the Singapore Prison Service (SPS), recognising our commitment and contributions as a valued partner. The award was presented to us by the Minister of State for the Ministry of Home Affairs and Ministry of National Development, Assoc Prof Dr Muhammad Faishal Ibrahim.

We appreciate SPS for recognising our efforts and journeying with us to touch lives, spread hope and positively impact our community.



# + 2022 HIGHLIGHTS



## Christmas Charity Lunch 24 December 2022

To wrap up the year, we had the pleasure of attending a Christmas Charity Lunch hosted by local artist Mr Chen Tian Wen. We were grateful to be a part of this beautiful celebration, which aimed to serve the seniors in our community. Our volunteers enjoyed engaging with the elderly and spreading holiday cheer.



# + TESTIMONIES



**Melissa Chan**  
*Counsellor*

As a volunteer counsellor at HCSL, my experience has been enriching and rewarding. Journeying with individuals through their challenging times has been an honour and privilege. I am grateful for the opportunity to partner with HCSL.

Although I joined with minimal real-world experience, the HCSL team has been incredibly supportive and encouraging. They helped me develop the confidence to believe I can positively impact people's lives with the right heart and attitude.

I am excited to be a part of HCSL's continued growth and impact as they roll out more initiatives and partnerships to support the community and bring hope to more individuals and families. I look forward to continuing my journey with HCSL and making a meaningful difference in people's lives.

I still remember vividly my first volunteering experience as a teenager. I was unsure of what to expect and what I could do to help. However, I had an unwavering determination to contribute towards a better tomorrow.

Since then, I held on to this belief that volunteering is one of the most powerful ways to impact others positively. Today, I am proud to be a volunteer with HCSL, where I teach first aid and participate in fundraising efforts for inmates.

Being a part of HCSL has been an incredibly fulfilling experience. I am thankful for the opportunity to make a meaningful impact in people's lives. I want to encourage others to join us to make a difference and positively change society.



**Jolene Kwa Mai San**  
*First Aid Instructor*



# + TESTIMONIES



**Marcus Cheong**  
*Overcomer*

In 2016, when I was called to the police station, I was not surprised because I had been in trouble before. My life took a turn when my mum sought Pastor Jeff's help, and he offered me a volunteer role at HCSL.

Fast forward to 2019, I was in trouble again and was placed on probation. Despite multiple warnings, I continued to breach the curfew. Pastor Jeff intervened again and spoke to me about the consequence. I had to serve ten days in detention. This experience made me appreciate the freedom I had taken for granted.

After my probation ended, HCSL offered me the Better Barista holistic training programme. The course sparked my interest in coffee-making, and I discovered a new passion for an alternative art form. I now volunteer with HCSL in my free time, and it has taught me valuable communication and leadership skills.

Pastor Jeff and Pastor Grace are kind and amazing people with vast experiences whom I aspire to learn from. Thanks to HCSL, I live a happier, more grateful, and more appreciative life.

I was a very rebellious kid, always getting into trouble at school. This eventually led me to commit crimes at the young age of 13. As a result, I was sentenced to a 30-month probation.

However, my life turned for the better when I was introduced to HCSL at the end of my probation. Since then, my path of transfiguration has started, and I have changed for the better. Today, I am a navy regular with the National Diving Unit (NDU).



**Lawrence Koh**  
*Overcomer*



# + TESTIMONIES



**Leong Kah Min**  
**Vanessa**

*Volunteer*  
*Partner - Flower Tale*

The 10 floral arrangements sessions with the female inmates have been an eye-opening experience for me. Before the sessions, I had always wondered about the conditions within the prison. Through this opportunity, I could catch a glimpse of their daily lives and the strict discipline and rigorous regulations they abide by.

At the onset, I had concerns regarding the inmates' enthusiasm level and safety when handling floral tools. Thankfully, the Singapore Prison Service officers provided us with support and guidance, ensuring our equipment was secure and the inmates were using the tools safely.

Surprisingly, the inmates were very engaged and pleasant throughout the sessions. Over time, we heard their stories and how they longed to be with their families. In our collaboration with HCSL, we aimed to teach inmates new skills, allowing them to take a break from their cells and enjoy themselves. More importantly, we hoped the floral arrangements process would be therapeutic, providing them with some respite from their pain and trauma. We even tried to dress vibrantly and include colourful bright flowers in our sessions, hoping to bring more joy into their lives.

On special occasions like Mothers' Day and Fathers' Day, we worked with the inmates to prepare floral arrangements that we delivered to their families. I could tell that this brought a lot of comfort and encouragement to the inmates and their families. Although these gifts were simple, they carried immense love from the inmates to their loved ones.

These sessions also made me acutely aware of how repeat offenders often end up back in prison because they lack new opportunities and an improved environment post-release. With HCSL, our relationships with the inmates extend beyond our sessions. Our team follows up with the Singapore Prison Service and the inmates' families to provide ongoing support and opportunities to ensure they do not fall back into their previous ways.

Our floral sessions are designed for amateurs without experience with flowers, so they are easy to understand and execute. Volunteers receive training before the sessions begin. If you want to bring love and joy to these inmates, sign up with HCSL.



# + TESTIMONIES



**Chloe Lim**

*14 years old*

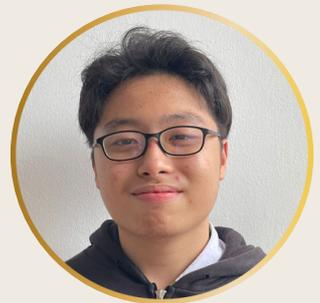
*Beatty Secondary  
School*

I Became acquainted with HCSL when they came to my church to participate in a pool competition. After the match, I chatted with Pastor Jeff and Pastor Grace, which sparked my interest in volunteering. Initially, I was more laid-back in my demeanour, but HCSL helped to develop a more serious side of me. Through volunteering, I have become confident and acquired skills that will be useful in the future. One of my favourite moments of HIG was the Christmas dinner we had. I am always grateful to Pastor Grace and Jeff for their kindness and care towards us young people. To future youths, I encourage you to be courageous and try new things.

My journey at HCSL started in 2021 when a volunteer outside my school handed me a flyer and invited me to the centre. I was with friends then, and we decided to check out the place after school. When I first joined HCSL, I was a teenager with little confidence and would get stressed when given responsibilities. However, as time goes, I gradually overcame these challenges.

While at HCSL, I learned the importance of respecting my elders and using various equipment, such as the sound system. The best moments I cherish the most are those bonding sessions with my friends during events, workshops and the Friday after-school hangout sessions at the centre.

I thank Pastor Jeff and Pastor Grace for giving me opportunities to serve the community and for everything they have done for me. To my fellow youths, remember that you are never alone and cherish the friendships you have made.



**Yeoh Yeow Bin**

*16 years old*

*Beatty Secondary  
School*



# + TESTIMONIES



**Kylene Keira  
Sinaduma**

*16 years old  
Beatty Secondary  
School*

I learned about HCSL in 2021 when a staff handed me a flyer outside my school. I visited the centre with some friends after school, which was a life-changing experience. Volunteering with HCSL helped me become more confident and outgoing, and I learned many values like respect, responsibility, leadership and teamwork.

My most memorable moment with HCSL was attending the gala dinner. It was the first big event I had ever participated in, and I felt very honoured to be a part of it.

I want to thank Pastor Jeff and Pastor Grace for allowing me to serve the community and participate in these events.

For anyone who worries about the future of youths, know that HCSL is always there to support and uplift young people.

I learned about HCSL from my friend, Cateline, who volunteers there. Before joining HCSL, I was more introverted, but I have become more confident and outspoken through participating in events and workshops. While volunteering at HCSL, I learned to trust myself and my abilities. Attending the gala dinner was a highlight for me, as it was a new experience and an honour to be part of such a significant event. I want to thank Pastor Jeff and Pastor Grace for their guidance and support. For future youths, be true to yourself.



**Cherissa Nur Anira**

*14 years old  
Peirce Secondary School*



# + TESTIMONIES



**Cateline Cadie  
Sinaduma**

*14 years old  
Peirce Secondary  
School*

I first learned about HCSL through my sister, who volunteered there. Often, she would come home late, making me worry. She eventually brought me along to help her with volunteer work, which was how I discovered HCSL.

Before joining HCSL, I was quieter and only socialised a little outside my comfort zone. However, volunteering taught me more about myself. It helped me become more open-minded and social, which has been helpful when working on group assignments.

I have learned many values, especially when working on events. The Gala Dinner 'Ignite and Exalt with Hope' was a particularly impactful event, teaching me patience and how to cooperate with different people. It changed how I see things in life, and I am grateful for the experience.

My most memorable moment with HCSL was my first volunteering experience. It felt like stepping into a new world. It was refreshing to do something new and meaningful, rather than the same old thing of going to school and going back home. I want to thank Pastor Grace and Pastor Jeff for helping me become the person I am today and for teaching me valuable lessons that I use daily.

Some people may hesitate to volunteer because of the fear of interacting with strangers and the perceived exhaustion of volunteering. However, HCSL has staff and other youth volunteers to guide and support you through any obstacles. It is an enjoyable and fulfilling experience that I highly recommend to others.



# + TESTIMONIES



**Charlotte Shia**

*14 years old*

*Naval Base*

*Secondary School*

I became a volunteer at HCSL through Toa Payoh Methodist Church. Pastor Jeff and Pastor Grace visited the church with some staff from HCSL. He approached me and shared about HCSL and the work they do in the community. Intrigued, I volunteered as I had some free time to spare.

My experience at HCSL opened my eyes to the issues that many teenagers face. I learned the importance of having an open mind, even if we come from diverse backgrounds. While mistakes cannot be undone, we always have the chance to turn over a new leaf.

I am grateful to Pastor Jeff for listening to my complaints and frustration and checking in with me occasionally. I would also like to thank Pastor Grace for her support and thoughtfulness towards all the volunteers, ensuring a safe and comfortable environment.

To my peers, living your life to the fullest and being true to yourself is crucial. Do not let others dictate who you should be or what you should do. Stay positive and persevere through tough times, always have an open mind and seek help when needed.

I first came to know HCSL as I needed to fulfil my Community Service Order (CSO). Initially, I saw it as a mere obligation to complete my hours. However, I am glad to have the chance to know wonderful people at HCSL.

Pastor Jeff has been an exceptional mentor. During times when I struggled the most, he offered a listening ear and shared life lessons with me. He took the time to understand who I was and helped me navigate through my struggles. His guidance broadened my horizons and knowledge in life, imparting valuable perspectives that one might only learn when older or wiser. I am grateful to have learned from him earlier in life and appreciate his willingness to help me however he could.

Another significant individual who has helped me throughout my CSO was Nathan, one of the staff at HCSL. Nathan communicated with me regularly and taught me how to overcome my struggles. He showed me that I was not just there to complete my CSO but also to learn and grow as a person.



**Kenneth Kuah**

*Probation boy*



# + TESTIMONIES



**Sharon Mak**

58岁  
义工

早期的拥抱社区旨在帮助那些犯罪的青少年，给予他们重新开始的机会，并帮助他们与家人修复关系。此外，义工们也在宏茂桥为年长者提供定时探访服务和简单家务帮助，还提供一些日常生活所需的物品。

随着时间推移，拥抱社区从一个由几个成员组成的小组织逐渐发展成拥有自己的办公室、中心和广泛的服务的机构。如今，拥抱社区不仅为犯罪青少提供帮助，还参入监狱事务，帮助囚犯，并开办技能和手工艺培训课程。此外，拥抱社区还为大巴窰社区的居民提供服务。

未来，拥抱社区将继续培训更多的义工，为社区青少年、年长者和弱势群体提供更好的服务。

拥抱社区 – 是一个让我能够帮助别人并丰富自我经验的地方。在社区中，我担任家庭辅导员，每次的辅导都让我感到满足。虽然并非每个案例都能如愿，但我从中吸取了宝贵的经验。

最近，我加入社区的女子监狱A4项目。每次参与都需要参加主题工作坊。因为我们要用所学知识去指导女囚犯。这让我学到了很多不同领域的知识，如插花、制造有机肥皂、唇膏等。此外，我们社区在2022举办了一个慈善大会，我有幸参与并负责一些事务，这也扩展了我的视野。

拥抱社区不仅是一个让人觉得温暖的社区，它也是一个学习的社区。学生放学后常来社区。在这里，有义工帮助他们解决课业上的问题。最近，拥抱社区还新增了一个娱乐项目- 卡拉ok。除了为居民提供一个放松的场所，更重要的是与社区居民建立更亲密关系，拉近彼此的距离。

如你是对成为义工感兴趣，欢迎加入拥抱社区！



**Jane Mak**

60岁  
辅导员

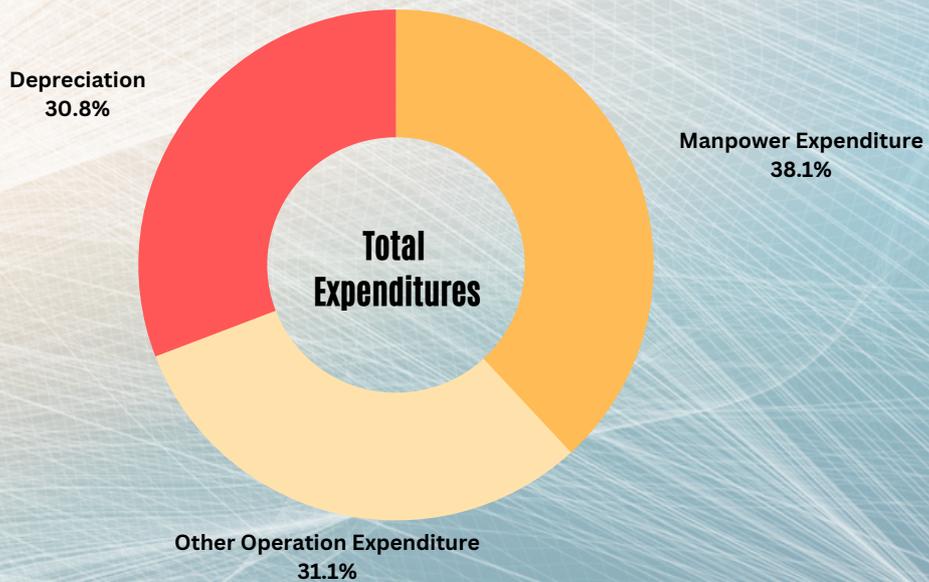
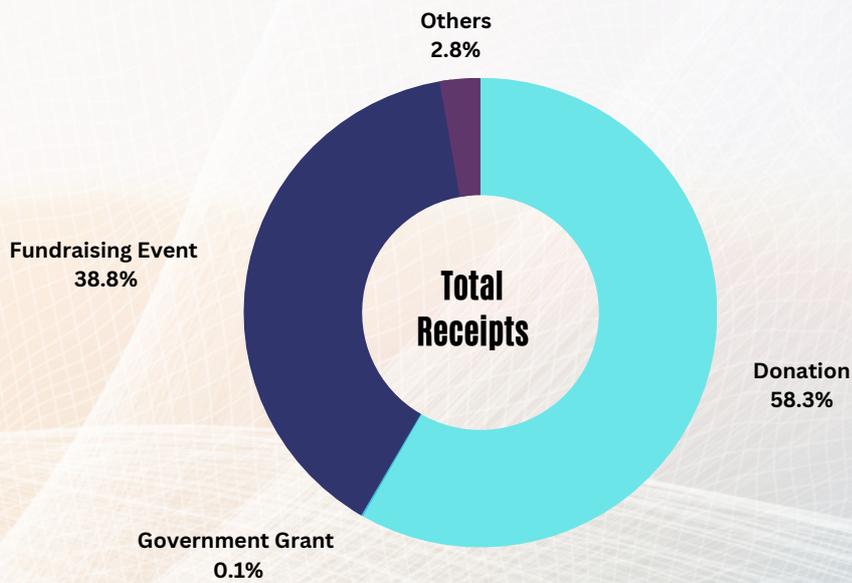


# + FINANCIAL HIGHLIGHTS

HUG Community Services Limited (HCSL) is committed to the prudent use of its resources. HCSL ensures cost-effectiveness and accountability in carrying out its operations. Financial controls and procedures are put in place for transparency and accountability to improve corporate governance, safeguarding the integrity of the financial reporting.

## Financial Charts

Income stems from our donors and supporters, supporting our cause and believing in our beneficiaries and us. FY2022 saw a donation of a total amount of XXXX from our donors and supporters.



## Receipts And Expenditure For 1st January 2022 to 31st December 2022

Receipts	Unrestricted Funds (\$)	Restricted Funds (\$)	Total (\$)	%
Fundraising Events	235,501.00	0	235,501.00	38.8
Donations	353,534.00	0	353,534.00	58.3
Government Grant	745	0	745	0.1
Expenditure	Unrestricted Funds (\$)	Restricted Funds (\$)	Total (\$)	%
Depreciation	135,490.00	0	135,490.00	30.8
Other Operation Expenditure	136,511.00	0	136,511.00	31.1
Manpower Expenditure	167,503.00	0	167,503.00	38.1

## Balance Sheet

	TOTAL
NON-CURRENT ASSETS	263,377
CURRENT ASSETS	348,827
NON-CURRENT LIABILITY	29,031
CURRENT LIABILITIES	193,408
NET ASSETS	612,204



# FINANCIAL INFORMATION

## HUG COMMUNITY SERVICES LIMITED

### STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	Note	2022 S\$	2021 S\$
Revenue	10	605,795	348,309
Other income	11	816	5,375
		<u>606,611</u>	<u>353,684</u>
<b>Less: Expenditure</b>			
Audit fee		4,000	2,770
Accounting fee		4,640	2,410
Bank charges		117	205
Community service expenses		98,790	13,456
Computer and IT expenses		1,599	2,581
Consultancy fee		300	1,070
CPF contribution		2,529	5,434
Depreciation of plant and equipment		102,298	11,356
Depreciation of right-of-use assets		33,192	26,889
Directors' incentive		114,000	29,500
Entertainment and refreshment		2,826	871
Gift		202	327
Interest on lease liabilities		2,627	2,774
Late payment interest		5	12
Low value assets		578	-
Maintenance		546	200
Operation expenses		2,705	2,163
Printing and stationery		3,227	2,180
Salary		13,464	31,859
Security system		347	-
Secretarial fee		3,356	-
Skill development levy		32	38
Staff allowance		1,400	1,000
Staff welfare		5,086	1,848
Sundry expenses		-	340
Training programme expense		1,436	1,621
Telecommunication		8,619	7,128
Transport expenses		30,477	4,008
Utilities		1,106	989
		<u>439,504</u>	<u>153,029</u>
<b>Surplus for the financial year</b>		167,107	200,655
Income tax expense	12	-	-
<b>Net surplus and total comprehensive income for the financial year</b>		<u>167,107</u>	<u>200,655</u>



# + FINANCIAL INFORMATION

## HUG COMMUNITY SERVICES LIMITED

### STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2022

	Note	2022 S\$	2021 S\$
<b>ASSETS</b>			
<b>Non-current assets</b>			
Plant and equipment	4	228,296	35,949
Right-of-use assets	5	35,081	68,273
		<u>263,377</u>	<u>104,222</u>
<b>Current assets</b>			
Trade and other receivables	6	7,952	1,324
Cash and cash equivalents	7	340,875	180,323
		<u>348,827</u>	<u>181,647</u>
<b>TOTAL ASSETS</b>		<u>612,204</u>	<u>285,869</u>
<b>Represented by</b>			
<b>Accumulated funds</b>		<u>374,483</u>	<u>207,376</u>
<b>Non-current liability</b>			
Lease liabilities	8	29,031	44,313
<b>Current liabilities</b>			
Other payables	9	193,408	5,836
Lease liabilities	8	15,282	28,344
		<u>208,690</u>	<u>34,180</u>
<b>TOTAL FUND AND LIABILITIES</b>		<u>612,204</u>	<u>285,869</u>



# + FINANCIAL INFORMATION

## HUG COMMUNITY SERVICES LIMITED

### STATEMENT OF CHANGES IN ACCUMULATED FUND FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	S\$
<b>At 1 January 2021</b>	6,721
Net surplus and total comprehensive income for the financial year	200,655
<b>At 31 December 2021</b>	<u>207,376</u>
Net surplus and total comprehensive income for the financial year	167,107
<b>At 31 December 2022</b>	<u><u>374,483</u></u>



# GOVERNANCE EVALUATION

S/N	Description	Code ID	Response
	<b>Board of Governance</b>		
1	<b>Induction and orientation</b> are provided to incoming Board members on joining the Board.	1.1.2	Complied
	<b>Are there Board members holding staff appointments?</b>		<b>Yes</b>
2	Staff does <b>not chair</b> the Board and does not <b>comprise more than one-third of the Board.</b>	1.1.3	Complied
3	There are written job descriptions for their executive functions and operational duties, which are <b>distinct from their Board roles.</b>	1.1.5	Complied
4	There is a <b>maximum limit of four consecutive years</b> for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity).  Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for <b>re-nomination and re-appointment</b> at least once every three years.	1.1.8	Complied
6	There are <b>documented terms of reference</b> for the Board and each of its Board committees.	1.2.1	Complied



# GOVERNANCE EVALUATION

S/N	Description	Code ID	Response
<b>Conflict of Interest</b>			
7	There are documented procedures for Board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied
8	Board members <b>do not vote or participate</b> in decision-making on matters where they have a conflict of interest.	2.4	Complied
<b>Strategic Planning</b>			
9	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied
<b>Human Resource and volunteer Management</b>			
10	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
11	There is a <b>documented Code of Conduct</b> for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
12	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied



# GOVERNANCE EVALUATION

S/N	Description	Code ID	Response
<b>Financial Management and Internal Controls</b>			
13	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity Not Complied, which are not part of its core charitable programmes.	6.1.1	Complied
14	The Board ensures <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied
15	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
16	The Board ensures that there is a process to <b>identify, regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied
17	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
18	<b>Does the charity invest its reserves, including fixed deposits?</b>		<b>No</b>
<b>Fundraising Practices</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the year?</b>		<b>Yes</b>



# **+** GOVERNANCE EVALUATION

S/N	Description	Code ID	Response
19	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	<b>Did the charity receive donations-in-kind during the year?</b>		<b>Yes</b>
20	All donations-in-kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied
	<b>Disclosure and Transparency</b>		
21	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance. (Refers to AR page 8)	8.2	Complied
	<b>Are Board members remunerated for their Board services?</b>		<b>Yes</b>
22	<b>No</b> Board member is involved in setting his or her own remuneration.	2.2	Complied
23	The charity discloses the <b>exact</b> remuneration and benefits received by each Board member in its annual report.	8.3	Complied
	<b>Does the charity employ paid staff?</b>		<b>Yes</b>
24	No staff is involved in setting his or her own remuneration.	2.2	Complied



# GOVERNANCE EVALUATION

S/N	Description	Code ID	Response
25	The charity discloses in its annual report: The charity discloses that none of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied

## Declaration

Name: Alan Lee Wee Teck.  
Email: alanlee@hug.org.sg  
Contact: +65 9685 1280  
Designation: Board Member

I declare that my charity's / IPC's Governing Board has approved this Governance Evaluation Checklist and authorised me to submit it on its behalf.

All information given by me in this checklist submission is accurate to the best of my knowledge, and I have not wilfully suppressed any material fact.

The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.



HUG COMMUNITY SERVICES LIMITED