



SHAPING

the Future Together

TOUCH REPORT 2018

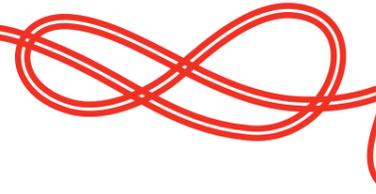




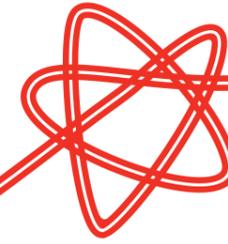
**ACTIVATING
POTENTIAL**



**BUILDING
INDEPENDENCE**



**CONNECTING
PEOPLE**



**DELIVERING
IMPACT**

SHAPING the Future Together

Over the past year, we have built on the foundations of what made up TOUCH and our heartbeat in the community. In the process, we have reframed and refreshed processes that have shaped TOUCH into the organisation that it is today, with an eye on the future.

In the TOUCH approach to **A**ctivate Potential, **B**uild Independence, **C**onnect People for mutual support, and **D**eliver Impact by developing sustainable solutions in society, we work towards making positive imprints in the lives of those we serve.

VISION 2030

Strong Families. Caring Generations. Enabled Communities.

MISSION

Called to serve the needy and disadvantaged, we value every person and enable them to strengthen families – the foundation of society.

OUR STORY

The work of TOUCH started in 1986 as a service to the community by a group of like-minded young people who banded together to organise activities for disadvantaged children in the neighbourhoods of Clementi and Jurong.

Touched by the needs of low-income and single-parent families facing difficulties to make ends meet, these seven people in their twenties operated out of a HDB flat and organised activities to help people from families in need to develop academically and socially.

What started out as a simple attempt to mentor 45 children and help them develop to their full potential has today become a multi-service organisation that serves a diverse range of clients, from children to the elderly and those with special needs.

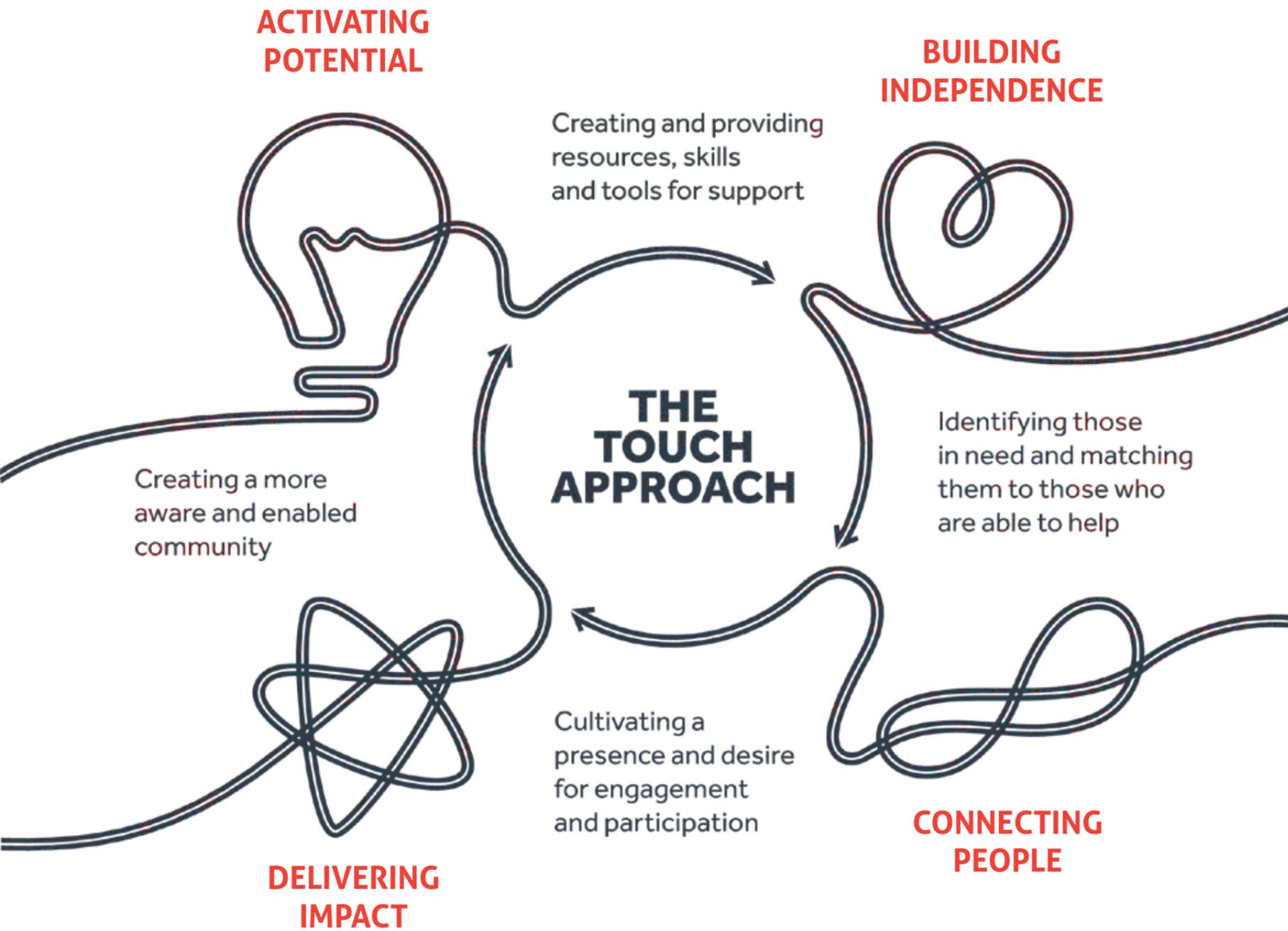
ABOUT TOUCH

TOUCH Community Services Ltd (TOUCH) is a not-for-profit charitable organisation officially registered in 1992. It was granted charity status and became a full member of the National Council of Social Service on 12 December 1994. TOUCH is an Institution of a Public Character (IPC) under the Charities Act, and this status was last renewed from 1 October 2018 to 30 September 2021.

Since 1992, TOUCH Community Services has served people of all ages, races and religions to see sustainable change and transformation in their lives. We believe in the worth and potential of every individual to grow, participate and contribute in the community – be they a child or youth-at-risk, a family in need, a person with special or healthcare needs or a senior. In the year under review, TOUCH has served some 200,000 individuals.

TOUCH Family Services Ltd, an affiliate of TOUCH Community Services Ltd, was incorporated on 1 March 2007 and achieved Charity Status on 1 October 2007. With effect from 1 January 2019, TOUCH Family Services, comprising TOUCH Family Life and TOUCH Adoption, officially transferred their programmes and services from TOUCH Family Services Limited to TOUCH Community Services Limited. These services were integrated to better consolidate and represent TOUCH's work in serving our beneficiaries.





At TOUCH,

We **ACTIVATE Potential**, giving our clients a sense of self-worth by helping them discover their potential and interests.

We **BUILD Independence**, equipping them to take control of their lives by building their confidence, skills and support systems.

We **CONNECT People**, creating opportunities for clients, volunteers and supporters to connect with one another, so that they actively participate and contribute in the community.

We **DELIVER Impact**, developing sustainable solutions and initiatives to make a real difference in our society.

Chairman's Message

The year 2018 capped a rewarding year for TOUCH Community Services which saw our stakeholders and supporters coming together to shape lives, serve the community, and work towards fulfilling TOUCH's Vision 2030 of Strong Families, Caring Generations and Enabled Communities.

At TOUCH, we could not have done it all on our own. Every citizen has a part to play in contributing to an enabled community, and by volunteering talents and services on a regular basis.

In the wake of shifting demographics and social changes in our society, it has been gratifying to see how some Singaporeans have displayed tenacity in overcoming challenges in their lives. Many in the community have also shown that they have a heart for those in need and have extended a helping hand.

TOUCH Caregivers Support client Mdm Lily Tan, 68, is an outstanding example of resilience in the face of adversity. Mdm Tan was a devoted and outstanding caregiver to her husband with memory loss. Even though Mdm Tan and her husband were a close-knit couple, the physical and emotional responsibility of looking after her husband with his medical and mental conditions and juggling work

enacted a toll on her and she suffered from burnout. TOUCH reached out to Mdm Tan and connected her to the community where she was able to find the support she needed. It may have been a difficult time for Mdm Tan, but she has since found a day care centre for her husband as she continued to explore suitable job opportunities. She was also awarded the Healthcare Humanity Awards 2018 (Honourable Mention) for her devoted care of her husband.

Reggie Tan, 22, is another example of a life transformed. Reggie used to be quite a hothead, pushing for his ideas without sparing much thought for others. Since he joined the A.p.t.i.t.u.d.e centre in ITE, he has benefitted from the mentoring by TOUCH's youth workers and has changed his attitude and focus in life for the better. Having gone through some of the programmes in A.p.t.i.t.u.d.e taught him life lessons and he also learnt how to work with different people and accept others for who they are. In his free time, Reggie now volunteers as a youth mentor at A.p.t.i.t.u.d.e Centre and is able to impact the lives of other youths like himself, and empower them positively.

There are many more celebratory stories of lives impacted for the better, and the giving community in our midst. Many of us at TOUCH are constantly inspired and encouraged by the transformation that we have seen in the individuals that we have reached out to - be they a child or youth-at-risk, a family in need, a person with special or healthcare needs, or a senior.

At TOUCH, we could not have done it all on our own. Every citizen has a part to play in contributing to an enabled community, and by volunteering talents and services on a regular basis. Within families, parents too, have the responsibility to impart values of compassion and empathy to the next generation, which would form the bedrock of strong families and caring societies.

While we seek to serve with a compassionate heart and an eye for excellence, we are also humbled by the accolades received in 2018. For the third consecutive year, TOUCH Community Services and TOUCH Family Services were awarded the Charity Transparency Awards by the Charity Council for exemplary disclosure practices. Two staff from TOUCH Home Care received the Healthcare Humanity Award (ILTC category) given to outstanding and inspirational healthcare workers. We were also recognised for being an inclusive employer in providing employment opportunities for vulnerable groups at the 2018 Singapore HR Awards.

With the commitment and heart for service that have been displayed by everyone – Members of the Board, the TOUCH leadership and staff, I have no doubt that we will continue to blaze new trails as we set about establishing Vision 2030.



Lawrence Khong
PBM



CEO's Message

2018 was a fruitful and busy year for TOUCH Community Services as we devoted efforts to serve the needs of clients under our care, and advanced organisational efforts to engage stakeholders.

We are thankful for the stakeholders who believe in and support our work, and this will be our impetus to continue building an inclusive and caring society.

We have been guided by the 4Ps - *People, Programme, Platform, Partnership*, as we lay the strategic foundations that would anchor TOUCH's work in meeting the needs of the community, and work with stakeholders to shape the future together.

People – Our Reason

In the year under review, our services and programmes met the needs of some 200,000 individuals including children, youth, families at risk, elderly, people with special needs and healthcare concerns. Our network of services to the community, supported by TOUCH's dedicated staff and passionate volunteers, have made the outreach possible.

At TOUCH, we believe in, and invest in people development, so that our staff can develop the competencies required for them to reach their fullest potential. To that end, we provide developmental opportunities for continuous learning and skills upgrading. We introduced the Individual Development Plan to support staff in meeting their professional development, and the Flexible Benefits programme to provide for staff's personal and family needs.

In 2018, 50 of our middle and senior managers were trained in evidence-based methodology to enable us to better design, implement and measure effectively the outcomes of our programmes. This will set the benchmark in ensuring that our programmes continue to be relevant in meeting the needs of those we serve, as well as to contribute to national conversations on issues such as cyber wellness, diabetes care and mental health, amongst many others.

TOUCH's other asset is our nearly 14,000 volunteers, who helped us extend our reach in the community. From 2016 to 2018, TOUCH was part of the pilot Volunteer Manager Funding Scheme (VMFS) by the National Council of Social Service. The VMFS enabled us to manage our volunteers more effectively by standardising volunteer orientation and training, and ramping up volunteer recognition. These efforts doubled the total number of volunteers and contributed to a 10% rise in overall volunteer satisfaction. Moving forward, we will further engage and enable our volunteers in complementing our work on the ground.

Programmes – Our Approach

Keeping an eye on the future and being responsive to changing needs of our clients are main considerations in how we design our programmes.

By 2030, 1 in 4 Singaporeans will be 65 years or older. This demographic shift in our society brings new challenges to many intergenerational families. With an ageing society, there would be a need to provide help for persons who lose their mental capacity, if their family is unable to support caregiving requirements. TOUCH is part of two initiatives that seek to support the elderly in the event that they lose decision-making capacity. The Community Kin Scheme, launched in May 2018, and Professional Deputies and Donees Scheme, to be launched in 2019, would empower our social workers to manage the day to day finances and caregiving requirements for affected seniors.

Addressing youth-related social issues was also among the key priorities in the year. Our work with youths focused on building capabilities through education, intervention and mentorship so that our young are better positioned to navigate challenges in life. New centres such as the A.p.t.i.u.d.e Centre at ITE College Central helped disadvantaged youths make the transition from the classroom to life after graduation, while a specially commissioned themed train was launched on the North-East Line to promote public awareness and education on mental health matters. A new mental health education programme, 'Do you M.I.N.D?' was brought to Secondary School students in 2018 and offered adventure-based experiential learning and virtual reality immersive experience for a better insight into the life of a person with mental health condition.

In 2018, we also pioneered an inter-generational mentoring programme for elderly and youths-at-risk through 'InterSACT'. Through the programme, we brought together two generations - the elderly to renew their sense of purpose in life, and a youth-at-risk to receive mentoring.

Platforms – Our Bridge

We expanded the reach of our physical platforms through three new TOUCH centres – Senior Activity Centre (Wellington), the TOUCH Centre for Independent Living (Bukit Merah), and the A.p.t.i.u.d.e Centre in ITE College Central. Even as we add new centres to better serve the community, we continue to tap on technology to make our services more accessible and seamless for our stakeholders. An example of such a new platform is the volunteer mobile app – 'Volunteers Helping to Engage and Reach out to Older persons', or VHERO, at TOUCH Home Care centres. The app matched volunteers based on the availability and real-time needs of the Meals-On-Wheels programme on one handy platform.

In 2018, we were announced the winner of the Sitefinity Website of the Year Awards in the non-profit category. The TOUCH website was recognised for its creativity, design, user experience, functionality and overall website presentation. Our other digital platforms such as social media and TOUCH Base EDM also enable us to reach out with compelling stories of our clients and rally the community in support of causes close to our hearts. More than 210,000 unique users were reached through our online campaigns.

Partnership – Our Support

Complex social issues often require expertise drawn from various sectors, and much depends on concerted efforts by like-minded partners in meeting the needs of the community. As such, TOUCH has been exploring greater collaborations across the private and public sectors that would help the social service sector achieve greater impact through our work.

An example of such a collaboration is the upcoming Project123 involving low-income families. The project will address the underlying issues that affect the ability of individuals from low-income families to seek and sustain employment.

We are also one of six members in the Singapore Youth Impact Collective, the first initiative in Singapore which enables TOUCH to partner like-minded agencies, such as funders and non-profits, to address youth social issues.

Through our Community Enablement Project, or CEP, we partner community stakeholders to bring healthcare and social services closer to residents, through the setting up of formal and informal modes of support. With the CEP, a new TOUCHpoint would be opened in mid-2019 to further extend the work of enabling the well-being of elderly in Ang Mo Kio.

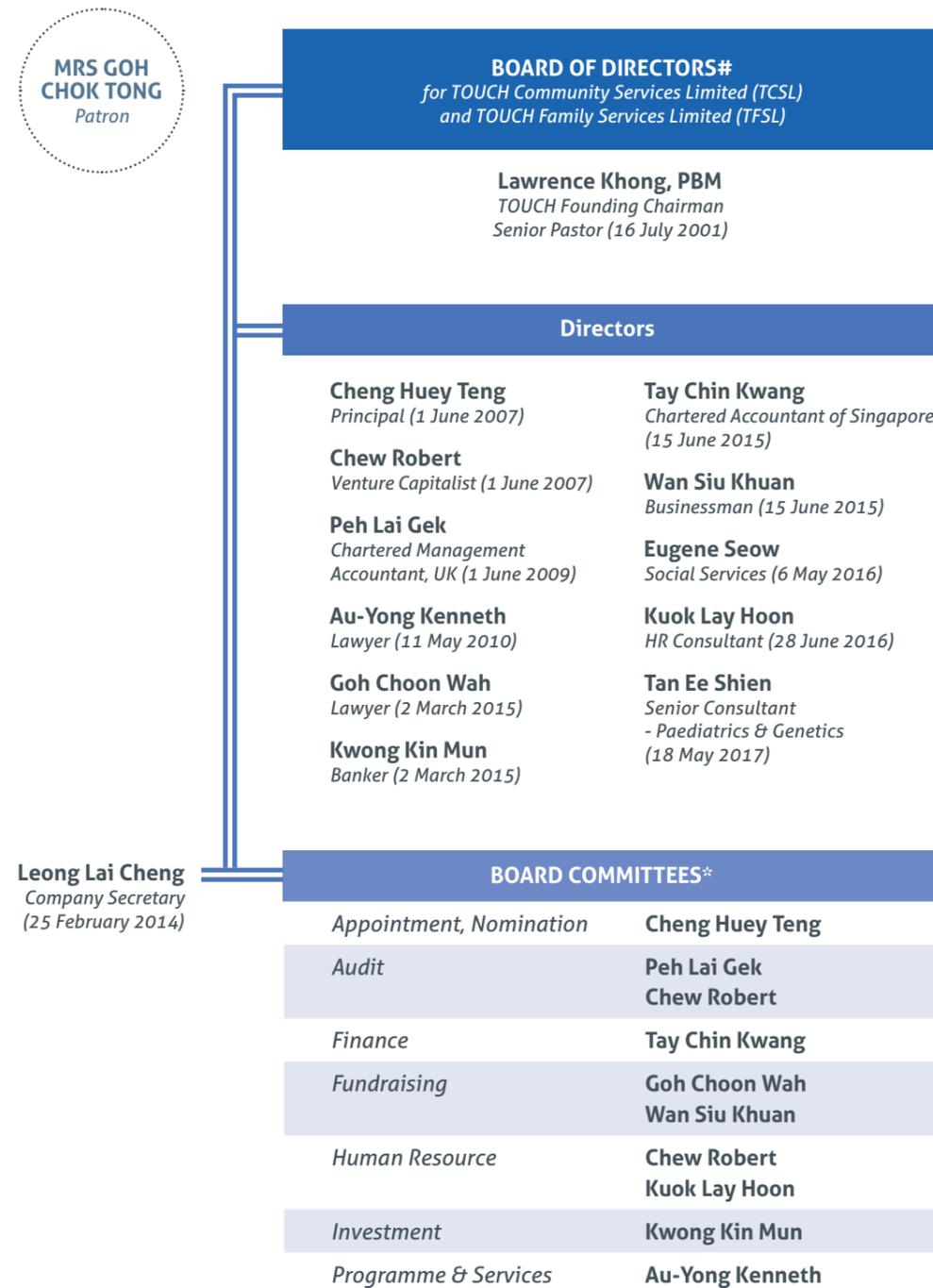
As we close the year and move into 2019, we will continue to work with trusted partners and stakeholders to provide help to those in need. With new plans afoot and programmes on board, I hope that all TOUCH staff and our stakeholders – volunteers, donors and partners, will join us as we shape the future together. We are thankful for the stakeholders who believe in and support our work, and this will be our impetus to continue building an inclusive and caring society.



James Tan
Chief Executive Officer

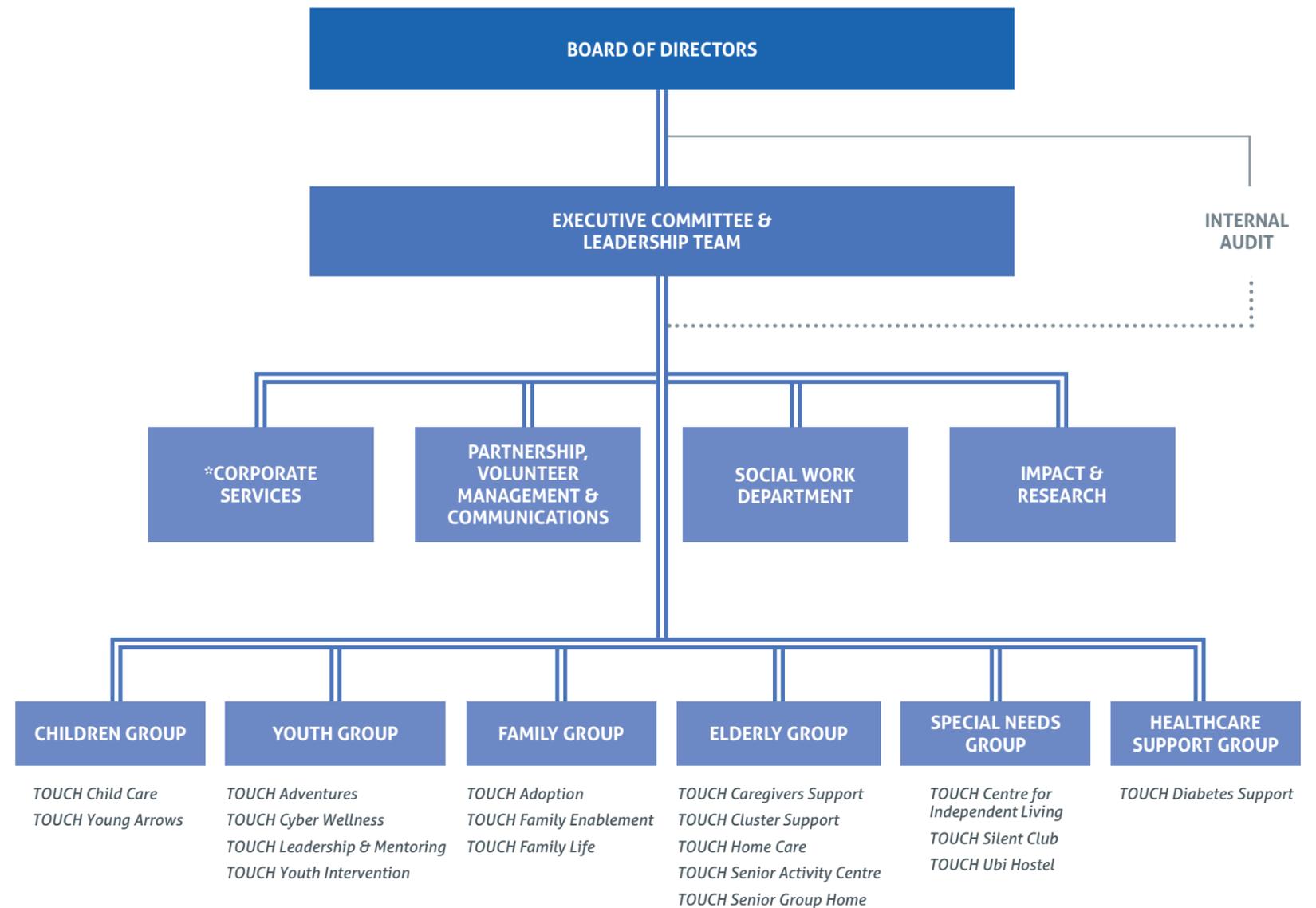


Board Structure



At the general meeting, one third of the directors shall retire from office and retiring directors can be re-elected as stipulated under the Articles of Association.
* Information correct as at 31 March 2019.

Organisation Structure



* Corporate Services includes Finance & Planning, Corporate Governance, HR, IT, Corporate Ops.
As of 1st Feb 2018, TOUCH has outsourced its Internal Audit function

Leadership Team

James Tan
Chief Executive Officer

Anita Low-Lim
Senior Director
*Children & Youth Group
Impact & Research
Partnership, Volunteer Management
& Communications*

Kavin Seow
Senior Director
Elderly Group

Teo Seok Bee
Senior Manager
Family Group

Alvin Ong
Head
TOUCH Leadership & Mentoring

Joyce Ang
Head
*Partnership, Volunteer
Management & Communications*

Wong Li Peng
Head
*Service Planning & Development
Elderly Group*

Leong Lai Cheng
Chief Operating Officer

Julia Lee
Senior Director
*Family Group
TOUCH Diabetes Support
Social Work Department*

Edmund Wong
Director
Family Group

Rachel Yap
Manager
Finance

Andrea Chan
Head
TOUCH Youth Intervention

June Sim
Head
Special Needs Group

Board's Conduct of its Affairs

The Board's conduct of its affairs is set out in the Board Policy which was approved by the Board on 17 February 2017.

The Board works with the Leadership Team to lead and manage the Organisation. The Board provides guidance to the Leadership Team and delegates the formulation of policies and the day to day management to the Chief Executive Officer, James Tan, who was appointed on 1 April 2016, and the Leadership Team. The Leadership Team remains accountable to the Board.

To assist the Board in the execution of its duties, The Board has delegated specific functions to the Board Committees. Each of these Committees operates within the Terms of Reference approved by the Board, a copy of which is on page 67.

The Board's decision and approval is required for the following matters:

- Corporate and service strategies and restructuring;
- Policies, standard operating procedures and manuals;
- Annual budget and funding;
- Annual report and accounts;
- Interested person transactions and matters involving conflict of interest for a Director;
- Any material and significant matter.

The Board meets at least three times a year with a quorum of at least three members. The Board Committees meet at least once or twice a year. The number of meetings attended by the Board and Board Committees during the financial year are as follows:

Corporate Governance

Board Meeting Attendance Record

Names	Attendance
Lawrence Khong	3/3
Au-Yong Kenneth	2/3
Cheng Huey Teng	3/3
Chew Robert	2/3
Eugene Seow	3/3
Goh Choon Wah	3/3
Kuok Lay Hoon	2/3
Kwong Kin Mun	2/3
Peh Lai Gek	2/3
Tan Ee Shien	2/3
Tay Chin Kwang	1/3
Wan Siu Khuan	3/3

Attendance is indicated as number of meetings attended over number of scheduled meetings for the term. As TOUCH Board Directors may be appointed in different periods during the term, the number of scheduled meetings for each Director's attendance may vary.

The Board members also participated in decision-making through other means (such as electronic communications and approving resolutions in writing).

All newly appointed Directors are briefed by the Chief Executive's Office on the operations and strategic plans of the Organisation to enable the Directors to discharge their duties effectively. The induction includes:

- TOUCH's Organisational Information
 - » TOUCH's vision, mission and core values
 - » TOUCH's history and timeline
 - » Current operations and strategic plans
 - » Current approved budget
 - » Latest financial statements, annual reports & audit reports

- Governance and Legal Information
 - » Laws and regulations governing TOUCH
 - » Board policies and key financial, human resource, fraud and whistle blowing policies
- Board Responsibilities
 - » Board structure
 - » Board committees and roles
 - » Conflict of interest policy
 - » Overview of stakeholder communication policy
- Key Contacts
 - » Board of Directors list
 - » Key staff list

The Directors are encouraged to attend training programs, seminars and workshops organised by professional bodies as and when necessary, to keep apprised of relevant new laws, regulations and changes in the charity landscape. The Organisation will, if necessary, organise briefing sessions or circulate memoranda to Directors to enable them to keep pace with these changes.

Board Composition and Membership

All the Directors are independent and do not receive any remuneration for the services to the Organisation. New appointments of Directors are recommended by the Nominations Committee and are selected based on the following:

- Knowledge and Community Experience of TOUCH (E.g.: Their contribution in joining organising committees for events like Charity Golf and Charity Gala)
- Alignment to TOUCH's vision, mission and core values, as well as stand on family
- Management experience in corporate / civil service
- Diversity, including but not limited to gender, ethnicity, race and disabilities
- Specific skills such as finance, audit, legal, international, information technology, governmental affairs, public relations, marketing, human resource development, disaster relief, healthcare etc

TOUCH's Founding Chairman, Lawrence Khong, who has been with the Board since July 2001, continues to give inspirational leadership to TOUCH through crafting and communicating its vision, and provided consistent guidance on strategies to implement the vision. Besides his leadership and clarity of vision, he has been instrumental in inspiring and mobilising the community to volunteer their service to the needy; he has also supported and resourced TOUCH which enabled the charity to grow, value-add and contribute to the professionalism in the social service sector.

At the annual general meeting of each year, one-third or the number nearest one-third of the number of directors shall retire. The directors to retire shall be those who have been longest in office since their last election. The retiring director shall be eligible for re-election. Any newly appointed directors shall hold office only until the next annual general meeting and shall then be eligible for re-election. There is a maximum term limit for the Board Treasurer of four years. The following Board Members will be stepping down from the Board on 30 May 2019 - Cheng Huey Teng and Robert Chew.

Board Performance

The Nomination Committee will assess the performance of the Board as a whole and its Committees will ascertain key focus areas for continuous improvement. The performance criterion for the Board evaluation includes amongst others, composition structure and size of the Board, Board processes, Board information and accountability, Board performance and constitution of the Board Committees' delegated roles.

Each Director is required to complete a Board evaluation form. The completed forms are collated by the Nomination Committee and a consolidated report is presented to the Board with a view to enhancing the effectiveness of the Board Committees and the Board as a whole.

Access to Information

The Chief Executive's Office provides the Board with information considered necessary by the Board in discharging its responsibilities. This information includes background and other explanatory information relating to matters brought before the Board, annual reports, budgets and summarised quarterly management accounts highlighting material variances between actual results and budgets/forecast/past results.

Risk Management and Internal Controls

The Board has overall responsibility of the charity's key risks to safeguard the charity's interests and its assets. They have an oversight function, ensuring that processes are in place, adequate and effective in fulfilling the mission of TOUCH. The audit committee assists the Board in providing risk management oversight while the ownership of day to day management and monitoring of existing internal control systems are delegated to the Leadership Team. In management and monitoring the internal control systems, TOUCH uses an Integrated Risk Management and Internal Controls Framework.

TOUCH has outsourced its Internal Audit (IA) function. The IA function will still report to the Audit Committee, independently. Annually, the IA function conducts a Risk Assessment to logically draft an Audit Plan that is presented to the Audit Committee for commissioning. Apart from Risk Assessment and Exposures, this audit plan also takes into consideration inputs from the Leadership Team, referring to the Audit Universe of TOUCH.

In Risk Assessment, the following areas are considered:

- i. Strategic
- ii. Operations and program management
- iii. Governance and compliance
- iv. Human resource
- v. Volunteer management
- vi. Financial management
- vii. Fundraising
- viii. Public image
- ix. Fraud / illegal activities

For 2018, the IA scope of work was to conduct an Enterprise Risk Management (ERM) Consultancy to achieve the following:

1. Refresh TOUCH's Tier 1 Risk profile (Top 5 risks) by:
 - a. Refreshing TOUCH's risk universe
 - b. Redefining TOUCH's risk parameters
2. Document TOUCH's Risk assessment and Registers for Tier 1 risks
3. Develop Risk Reporting templates
4. Refresh / Develop TOUCH's ERM Policy and Framework to sustain risk management efforts.

As of year-end 2018, all the objectives set out in the ERM were met. A risk awareness training session was also conducted for all service managers and directors with a focus on knowledge transfer to further build internal risk management awareness and capabilities within TOUCH.

Fraud Risk Management

To promote consistent organisational behaviour in order to prevent and detect fraud, TOUCH has developed a Fraud Risk Management Plan which provides guidelines and assigns responsibility when conducting investigations. Any irregularity that is detected or suspected must be reported immediately to the Chief Operating Officer (COO), who reports the irregularity immediately to the Audit Committee. The COO will be responsible to coordinate all investigations with the Chief Executive's Office and other affected areas, both internal and external.

Audit Committee

The Audit Committee meets two times in the year, reviewing the state of governance, as well as ensuring that programs and services maintained a sound state of internal controls. The Audit Committee reviews the adequacy of the financial, operational and compliance controls for all the services, on a rotational three-year basis.

The Audit Committee ensures that the approved audit recommendations are adequately followed up by the Leadership team and is satisfied that the current state of internal controls is sufficient for TOUCH to achieve its objectives.

The Audit Committee has put in place a whistleblowing policy, whereby staff or any other person may raise concerns about possible improprieties in matters of financial reporting, fraudulent acts and other matters and ensure that arrangements are in place for independent investigations of such matters and appropriate follow up actions.

2018 At A Glance

 **2,179**
REGULAR VOLUNTEERS

TOUCHED THE LIVES OF
199,346
INDIVIDUALS



Reached out to some
6,000 EMAIL SUBSCRIBERS
with marriage, family and wellness tips and resources on a monthly basis



8,640
FOLLOWERS ON FACEBOOK



1,261
FOLLOWERS ON INSTAGRAM



Featured in the media
253 TIMES



74,122
Unique Website
PAGE VIEWS



Reached
210,800
UNIQUE USERS
through online campaigns



TOUCH Elderly Group

reached out to

10,079

INDIVIDUALS

through its programmes and services



TOUCH Youth Group

served

159,852

CHILDREN, YOUTHS, PARENTS
AND EDUCATORS



1,118
VOLUNTEERS

supported

TOUCH Young Arrows

programmes for children from
low-income and disadvantaged families



TOUCH Diabetes Support

reached out to

2,032 INDIVIDUALS

through its programmes and services



TOUCH Family Life

prepared

230

COUPLES FOR MARRIAGE



TOUCH Special Needs Group

reached
out to

1,149 INDIVIDUALS

through its programmes and services

Corporate Highlights of the Year

TOUCH believes in the worth and potential of every individual to grow, participate and contribute in the community. In 2018, we embarked on a process to better articulate our programme design and service delivery and unveiled the TOUCH heartbeat to activate the potential of individuals, build their independence, connect people for mutual support, and deliver impact by developing sustainable solutions in society. This is our **ABCD** approach - **A**ctivating Potential, **B**uilding Independence, **C**onnecting People, **D**elivering Impact.

For the third consecutive year since the inaugural Charity Transparency Awards in 2016, TOUCH Community Services and TOUCH Family Services were awarded the **Charity Transparency Awards by the Charity Council** for exemplary disclosure practices.

TOUCH believes that transparency, good governance and clear strategies are essential to help the organisation excel in fulfilling its vision. The win affirmed TOUCH's commitment to pursuing excellence in transparency and governance, and building strong relationships with our stakeholders.

Two staff – Ms Audrey Tan and Ms Josephine Koh of TOUCH Home Care received the **Healthcare Humanity Award (Intermediate and Long-Term Care Category)** for outstanding and inspirational healthcare workers who have displayed altruism above and beyond their call of duty. TOUCH Caregivers Support client Mdm Lily Tan received the Healthcare Humanity Award (Caregiver category) for outstanding care for her husband. In addition, two of these award recipients, Ms Audrey Tan and Mdm Lily Tan, received the Honourable Mention, the highest accolade given out at the award ceremony.

TOUCH was awarded the **Leading HR Practices (Special Mention) in Fair & Inclusive Employment Practices** at the 2018 Singapore HR Awards. The award highlighted good practices in supporting fair employment, such as providing employees with equal opportunities for training and development, adopting merit-based recruitment, and fair remuneration. The award also recognised inclusive employers who led the way in providing opportunities for employment for vulnerable groups. TOUCH values every staff and believes in enabling them to grow in their potential and in their jobs. Putting in place fair and inclusive human resource practices has enabled TOUCH to establish a people-focused culture that forms the foundation of the team.



TOUCH was recognised as a fair and inclusive employer for its HR practices in the 2018 Singapore HR Awards



TOUCH won the Charity Transparency Award for the third consecutive year

In April 2018, TOUCH was announced the **winner of the Sitefinity 2017 Website of the Year Awards** in the non-profit category. This Award recognises websites built on the content management platform for creativity, design, user experience, functionality and overall website presentation.

A **Memorandum of Understanding was signed between TOUCH and the Inland Revenue Authority of Singapore Staff Union (IRASSU)** on 9 May 2018 which affirmed a 3-year commitment and partnership with IRASSU to volunteer for the Meals-on-Wheels delivery programme. Such longer-term collaborations and tie-ups helped to augment TOUCH's manpower and stabilise its volunteer base to support its work within the community.

TOUCH embarked on a 6-month **partnership with food delivery firm, Deliveroo**, which would see the firm's riders delivering meals to homebound elderly under TOUCH's Meals-On-Wheels programme. The partnership, which started on 26 November 2018, would have two riders pick up meals from TOUCH's collection points, then deliver them to beneficiaries in Toh Guan and Jurong West. These neighbourhoods were chosen because they are most in need of volunteers on a day-to-day basis.

TOUCH signed an agreement with the Ministry of Social and Family Development to launch the **Community Kin Scheme (CKS)** on 22 May 2018. Under the Office of the Public Guardian, the CKS pilot project allows social workers to help seniors who have lost mental capacity, to manage their day-to-day finances and care so that they can continue living in the community.



TOUCH signed a memorandum of understanding with the Inland Revenue Authority of Singapore Staff Union on their volunteer activity for the Meals-on-Wheels delivery programme



Memorandums of Understanding were signed for TOUCH donation boxes to be set up in all four Changi Airport Terminals

TOUCH took part in the **Changi Inspires Art Exhibition**, a collective arts exhibition showcasing the artistic creations by persons with special needs. The creative artworks by TOUCH special needs clients were exhibited at the Changi Airport Terminal 3 Departure hall from 3 to 12 August 2018.

TOUCH also signed **two Memorandums of Understanding** on 19 December 2018 with **Changi Foundation**, the philanthropic arm of Changi Airport Group, and **Certis**, which would see TOUCH donation boxes set up in the public and transit areas of all 4 Changi Airport terminals. All contributions collected through the donation boxes will go towards TOUCH's programmes to empower disadvantaged youths and activate their potential to become active contributors to society.

Building organisational capability

The corporate function of **Impact & Research** was meant to report on the impact and the effectiveness of TOUCH's programmes, and to build the organisation's capability and accountability to its stakeholders.

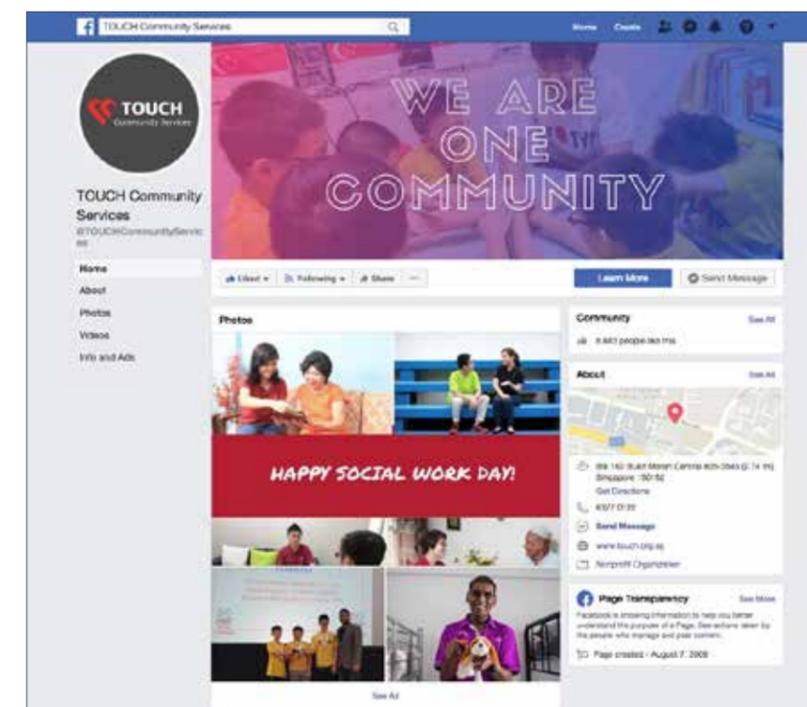
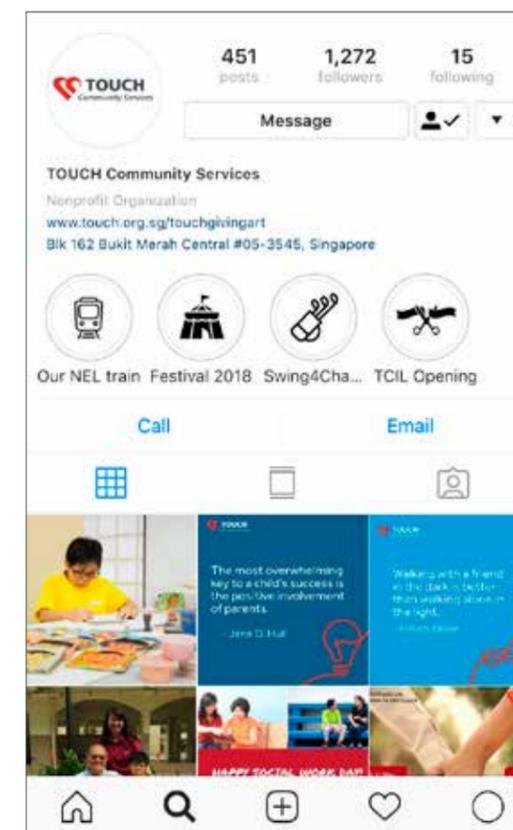
In the year under review, 50 TOUCH staff including those in senior and middle management, attended two runs of In-house Programme Design, Monitoring and Evaluation Training Workshops to enable the organisation to curate, design, implement, review and evaluate programmes on evidence-based methodology.

Engaging the online community

TOUCH believes in updating and engaging the online community through regular posts of our work and partnerships, and original content such as educational articles, photos and videos on platforms like Facebook, Instagram and LinkedIn. In the year under review, TOUCH has some 8,600 Facebook followers, 1,200 followers on its Instagram page, and 270 followers on LinkedIn. TOUCH also reaches out to some 6,000 email subscribers with marriage, family and wellness tips and resources on a monthly basis.

Swing for Charity

TOUCH organised its annual charity golf tournament, *Swing for Charity*, on 24 August 2018. A total of 144 golfers, including TOUCH's Patron Mrs Goh Chok Tong, enjoyed an afternoon of golf at the Singapore Island Country Club while doing their part for charity. The event raised some \$360,000, which will go towards the programmes and services under TOUCH that supports some 7,000 seniors in need.



The Giving Family Festival

TOUCH brought back **The Giving Family Festival** for the second year at the Singapore Sports Hub, OCBC Square. Organised on the weekend of 1-2 September 2018 in support of TOUCH's 31,000 beneficiaries such as youth-at-risk, vulnerable families, people with special needs, and disadvantaged seniors, the fund-raising carnival celebrated the spirit of giving back as One Community. The festival was graced by Guest-of-Honour, Minister for Social and Family Development, Mr Desmond Lee. Visitors to the carnival were encouraged to play together as a family and develop intergenerational bonds, while giving back to society. The festival was also an inclusive event which saw trainees with intellectual disability from the TOUCH Centre for Independent Living showcase their creative talent and play their part in giving back to the community. A special segment 'Art Gives Back' made its debut at the carnival, with 14 specially-designed art pieces by TOUCH SpecialCrafts trainees available for sale.



Carnival games and fun in the spirit of giving at The Giving Family Festival

Making its 8th appearance was the annual charity run, *Run & Raisin'* 2018, with proceeds which would benefit over 580 children from low-income and single-parent families under TOUCH Young Arrows. The 2018 edition of the run was organised as part of The Giving Family Festival and attracted around 2,000 participants who ran in the categories of a 10km competitive run, 5km fun run, and a 1.2km family run. The race route incorporated views of Singapore's cityscape along the Marina Bay area.

In total, The Giving Family Festival and *Run & Raisin'* had a turnout of over 9,500 and raised some \$1 million in support of TOUCH's beneficiaries.



Minister Desmond Lee viewing specially-designed art pieces by TOUCH SpecialCrafts trainees.



Running to help disadvantaged children at Run & Raisin' 2018



ACTIVATING POTENTIAL in Children

We believe that every child deserves an opportunity to fulfil their highest potential



TOUCH Child Care Centre children clocked a total of

6,230

VOLUNTEER HOURS

towards the Start Small Dream Big projects

25.6%

of clients who graduated from TOUCH Young Arrows in 2017

BECAME REGULAR VOLUNTEERS IN 2018



178 CHILDREN and **344 PARENTS**

took part in all the SSDB projects



Supported

577 CHILDREN

from low-income or single-parent families through weekly educational activities



Some

400 REGULAR VOLUNTEERS

helped out at the weekly programmes at

25 TYA CLUBS



Integrated

20

CHILDREN

with special needs into TOUCH Child Care's programme

TOUCH Child Care (TCC)

- » Embarked on the 'Start Small Dream Big' (SSDB) President's Challenge Project 2018, with the theme of 'We're All In This Together' on 6 April 2018.
- » The children from TCC were among the more than 39,000 children from 670 pre-school centres which took part in the initiative by the Early Childhood Development Agency.
- » Both child care centres at Hougang and Clementi started the Developmental Support and Learning Support Programmes (DS-LS) which support preschoolers with mild developmental learning needs. These programmes provide targeted short-term interventions through a group of trained Learning Support Educators, clinical professionals and therapists.



The children from TCC doing their little part for those in need under the 'Start Small Dream Big' Project.



TOUCH Young Arrows (TYA)

- » TYA has worked with more than 400 regular volunteers who have helped to support its weekly programmes and organise activities such as Family Day and the Family Camp to promote bonding between disadvantaged children and their family members
- » Recognising the importance of close mentorship for its teenage clients, TYA started operations at Youthphoria @ Yishun in March 2018
- » Some 200 teens attended Youthphoria events, such as Youthphoria Challenge and post-exam activities in the year under review



TYA's annual Survival Camp marked its 30th year.

Discovering Purpose, Igniting Potential

TOUCH has been helping children realise their potential through integrated services offering educational, social, emotional and mental support. We recognise that a safe and secure environment for children is key to their learning and developing life skills. We are committed to nurture their potential for them to make a positive impact in society. We also focus on helping children discover their interests and a sense of confidence by instilling in them self-worth and a sense of purpose.



TYA children and volunteers fostered stronger camaraderie on organised outings to attractions.



Organised the TYA Children's Day celebration at Punggol Town Square with Senior Minister of State (Transport and Communications & Information) Dr Janil Puthucheary gracing the event. More than 600 children, family members and volunteers gathered for this celebration.



DISCOVERING POTENTIAL AND SELF-WORTH in Youth

We believe that our youths should be challenged for the greater good



THE 'POWER OF ZERO' CAMPAIGN was estimated to reach some

500,000 COMMUTERS on a specially commissioned themed train on the Downtown Line

Generated a **SOCIAL RETURN ON INVESTMENT (SROI)** OF

\$3.78

through the A.p.t.i.t.u.d.e programme by TOUCH Leadership & Mentoring



TOUCH Youth Intervention's trained counsellors received

556 CALLS

to TOUCHLine, an **80% INCREASE** from the past year



Reached out to

120,754 STUDENTS

through TOUCH Cyber Wellness' Assembly Programmes

657 SECONDARY SCHOOL STUDENTS

participated in the 'Do You M.I.N.D.?' mental health education programme

A.p.t.i.t.u.d.e (in both ITE College East and Central) completed

15 RUNS

of interest groups with industrial partners, with a total of

307 STUDENTS having received vocational training



Received

90.75% POSITIVE FEEDBACK

about TOUCH Adventure's adventure-based learning programmes

TOUCH

Cyber Wellness (TCW)

- » TOUCH Cyber Wellness launched a specially commissioned themed train on the Downtown Line as part of a global cyberbullying awareness campaign, the 'Power Of Zero'. The year-long campaign was meant to address the prevalence of bullying among youths and spread the message on cyberbullying awareness in the community.
- » As part of the campaign objectives, TCW focused its efforts on classroom programmes, school assembly talks, cyber wellness counselling for youths, as well as a new badge programme for students to equip themselves with cyber wellness knowledge and etiquette under the guidance of its coaches.
- » Launched the CRuSH Explorer Parents' Kit, which is specially tailored to parents of children, aged 4 to 6. This resource kit is part of TCW's commitment to develop quality, age-appropriate cyber wellness programmes for pre-school children and parents. Each kit comprises four CRuSH Explorer Story Books, a CRuSH Explorer Activity Book and a Parents' Guidebook to help parents teach good screen-time habits to their preschool children at home.
- » Shared on the impact of new media on children and youth's mental health to over 300 MOE School counsellors and reached out to over 150 APAC delegates on the work of TOUCH Cyber Wellness.
- » Collaborated with the Ministry of Communications and Information, and Google to organise a focus group discussion on the Digital Readiness Blueprint. As the main organiser for the event, TCW reached out to various organisations and facilitated the focus group discussion to provide relevant inputs from various social service organisations on the Digital Readiness Blueprint.

TOUCH Leadership & Mentoring

- » Joined the Singapore Youth Impact Collective, the first such collaboration in Singapore that uses the collective impact model. The approach acknowledges the value of collaboration between funders and non-profits to own and address complex social issues in a coordinated manner. The collective aims to increase the ability of disadvantaged youths to progress to working life through training and skills development.
- » Opened a new TOUCH A.p.t.i.u.d.e Centre at the Institute of Technical Education (ITE) College Central, to help disadvantaged youths transition more successfully from the classroom to working life. This was TOUCH's second A.p.t.i.u.d.e Centre after its first Centre in ITE College East. The new centre would be run by TOUCH youth workers and identified youth mentors, and projected to engage more than 300 students over a three-year period.
- » Collaborated with TOUCH Diabetes Support for a Service-Learning Project at ITE College East where students learnt about the issue of diabetes and brought awareness to their peers on campus



Launch of the Singapore Youth Impact Collective at ITE College Central, of which TOUCH is a member.



TOUCH launched its second A.p.t.i.u.d.e Centre at the ITE College Central as part of the Singapore Youth Impact Collective



Collaborated with TOUCH Diabetes Support for a Service-Learning Project at ITE College East where students learnt about diabetes awareness on campus

TOUCH Youth Intervention (TYI)

- » Started new interventional programmes to address issues faced by youths-at-risk in society. 'Leverage Ideals Tools', or 'LIT', was started to address issues which perpetuate teens' behavioural issues due to a lack of family support structures or low self-esteem. The programme aims to reduce delinquent behaviours, build relational capacities and minimise under-achievement in youths by increasing their socio-emotional assets.
- » TYI pioneered 'InterSACT', the first inter-generational mentoring programme between elderly and youths-at-risk in Singapore. InterSACT brings together two generations, but more importantly, also allows the elderly to renew their sense of purpose in life, and for a youth-at-risk to receive mentoring on the ways in which they can better live their life.
- » TYI's trained counsellors received 556 calls to TOUCHLine, which was an 80% increase from 2017, while Help123, a national one-stop service for youth cyber wellness issues, took in 109 calls and 47 emails from youths, parents, educators and school counsellors.
- » Launched a specially commissioned mental health themed train on the North East Line which carried information on four common mental health issues among the youths that TOUCH sees, such as depression, self-harm, anxiety and eating disorders. An estimated 800,000 commuters rode on the mental health-themed train along the North-East Line from end-October to end-November 2018.
- » TOUCH also unveiled its Virtual Reality (VR) Immersive Experience on depression. The VR Immersive Experience was expected to enhance learning and empathy in participants towards persons with depression.



Mayor Desmond Choo viewing information of common mental issues on the mental health themed train



The VR Immersive Experience was expected to enhance learning and empathy in secondary school participants towards persons with depression.



'InterSACT' is the first inter-generational mentoring programme between elderly and youths-at-risk in Singapore. More than just bring together two generations, it also allows the elderly to renew their sense of purpose in life, and for a youth-at-risk to receive mentoring on the ways in which they can better live their life.

TOUCH Adventures

- » Promoted family bonding at the Family Arena and Nerf Gun station at The Giving Family Festival
- » Supported the Corporate Social Responsibility initiative for Samsung and TOUCH Young Arrows through an adventure course programme
- » Delivered 10 sessions of the 'Do You M.I.N.D.? programme as part of the TOUCH Mental Health education programme
- » Collaborated with TOUCH Youth Intervention on the implementation of Camp LIT



Participants learnt the value of teamwork, character development and personal growth through TOUCH Adventures' adventure-based learning programmes

Imparting Values, Activating Potential

TOUCH believes that our youths will shape the future of our nation as active leaders and participants in community. We empower our youths as they navigate the challenges of a rapidly changing environment, by mentoring and enabling them with the values and skills necessary to enact positive change in society. Through intervention services, cyber wellness education, and character and leadership development, we are building a community of compassionate and empowered digital citizens.



Students learnt how to overcome their fears in attempting a high obstacle course



Strengthening Families THROUGH POSITIVE CONNECTIONS

We believe that strong families are the pre-requisite for a strong society

Prepared **230** COUPLES for marriage during the year



More than **1,000** PARENTS were equipped through parenting programmes during the year



SATISFACTION RATING OF 9.35 OUT OF 10 of TOUCH Adoption by prospective adopters



About **491** VULNERABLE FAMILIES supported by TOUCH Family Enablement

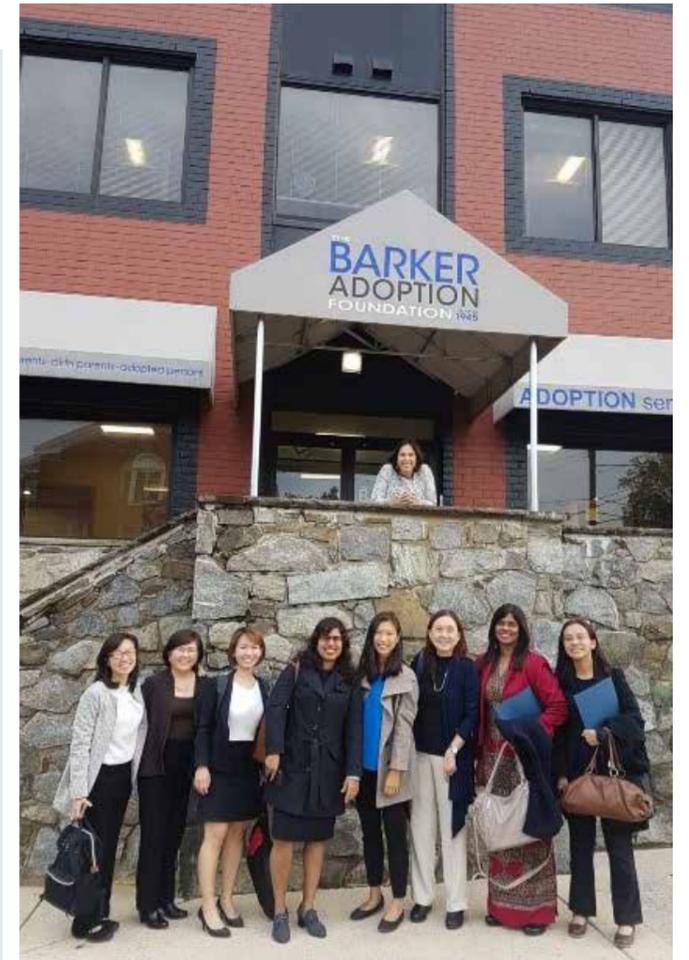
Reached out to **6,099** PARTICIPANTS through family life workshops, talks at schools, corporations and the community



Connected and supported **298** ADOPTIVE FAMILIES through TOUCH Adoptive Families Network (TAFNET)

TOUCH Adoption*

- » Invited by the Ministry of Social & Family Development to be part of a study trip to the United States / Canada with the objective of reviewing and updating the legislation, polices and regulations surrounding adoption as well as children under welfare
- » Conducted 17 adoption workshops with an attendance of 803, to prepare prospective adopters for their role as adoptive parents. Those who attended rated their satisfaction level at 4.64 out of 5
- » Assessed 49 couples to be ready for adoption, and found loving families for 7 children



Learning best practices on a study trip to meet current demands of adoption, as well as what constitutes the best interest of children

A precious parenting journey starts with gifting a child a permanent and loving home. Clients turned volunteers, Mr and Mrs Lim, share their adoption journey with other TAFNET parents in the community.



TOUCH Family Enablement

- » Ran two employability camps during the March and September school holidays to strengthen the skillsets of families through training via:
 - experiential workshops to equip clients with budgeting skills
 - personal grooming workshops
 - resume and interviewing skills
 - life skills such as self-awareness and coping skills
- » Affirmed clients who have shown progress at the HOPE New Year Party which saw a gathering of 106 clients for a time of celebration. Highlights of the programme included family games, fun activities and the sharing of success stories.



Families bonding over cookie decoration activities to show their appreciation of one another at the New Year Party



Participants at an Employability camp learnt to increase their self-confidence at a personal grooming workshop



HOPE clients attending a Microsoft Excel course to upgrade their skills



A Mother's Day treat for clients through cooking lessons

TOUCH Family Life*

- » Launched two new evidence-based programmes such as the 12-hour PREP marriage and relationship education programme for soon-to-wed and newly-wed couples; and Incredible Years Baby and Children Programmes for new parents and parents of children 3-6 years old
- » Conducted 3 runs of the signature programme – 'Romancing for a Lifetime' for 34 couples
- » Established weekly media engagements with radio stations LOVE97.2 and UFM100.3 to share about family life matters



Regular family life education talks, workshops and courses were conducted to enrich and equip individuals in the area of interpersonal relationships, parenting skills, as well as marriage preparation and enrichment.



Connecting Lives, Building Families

We believe that family lies at the core of a strong community. By cultivating strong families which are connected to the community, we hope to cultivate caring generations in an enabled community.

Our holistic family-based programmes and services are centered around enriching marriages, strengthening parent-child relationships, and promoting the well-being of individuals, families and the communities around us. We are establishing sustainable support structures across Singapore to help families rise above critical life stages, and lead more purposeful and connected lives.

*TOUCH Adoption and TOUCH Family Life, which are formerly under TOUCH Family Services Limited, have been transferred to TOUCH Community Services Limited with effect from 1 January 2019. The transfer was made to better consolidate and represent TOUCH's work in serving the beneficiaries.

Connecting Seniors TO THE COMMUNITY

We believe seniors can be enabled to play a role in their communities



Served **7,123** ELDERLY CLIENTS



Supported by **11,138** VOLUNTEERS



32 RESIDENTS joined the Community Befriending Programme and another **22** RESIDENTS became befrienders



Started operations for the fourth TOUCH Senior Activity Centre (SAC) in Wellington. About **173** SENIORS were recruited with the opening



57 SENIORS from TOUCH Senior Activity Centres took part in the Singapore Intergenerational National Games

TOUCH Home Care (THC)

- » Two THC staff received the Healthcare Humanity Awards 2018 for going the extra mile to care for seniors and caregivers. For the first time, two TOUCH award recipients received the Honourable Mention for their outstanding contributions. The award ceremony was officiated by President Halimah Yacob
- » The Inland Revenue Authority of Singapore's Staff Union (IRASSU) signed a Memorandum of Understanding (MOU) with THC to engage in a range of Corporate Social Responsibility projects to support the needs of seniors
- » Piloted the volunteer mobile app - Volunteers Helping to Engage and Reach out to Older persons or VHERO – at THC's centres in Ang Mo Kio, Jurong and Toa Payoh
- » Expanded services to provide Home Personal Care services in Yishun



Caregiver Mdm Lily Tan, Nursing Manager Ms Josephine Koh and Therapy Assistant Ms Audrey Tan at the Healthcare Humanity Awards 2018



Helping seniors to age in place through TOUCH's suite of eldercare services



TOUCH

Caregivers Support (TCG)

- » Completed construction of TOUCHpoint @ AMK 433 in the last quarter of 2018. This resident-centred facility is part of TOUCH's Community Enablement Project, or CEP, to build a safe, self-reliant and stimulating environment for seniors to age well in the community. The TOUCHpoint will offer interest-based activities, run Lien Foundation's Gym Tonic strength training programme and a Day Rehabilitation Centre, providing opportunities for exercise and rehabilitation
- » More than 1,800 residents attended training sessions, and health and wellness talks
- » Reached out to more than 300 new individuals through interest-based activities, including exercise, photography classes and a music pop band.
- » Invited by the Centre for Liveable Cities (CLC) to conduct a third town audit and facilitated discussions for senior civil servants as part of the Leaders in Urban Governance Programme (LUGP)
- » Partnered TOUCH Diabetes Support to launch the TOUCH Diabetes Peer Support Group in the first quarter of 2018. Some 100 seniors and caregivers in Ang Mo Kio and TOUCH's Senior Activity Centres participated in the 12-week programme over two runs
- » 34 youth volunteers from the Nanyang Technological University and seniors took part in Project ARTISAN (Aspiration and Resilience Through Intergenerational Storytelling and Art-based Narratives) to bond through art
- » Partnered TOUCH Leadership & Mentoring to educate some 645 secondary school students about caregiving and eldercare issues through TEENacious
- » Partnered the Community Network for Seniors and the National Healthcare Group to hold a community health screening for 533 residents



TOUCHpoint @ AMK 433 will be an activity node to support ageing-in-community



Ang Mo Kio resident volunteers all set to deliver bread to needy families.



Making homes safer through TOUCH's one-stop home modification service

TOUCH Cluster Support (Kallang & Yishun)

- » Increased opportunities for socially isolated seniors to interact and learn new skills through group activities such as horticulture and soap-making sessions, led by TOUCH's social workers from TOUCH Cluster Support and TOUCH Senior Activity Centre in Geylang Bahru
- » TOUCH Cluster Support continued to work with community partners to improve the home and living conditions of seniors through its Home Improvement Project
- » Started volunteer support group sharing to empower and better engage volunteers

Seniors from TOUCH Senior Activity Centre (Yishun) having a good time at a festive event



Sisters Tan Siew Eng and Tan Ah Kow from TOUCH Cluster Support enjoying themselves at an outing to Chinatown.



Seniors learning together the art of soap making from natural ingredients

TOUCH Senior Group Home

- » Continued efforts to create opportunities for residents to interact, bond and receive support from other seniors within the Senior Group Home
- » Achieved good progress on efforts to empower and integrate residents into the community.
- » Organised first Christmas movie session for residents, which included ice-breakers, snacks and gift tokens



Residents from TOUCH Senior Group Home bonding with TOUCH staff and seniors from TOUCH Cluster Support.



Mdm Lim Ah Joo from TOUCH Cluster Support having a fun time at an outing to the museum

TOUCH Senior Activity Centre (Geylang Bahru, Yishun and Wellington)

- » TOUCH Senior Activity Centre (SAC) Wellington, TOUCH's fourth SAC, started operations in the last quarter of the year. About 90 seniors and their family members, and community stakeholders including the wet market community and volunteers, came together for a year-end festive celebration
- » As part of its empowerment efforts, 22 seniors from TOUCH Senior Activity Centre (Yishun) learnt to play Angklung. The seniors performed at TOUCH's annual fund-raising carnival "The Giving Family Festival"
- » TOUCH volunteers from Singapore Power and the National University of Singapore's Community Service Club shared about their volunteering experience at the SG Cares Carnival officiated by Prime Minister Lee Hsien Loong. Seniors from TOUCH Senior Activity Centre (Geylang Bahru) were also present to share about their volunteering experience under the Seniors Caring for Seniors programme
- » TOUCH Senior Activity Centre (Geylang Bahru) was one of the finalists for its project "IShopUPay" under the Best Active Ageing Programme – Community category – by Ageing Asia



More platforms were created for seniors from TOUCH's senior activity centres to meet and bond, including a sponsored Christmas Lunch for 300 seniors from Geylang Bahru, Yishun Blk 162 and 436 and Wellington.



Seniors from the newly opened TOUCH Senior Activity Centre (Wellington) mingling with community partners, volunteers and staff.



Rockwell staff volunteers celebrating Deepavali with seniors from Geylang Bahru

Enabling Lives, Activating Communities

We believe that enabled communities build resilience and inter-reliance, where each individual can be a resource to help seniors age well with dignity.

To ensure that seniors stay actively engaged, we bring long term support structures and community engagement opportunities to those who need it most. Above and beyond, we work with community stakeholders to provide a strong social and care support network, so that each member of the community is mobilised and equipped to contribute regardless of their age, ability or physical status.

Care Close to Home

- » Collaborated with TOUCH Senior Activity Centre (Geylang Bahru) and intensified efforts to identify and enrol vulnerable homebound seniors
- » The number of Care Close to Home clients increased from 231 to 334, a 45% increase.

BUILDING INDEPENDENCE for People with Special Needs

We believe in building independence for a better future



Opened TOUCH's **2nd DAY ACTIVITY CENTRE** for persons with special needs in the Western part of Singapore



INCREASED TOUCH'S DAY ACTIVITY CENTRE CAPACITY BY 70% with the opening of TOUCH Centre for Independent Living (Bukit Merah)



TOUCH SPECIALCRAFTS' WORKS were featured on Shopee and listed for sale as part of NorthEast CDC's initiative, **#BEACHANGEMAKER**



TOUCH SpecialCrafts sold **2,043 ARTWORK AND CRAFTS** in support of our work in the special needs community

TOUCH Centre for Independent Living (TCIL)

- » Launched the TOUCH Centre for Independent Living (Bukit Merah) with 22 trainees on board. The Centre also serves deaf adults with intellectual disability, leveraging on TOUCH Silent Club's 25-year experience in serving the deaf community
- » 1 Special Needs trainee had a first successful pilot run of work readiness training at a real work setting at NTUC @ Enabling Village.
- » Sold 22 artworks by Special Needs artists at an art exhibition with Deutsche Bank. The exhibition is a platform for our artists' work to be featured, and for sales.
- » 2 trainees shared their art and helped to host local and overseas visitors over sessions held in conjunction with SGenable and the Singapore Tourism Board.



TCIL trainees, Natalie and Zhiyu, are proud ambassadors for the Special Needs community and for Singapore



An art exhibition by TOUCH SpecialCrafts at Deutsche Bank Singapore's dbEnable Christmas showcased the artistic talents of clients with intellectual disabilities



The opening of TCIL at Bukit Merah was officiated by Minister of State (Family and Social Development) Sam Tan

TOUCH Ubi Hostel (TUH)

- » Organised a 'Community Give Back Day' and partnered 'ROMP' in an event for clients turn volunteers, as part of the Continuous Support Programme (CSP) for graduates of TCIL and TUH as well as clients with mild intellectual disabilities who have weak support in the community
- » A 2-day, 1-night summer camp was organised for CSP clients and TCIL trainees to experience the TUH training programme and for caregivers to understand the benefit of early training for independent living for their child/wards as part of care planning
- » Fostered better understanding and communications for student volunteers from Spectra Secondary School and TUH trainees at events such as "Let's Play Together Carnival" and an outing to the River Safari
- » Attained food hygiene certification for 5 trainees and 8 staff in preparation of part-time work on packing meals for the elderly



Chinese New Year celebration for TUH and CSP clients and their families



A volunteer guides a TUH trainee in an enrichment session to help build their social-emotional skills.



CSP clients and TCIL trainees attended a stay-in Summer Camp to understand the benefit of early training for independent living.



Enhancing social skills and better understanding between trainees from TUH and students from Spectra.

TOUCH Silent Club (TSC)

- » The Diversability Games 2018 brought together deaf and hearing youth volunteers to work together with Ngee Ann Polytechnic's Social Leadership Challenge for 118 clients from TSC, TCIL and TUH and their families
- » Reached out to 37 deaf seniors through the 'Active Seniors Group', an initiative by TSC to strengthen deaf seniors' abilities through skills-training workshops, and to create opportunities for the seniors to serve the community
- » Ran a mentoring programme in conjunction with TOUCH Young Arrows' Bukit Merah Club. A series of events were organised by TYA that involved 12 deaf students from TSC, and 12 hearing students from TYA



The Diversability Games 2018 brought together a community of support for clients from the Special Needs Group by bonding through games and fun activities



A TSC volunteer engaging deaf clients during an enrichment session of the mentoring programme



Building Independence, Embracing Inclusivity

We help persons with special needs overcome their challenges and gain independence. We support the social inclusion of people with special needs – particularly those who are deaf and those with intellectual disabilities.

Our centres and programmes are centred around empowering individuals with disabilities but have functional knowledge and skills, to contribute to society and live a life of dignity. We aim to help them discover their potential and purpose, as they prepare for independent living in the community and the workforce.

DELIVERING IMPACT through Healthcare

We believe in harnessing data and delivering solutions for individuals with chronic health conditions



Reached out to **97 CLIENTS** with Type 2 diabetes through the pilot Diabetes Peer Support Group for seniors

Disseminated messages on diabetes management and awareness through Y Diabetes to

1,045 YOUTHS from Secondary schools



Diabetes Peer Support Groups in session



YDiabetes in session with Secondary School students on diabetes awareness

TOUCH Diabetes Support (TDS)

- » Launched a pilot initiative of the Diabetes Peer Support Group (PSG) for seniors, together with TOUCH Senior Activity Centres and the TOUCH Community Enablement Project. This was the first ever PSG for people with Type 2 diabetes in Singapore
- » Carried out a series of diabetes outreach and awareness programmes in schools and Tertiary Institutions:
 - Y Diabetes, a youth awareness program under TDS, works with Secondary schools and Institutions to educate youth on diabetes and empower them to share the message of diabetes among their friends and families
 - Collaborated with TOUCH Leadership & Mentoring and corporate partner, AstraZeneca, on a Service-Learning workshop in ITE College East, to spread the message on diabetes awareness
- » Invited by the Ministry of Health to showcase the Diabetes Peer Support Group programme, at the Ministerial Conference on Diabetes in Singapore
- » Produced a video with partner, AstraZeneca, on the complications of uncontrolled diabetes and the need for community support for people with diabetes, as part of public engagement efforts

Fostering Community Support, Encouraging Independence

We create a community platform that provides care and support for people living with diabetes. We understand the physical and emotional challenges associated with a chronic health condition such as diabetes.

Through our peer support groups, programmes and activities, we actively encourage people with diabetes to take personal responsibility to lead purposeful and fulfilling lives.

Facts & Figures

Services	2018	2017	2018	2017	2018	2017
	No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular * & ad-hoc **)		Lives Touched	
TOUCH Community Services Ltd						
TOUCH Young Arrows	6 FT -	7 FT -	418* 700**	365* 1,351**	2,932	2,745
TOUCH Adventures	3 FT -	4 FT -	- 20**	9* -	10,175 ⁱⁱ	7,420
TOUCH Cyber Wellness	9 FT -	7 FT -	30* -	40* -	137,565 ⁱⁱⁱ	117,531
TOUCH Leadership & Mentoring	8 FT -	9 FT -	525* 50**	640* 80**	8,526 ^{iv}	12,000
TOUCH Youth Intervention	9 FT -	7 FT -	11* 13**	7* 3**	3,586 ^v	656
TOUCH Caregivers Support	7 FT 2 PT	6 FT 2 PT	53* 14**	42* 20**	6,522	6,184
TOUCH Home Care	84 FT 8 PT	78 FT 10 PT	744* 6,343**	1,976* 4,471**	1,868	1,932
TOUCH Senior Activity Centre (C2H)	16 FT -	16 FT -	124* 3,803**	130* 3,017**	1,485	1,410
TOUCH Cluster Support (Kallang & Yishun)	13 FT -	13 FT -	17* 40**	22* 40**	195	182
TOUCH Senior Group Home	1 FT	-	-	-	9	8
TOUCH Family Enablement	7 FT -	7 FT -	- 82**	24* 106**	1,473	1,791
TOUCH Centre for Independent Living	18 FT 2 PT	13 FT 3 PT	51* 136**	51* 267**	393 ^{vi}	147
TOUCH Ubi Hostel	11 FT 1 PT	11 FT 1 PT	45* 60**	32* 10**	335 ^{vii}	126
TOUCH Silent Club	2 FT -	3 FT 1 PT	28* 59**	39* 46**	421 ^{viii}	1,412
TOUCH Diabetes Support	3 FT -	3 FT 1 PT	6* 13**	14* 40**	2,032 ^{ix}	5,602
Corporate Event / Service						
No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular * & ad-hoc **)		Lives Touched		
Social Work Department	2 FT 1 PT	2 FT 1 PT	-	-	258 ^x	625
The Giving Family Festival	-	-	- 216**	186* 186**	9,500	9,500
Do You M.I.N.D? Mental Health Programme	1 FT -	-	- 16**	-	657 ^{xi}	-
Total	200 FT 14 PT	186 FT 19 PT	2,052* 11,565**	3,577* 9,637**	187,932	169,271
TOUCH Family Services Ltd						
No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular * & ad-hoc **)		Lives Touched		
TOUCH Child Care	32 FT 3 PT	29 FT 3 PT	17* 173**	41* 205**	958	910
TOUCH Adoption	1 FT 3 PT	1 FT 4 PT	26* -	30* -	1,956	1,922
TOUCH Family Life	8 FT 4 PT	10 FT 3 PT	84* 10**	24* 50**	8,500	8,415
Total	41 FT 10 PT	40 FT 10 PT	127* 183**	95* 255**	11,414	11,247

Remarks

- * Regular Volunteers include individuals who:
 - served at least 4 times a year and
 - contributed at least 24 hours of volunteer service a year
- ** Ad-hoc Volunteers include individuals who:
 - served on a one-off project (of a few days or up to 10 weeks) on an ad-hoc basis
- i. Staff headcount figures have been rounded off based on an average of 12 months.
- ii. The increase in individuals reached was due to engagement by TOUCH Adventures with more schools.
- iii. The increase in individuals reached was due to more student outreach through TOUCH Cyber Wellness' assembly awareness programme. With the development of modules on the prevalence of "Fake News" and "Influence of New Media", and partnership with DQ, TCW conducted about 40 more assembly sessions than the initial target of 120.
- iv. The decrease in TOUCH Leadership & Mentoring's reach was due to the streamlining of programmes offered at ITE.
- v. The increase in TOUCH Youth Intervention's reach was due to an increase in new programs such as LIT for youths-at-risk as well as increased engagement and outreach efforts via the Help123 platform.
- vi. There was an increase in the numbers of individuals reached with the opening of TOUCH Centre for Independent Living (Bukit Merah). Correspondingly, there was also an increase in the number of SpecialCrafts clients due to the expansion of TOUCH Centre for Independent Living's work.
- vii. The increase in individuals reached was due to the Continuous Support Programme (CSP), a membership programme for graduates of TCIL and TUH as well as clients with mild intellectual disabilities who have weak support in the community.
- viii. The decrease in individuals reached was due to the disbandment of TOUCH Silent Club's membership scheme in end 2017. There has been a switch in focus for TOUCH Silent Club's services which are now available to all deaf individuals including those with intellectual disability.
- ix. The decrease in individuals reached was due to TOUCH Diabetes Support's ceasing of the print circulation of the quarterly magazine, 'Diabetes Lifestyle', and a switch in focus to online and social media outreach.
- x. The decrease in individuals reached was due to a decision to streamline efforts and focus more on social work intervention. TOUCH is no longer the disbursing agency for the Straits Times School Pocket Money Fund.
- xi. 'Do you M.I.N.D?' mental health programme was a new school programme launched in October 2018. The programme has reached out to 657 Secondary School students.

2018 Financials

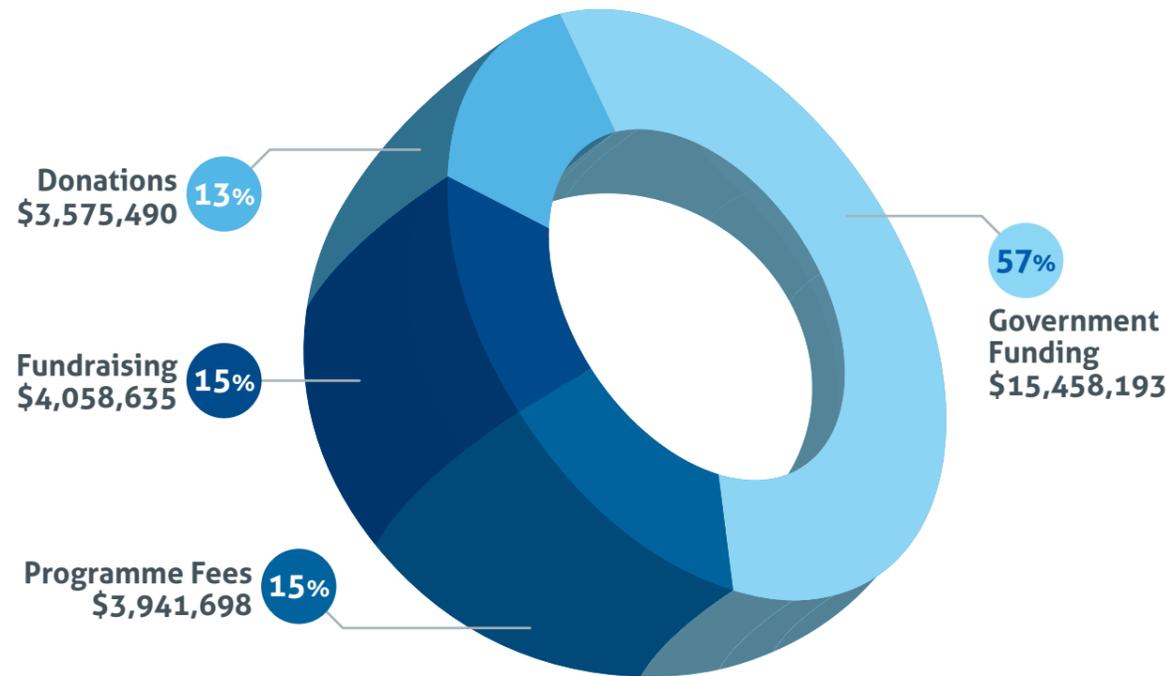
TOUCH is committed to prudent use of its resources in ensuring cost-effectiveness and accountability in all its operations. To further improve corporate governance, TOUCH has put in place financial controls and procedures to ensure transparency and accountability and to safeguard the integrity of the financial reporting. Audited financial statements are published annually. Specific project evaluations are also carried out to assess the effectiveness of its programmes in meeting client needs.

Please refer to some 2018 financial highlights and charts:

- TOUCH comprising TOUCH Community Services Ltd and TOUCH Family Services Ltd received about 57% of its annual funding from government grants and relies more on its own fundraising efforts to meet the rest of its financial needs.
- TOUCH received income totalling some \$27 million.

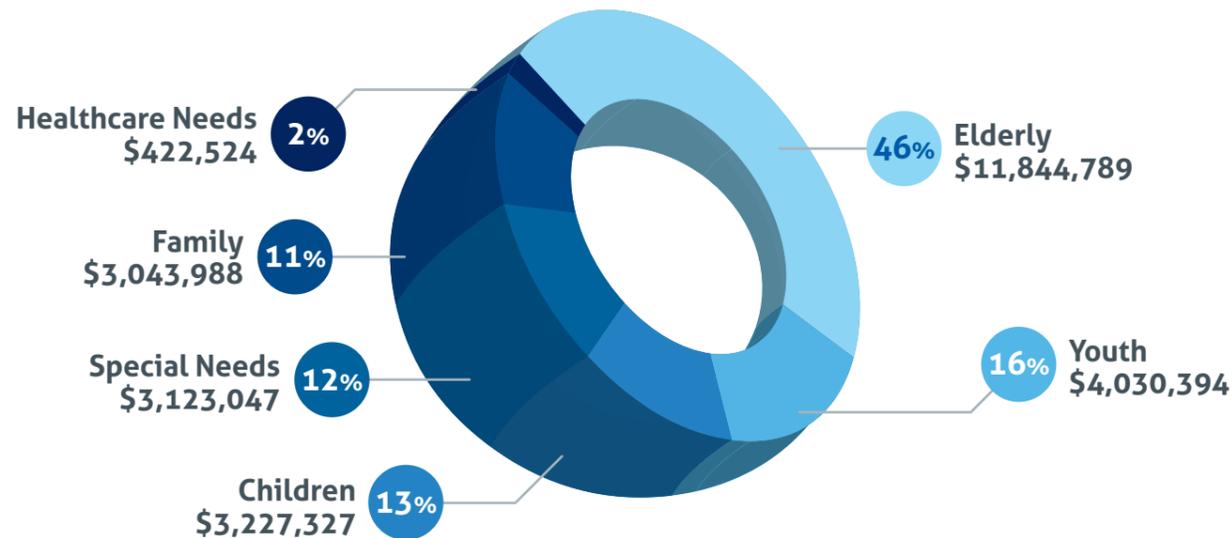
2018 Sources of Income

\$27,034,016

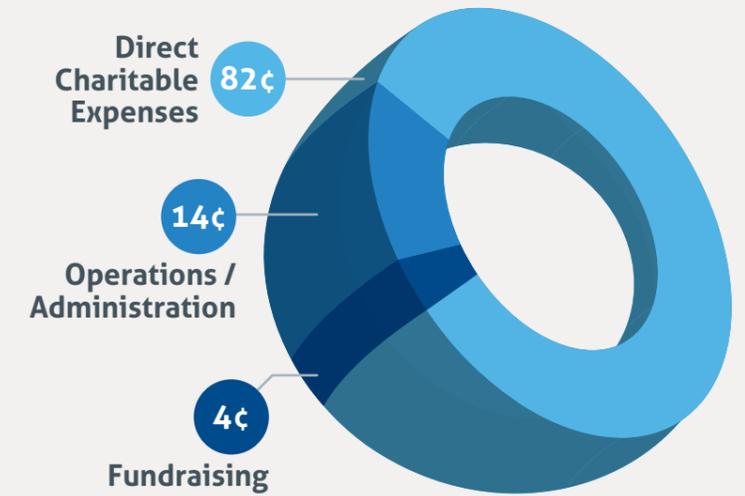


2018 Distribution of Expenditure

\$25,692,069



2018 Breakdown of Charity Dollar



For financial year 2018, out of every \$1.00 spent, 82 cents went directly to fund programmes and activities that benefitted our clients. Refer to chart above.

The Indirect Charitable Expenses comprising fundraising and operations / administration costs are financed by funds collected from Programme Fees.

Direct Charitable Expenses:

Includes programme staff cost and cost of providing services and running programmes for clients.

Indirect Charitable Expenses:

Fundraising includes programme and staff cost incurred in raising funds to support direct services.

Operations/Administration includes rental, utilities, printing, stationery, transport, telecommunications, IT expenses, professional fees and support staff cost.

For financial year 2018, TOUCH had a surplus of \$1,341,947.

Policy Statements and Practices

Personal Data Protection Act Policy (and Donor Confidentiality)

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

TOUCH also maintains a high level of confidentiality with respect to donor information. Donors' name or other details will not be published in any corporate collaterals or publications unless there is a partnership agreement between TOUCH and the donor.

TOUCH has put in place procedural, physical and electronic means to safeguard the personal information of our sponsors, donors, partners, volunteers and clients and will not rent, exchange or sell mailing lists of our sponsors, donors, partners, volunteers and clients to other organisations.

Sponsors, donors, partners, volunteers and clients' information may be kept both in hard copy and/or electronic forms. In either case, TOUCH has documented procedures to safeguard this information. Safeguards include storing copies of the information off-site.

Reserve Policy

TOUCH seeks to maintain a reserve of up to 12 months of operating costs. This is to allow a lead time to take the necessary measures to channel support for our work, re-assign beneficiaries or re-deploy staff if anything should happen that will threaten our income stream. The amount of reserves will be regularly reviewed by the Board of Directors to ensure that they are adequate to fulfil the continuing obligations.

Conflict of Interest Policy Statement

TOUCH has also put in place its Conflict of Interest Policy (COI) to protect the Organisation's welfare and best interests over and above all priorities and objectives. The COI mandates that no staff or Board of Directors may engage in any external interest or business that may undermine or conflict with the Organisation's overall welfare.

The COI and declaration form shall be given to the staff or Board of Directors at the earliest opportunity, such as upon his/her taking up of the employment with or appointment in the Organisation or appointment in or election to the Board. Annual declaration of interests by members of key management personnel and the Board is required. He / she will fully disclose to the Chief Executive's Office or the Board in the event a conflict of interest situation may arise.

Loans Policy

TOUCH does not have a loan policy as it does not grant loans to any parties.

Remuneration and Performance Management (HR) Practices

The remuneration strategy for key executives (i.e. members of the Leadership Team) and all staff is guided by TOUCH remuneration principles of enabling the organisation to:

- attract and retain candidates with qualifications and experiences that best fit the job;
- ensure a clear relationship between performance and remuneration;
- appropriately compensate employees for the services they provide;
- provide an appropriate level of transparency; and
- ensure a level of equity and consistency across TOUCH.

The Board is responsible for approving remuneration strategy for TOUCH. Each year, the Human Resources Committee will review and advise the Board on proposed remuneration strategy put forth by TOUCH. The key factors taken into consideration for such review are guidelines and recommendations from relevant authorities such as National Council of Social Services, Ministry of Health, Singapore National Wage Council, prevailing economic conditions and the financial position of TOUCH.

TOUCH remuneration consists of fixed remuneration and performance linked bonus.

Performance appraisal in TOUCH is a key HR process to ensure that employees receive performance feedback and establish a clear link between performance and remuneration. The appraisal will be done once a year to review performance in current year and setting objectives for the new work year. The performance rating of the staff, based on his performance review of the preceding year, will be a key factor in determining his salary.

Code of Conduct

All staff are expected to conduct and carry themselves in a professional manner while at work and to observe Organisation policies and procedures so as to promote a harmonious working relationship and a conducive working environment. As staffs are representatives of the Organisation. Staff must practise honesty and integrity in fulfilling responsibilities and comply with all applicable laws and regulations.

Donations to External Parties

Donations to other charities are conducted out of a spirit of giving to charities with similar vision and mission as TOUCH in collaboration and mutual agreement on programme outcomes. The corporate giving is capped at \$40,000 a year.

Board Structure – Terms of Reference

Business Continuity Planning

TOUCH is committed to securing business continuity to ensure that essential services and corporate practices will be maintained in the event of a significant disruption affecting its operations, and to safeguard the interests of its key stakeholders, reputation, brand and value creating activities, and that normal services and corporate practices to be restored.

It is our policy to have in place plans that are regularly reviewed and tested. We will ensure all persons connected with the delivery of services are fully aware of their roles and responsibilities in ensuring business continuity.

Whistle Blowing Policy

A. Purpose

TOUCH is committed to lawful and ethical behaviour in all its activities, and requires that its Board, management, employees and volunteers conduct themselves in a manner that complies with all applicable laws and internal policies. In keeping with this commitment and TOUCH's interest in promoting open communication, this policy aims to provide a means through which employees should raise concerns with the reassurance that they will be protected from reprisals or victimization for whistle-blowing in good faith.

B. Scope

This policy applies to all TOUCH's employees, including part-time, temporary, contract employees and volunteers

C. Policy

The Whistle-blowing Policy is intended to cover serious concerns that could have a large impact on TOUCH, including actions that:

1. May lead to financial irregularities;
2. Are unlawful;
3. Are not in line with professional code of conduct; or
4. Otherwise amount to serious improper conduct.

Volunteer Management

Volunteers play a key role in TOUCH 2030 Vision of Strong Families, Caring Generation, Enabled Community. A volunteer management framework, comprising of the seven stages as below, is used to guide Services in the management, equipping, engagement and empowerment of volunteers effectively:

1. Volunteer Vision and Strategic Planning
2. Volunteer Recruitment and Selection
3. Orientation and Training
4. Deployment and Supporting Volunteers
5. Supervision
6. Evaluation
7. Recognition

Background – Code of Governance (COG) Description

The Board should have committees¹ (or designated Board members) with terms of reference in place to oversee the following areas of governance and operations, where appropriate. The proposed committees and the designated Board members for the organisation are as follows:

Board Structure	Tier	Status
1. Audit ²	Basic II	Charities / IPCs
2. Programmes and Services	Basic II	Charities / IPCs
3. Fundraising	Enhanced	Large Charities / IPCs
4. Appointment / Nomination	Enhanced	Large Charities / IPCs
5. Human Resource	Enhanced	Large Charities / IPCs
6. Finance ³	-	-
7. Investment	Advanced	Large Charities / IPCs

Audit

- a) To ensure there is a financial management system in place particularly in budget planning & monitoring, operational and internal controls and asset management.
- b) To ensure compliance with applicable laws, guidelines, codes of governance, standards and practices.
- c) To ensure the setting up of and adherence to clear policies and procedures with respect to conflicts of interest.

Programmes and Services

- a) To ensure that operations and programmes are directed towards achieving the stated outcomes, mission and vision.
- b) To ensure that the Board should be regularly updated on the progress of its programmes and services.

Fundraising

- a) To ensure that the organisation establishes and maintains fund-raising good practices.
- b) To ensure a periodic review of organisation's Fund-Raising Financial Accountability procedure / process.

Corporate Information

Appointment / Nomination

- a) To ensure that the organisation establishes and maintains its Appointment & Nomination Process and practices, terms of reference and tenure of the office bearers.
- b) To ensure the compliance of Term Limit for Board members appointment, such as Treasurer (or equivalent), and where appropriate.

Human Resource

- a) To ensure that the organisation human resource policies⁴ are in place for paid staff and volunteers.
- b) To ensure compliance with applicable employment laws, guidelines, codes of governance, standards and practices.

Finance

- a) To review Financial Quarterly Results.
- b) To discuss and report significant financial issues.

Investment

- a) To assist the Board in reviewing the investment policy to be adopted by the organisation.
- b) To ensure that the investment of the Organisation is conducted in accordance with the investment policy, monitor the performance of the investment and recommend changes, as may be appropriate.

Names of Members and the Date of Appointment

Caleb Chan	28 September 2006
Kam Tin Seah	27 March 2012
Tan Hui Sin	16 March 2011

Bankers

OCBC Bank
63 Chulia Street, #05-00,
OCBC Centre East
Singapore 049514

Laywers

Characterist LLC
190 Middle Road, Fortune Centre, #15-01
Singapore 188979

Auditors

Foo Kon Tan LLP
Public Accountants and Chartered Accountants
47 Hill Street, #05-01,
Singapore Chinese Chamber of Commerce & Industry Building
Singapore 179365

Description of Governing Instruments

Memorandum & Articles of Association

Unique Registration Number (UEN)

200104673R

Registered Address of Charity

Block 162, Bukit Merah Central, #05-3545
Singapore 150162

1. Besides the Committee Chairman, other committee members need not be serving on the Board.
2. Audit Committee: The Treasurer or Finance Committee Chairman should not concurrently chair the Audit Committee.
3. Finance Committee assists the Board in its oversight responsibilities relating to financial issues.
4. HR policies could cover areas such as recruitment, remuneration, benefits, training, development actions, performance appraisal and disciplinary actions

Directory of Services & Locations

TOUCH COMMUNITY SERVICES (HEADQUARTERS)

Add : Blk 162 Bukit Merah Central, #05-3545 Singapore 150162
 Tel : +65 6377 0122 Fax : +65 63770121
 Email : tcs@touch.org.sg Web : www.touch.org.sg

CHILDREN GROUP

TOUCH Child Care (Hougang)

Add : Blk 606 Hougang Ave 4
 #01-167 Singapore 530606
 Tel : +65 6282 3143
 Fax : +65 6858 4975
 Email : hougang.cc@touch.org.sg

TOUCH Child Care (Clementi)

Add : Blk 333 Clementi Ave 2
 #01-86 Singapore 120333
 Tel : +65 6777 3933
 Fax : +65 6873 1345
 Email : clementi.cc@touch.org.sg

TOUCH Young Arrows

Add : Blk 162 Bukit Merah Central
 #05-3545 Singapore 150162
 Tel : +65 6377 0122
 Fax : +65 6377 0121
 Email : young.arrows@touch.org.sg

YOUTH GROUP

TOUCH Adventures

Add : 5 Stadium Walk #04-02
 Leisure Park Kallang Singapore 397693
 Tel : +65 6730 9520 Fax : +65 6271 5449
 Email : adventure@touch.org.sg

TOUCH Cyber Wellness

Add : 5 Stadium Walk #04-02
 Leisure Park Kallang Singapore 397693
 Tel : +65 6730 9520 Fax : +65 6271 5449
 Email : cyberwellness@touch.org.sg
 Web : www.touchcyberwellness.org

TOUCH Leadership & Mentoring

Add : 5 Stadium Walk #04-02
 Leisure Park Kallang Singapore 397693
 Tel : +65 6730 9520 Fax : +65 6271 5449
 Email : tlm@touch.org.sg

TOUCH Youth Intervention

Add : 5 Stadium Walk #04-02 Leisure Park Kallang Singapore 397693
 Tel : +65 6730 9520 Fax : +65 6271 5449
 Email : youthcounselling@touch.org.sg
 TOUCHline : 1800-377-2252 (Mon - Fri, 9am - 6pm)

FAMILY GROUP

TOUCH Adoption

Add : 5 Stadium Walk #04-05/06
 Leisure Park Kallang
 Singapore 397693
 Tel : +65 6709 8400
 Fax : +65 6709 8401
 Email : adoption@touch.org.sg

TOUCH Family Enablement

Add : Blk 162 Bukit Merah Central
 #05-3545 Singapore 150162
 Tel : +65 6377 0122
 Fax : +65 6377 0121
 Email : tcs.familyenablement@touch.org.sg

TOUCH Family Life

Add : 5 Stadium Walk #04-05/06
 Leisure Park Kallang
 Singapore 397693
 Tel : +65 6709 8400
 Fax : +65 6709 8401
 Email : familylife@touch.org.sg

ELDERLY GROUP

TOUCH Caregivers Support

Add : Blk 444 Ang Mo Kio Avenue 10
 #01-1603 Singapore 560444
 Tel : +65 6804 6565
 Fax : +65 6451 2086
 Email : caregivers@touch.org.sg
 Web : www.caregivers.org.sg
 CareLine : +65 6804 6555

TOUCH Cluster Support (Kallang)

Add : Blk 104 Jalan Rajah
 #01-59 Singapore 321104
 Tel : +65 6352 0277
 Fax : +65 6352 0237
 Email : clustersupport@touch.org.sg

TOUCH Cluster Support (Yishun)

Add : Blk 108 Yishun Ring Road
 #01-287 Singapore 760108
 Tel : +65 6481 5031
 Fax : +65 6481 5142
 Email : clustersupport@touch.org.sg

TOUCH Home Care (Ang Mo Kio)

Add : Blk 444 Ang Mo Kio Avenue 10
 #01-1603 Singapore 560444
 Tel : +65 6804 6565
 Fax : +65 6451 2086
 Email : homecare@touch.org.sg

TOUCH Home Care (Jurong)

Add : Blk 457 Jurong West Street 41
 #01-762 Singapore 640457
 Tel : +65 6631 3080
 Fax : +65 6896 1907
 Email : homecare@touch.org.sg

TOUCH Home Care (Toa Payoh)

Add : Blk 173 Toa Payoh Lorong 1
 #01-1264 Singapore 310173
 Tel : +65 6661 0855
 Fax : +65 6258 1013
 Email : homecare@touch.org.sg

TOUCH Senior Activity Centre (Geylang Bahru)

Add : Blk 61 Geylang Bahru
 #01-3293 Singapore 330061
 Tel : +65 6297 5818
 Fax : +65 6298 1823
 Email : sac@touch.org.sg

TOUCH Senior Activity Centre (Yishun 436)

Add : Blk 436 Yishun Avenue 11
 #01-224 Singapore 760436
 Tel : +65 6481 4158
 Fax : +65 6257 0458
 Email : sac@touch.org.sg

TOUCH Senior Activity Centre (Yishun 162)

Add : Blk 162 Yishun Street 11
 #01-270 Singapore 760162
 Tel : +65 6257 0540
 Fax : +65 6257 0539
 Email : sac@touch.org.sg

TOUCH Senior Activity Centre (Wellington)

Add : Blk 513 Wellington Circle
 #01-34 Singapore 750513
 Tel : +65 6481 8232
 Fax : +65 6481 8223
 Email : sac@touch.org.sg

TOUCH Senior Group Home

Add : Blk 61 Geylang Bahru
 #01-3293 Singapore 330061
 Tel : +65 6297 9897
 Fax : +65 6298 1823
 Email : clustersupport@touch.org.sg

SPECIAL NEEDS GROUP

TOUCH Centre for Independent Living (Ubi)

Add : Blk 352 Ubi Avenue 1 #01-989
 Singapore 400352
 Tel : +65 6741 6364 Fax : +65 6741 5404
 Email : tcs@touch.org.sg

TOUCH Centre for Independent Living (Bukit Merah)

Add : Blk 162 Bukit Merah Central #05-3555
 Singapore 150162
 Tel : +65 6251 4535
 Email : tcs@touch.org.sg

TOUCH Silent Club

Add : Blk 162 Bukit Merah Central
 #05-3555 Singapore 150162
 Tel : +65 6251 4633
 Email : silent.club@touch.org.sg

TOUCH Ubi Hostel

Add : Blk 301 Ubi Ave 1 #01-295
 Singapore 400301
 Tel : +65 6744 9712
 Fax : +65 6744 4529
 Email : tcs@touch.org.sg

HEALTHCARE SUPPORT GROUP

TOUCH Diabetes Support

Add : Blk 149 Toa Payoh Lorong 1 #01-943 Singapore 310149
 Tel : +65 6252 2861 Fax : +65 6252 9695
 Email : tds@touch.org.sg
 Web : www.diabetessupport.org.sg

Governance Evaluation Checklist – TOUCH Community Services Ltd

(for the period January 2018 to December 2018)

S/N	Code guideline	Code ID	Response	Explanation (if code is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
2	Are there governing board members holding staff appointments?		No	
3	The Treasurer of the charity (or any person holding an equivalent position in the charity, eg Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
4	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
5	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
6	Is there any governing board member who has served for more than 10 consecutive years?		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
Human Resource and Volunteer Management				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
16	Are there volunteers serving in the charity?		Yes	
17	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
18	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	

S/N	Code guideline	Code ID	Response	Explanation (if code is not complied with)
Financial Management and Internal Controls				
19	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
20	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
21	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
22	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
23	Does the charity invest its reserves (eg. in fixed deposits)?		Yes	
24	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
25	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
26	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
27	Did the charity receive donations in kind during the financial year?		Yes	
28	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
29	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
30	Are governing board members remunerated for their services to the Board?		No	
31	Does the charity employ paid staff?		Yes	
32	No staff is involved in setting his own remuneration.	2.2	Complied	
33	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year, and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
34	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
35	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Governance Evaluation Checklist – TOUCH Family Services Ltd

(for the period January 2018 to December 2018)

S/N	Code guideline	Code ID	Response	Explanation (if code is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
2	Are there governing board members holding staff appointments?		No	
3	The Treasurer of the charity (or any person holding an equivalent position in the charity, eg Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
4	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
5	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
6	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
7	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
8	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer Management				
9	The Board approves documented human resource policies for staff.	5.1	Complied	
10	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
11	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
Financial Management and Internal Controls				
12	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
13	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
14	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
15	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
16	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
17	Does the charity invest its reserves (eg. in fixed deposits)?		No	

S/N	Code guideline	Code ID	Response	Explanation (if code is not complied with)
Fundraising Practices				
18	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
19	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
20	Did the charity receive donations in kind during the financial year?		No	
Disclosure and Transparency				
21	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
22	Are governing board members remunerated for their services to the Board?		No	
23	Does the charity employ paid staff?		Yes	
24	No staff is involved in setting his own remuneration.	2.2	Complied	
25	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	



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TOUCH Community Services Ltd • TOUCH Family Services Ltd