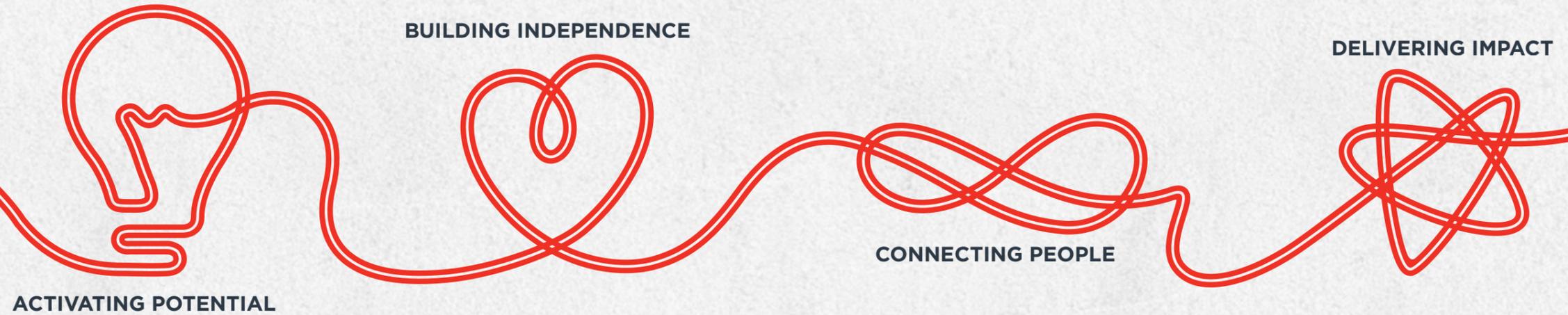


Inspiring Hope Impacting Lives





Inspiring Hope, Impacting Lives

We believe in a community where everyone can progress and be empowered and valued.

We provide hope and stability in times of turbulence and uncertainty and enable our community to grow in confidence and resilience. To meet the changing needs of our community and stay responsive to future challenges, we are driven by an innovative spirit and we equip the organisation and community to be digitally ready. We work in close collaboration with like-minded partners and individuals to strengthen communities for a resilient future.

Vision 2030

Strong Families. Caring Generations. Enabled Communities.

Mission

To Inspire Hope and Impact Lives,
because People Matter.



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 renewed on 1 October 2021 through to 30 September 2024.

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 served over 279,000 individuals.

TOUCH HEARTBEAT

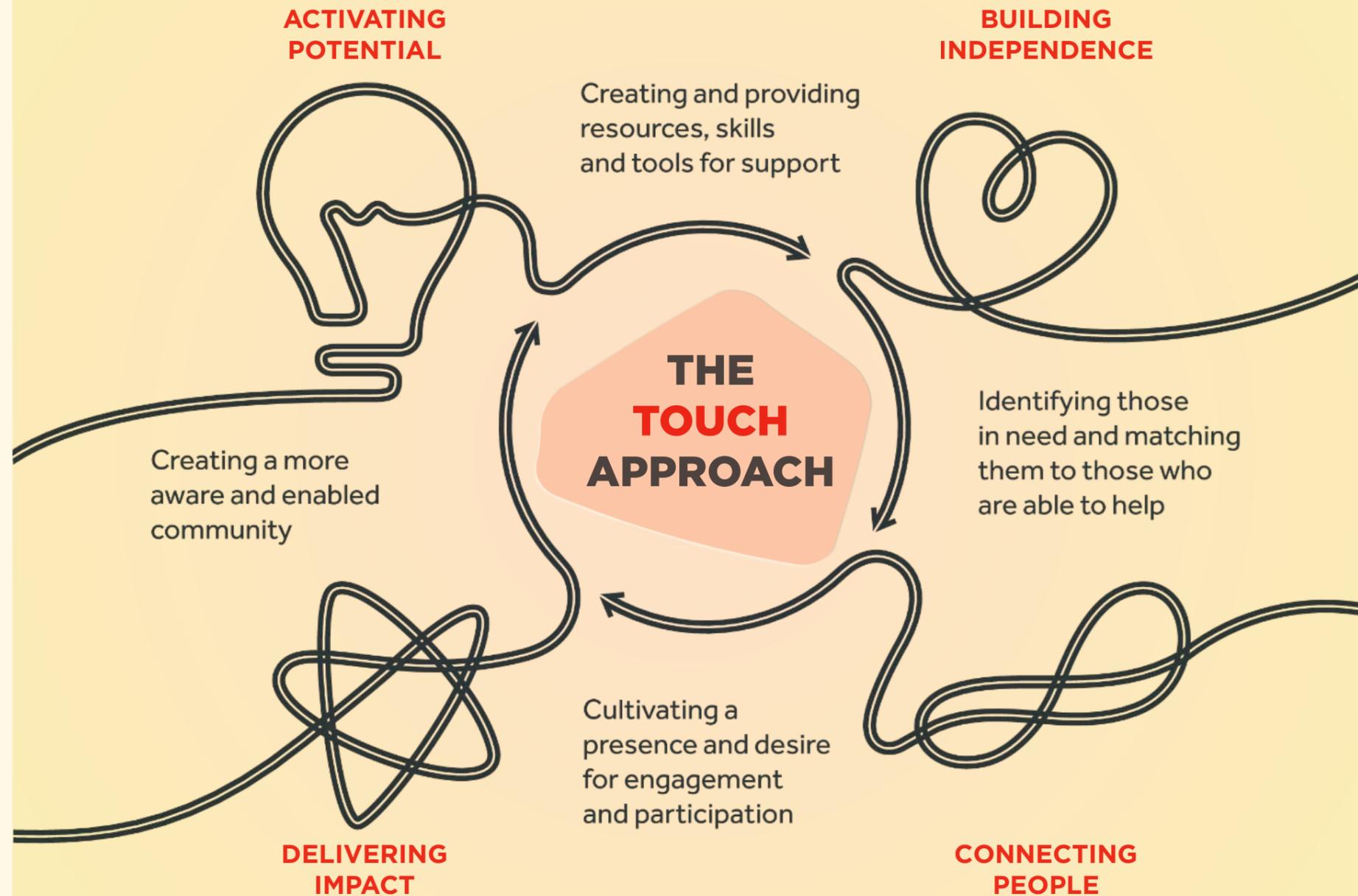
At TOUCH,

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

In 2022, TOUCH Community Services celebrated 30 years of serving the community and renewed its commitment to inspiring hope and impacting lives.

Simple Beginnings with a Big Dream

30 years ago, seven volunteers saw the needs of disadvantaged families and latch-key children in the community. Moved to make a difference, they organised activities to help latch-key children in Clementi meaningfully occupy their time after school.

From there, we began planting the seeds to our greater vision and dream of serving the community regardless of race or religion, with no strings attached.

Together, TOUCH has grown to become a multi-service organisation. Our integrated network of services located in different areas of Singapore now serves some 279,000 individuals in the year under review and is supported by more than 13,000 volunteers.

30 Years of Inspiring Hope

Over the years, we have established a network of care on the ground so that we can better meet the needs of the families.

One such beneficiary is 42-year-old, Mdm Siti. As a single mother, Mdm Siti is the sole breadwinner and primary caregiver to her two sons with special educational needs. She works long hours and is unable to keep a close eye on her children. Since 2014, TOUCH journeyed with Mdm Siti and educated her on the expectations of parenting children with special educational needs. Through our work, Mdm Siti received guidance on how to develop timetables to supervise her children's screen time and learnt knowledge on managing their behavioural issues. Mdm Siti also receives counselling to help cope with parenting stress and gain guidance on employment and financial planning. With the help that she has received, Mdm Siti is independently putting what she has learnt into practice and saving up to purchase her own flat in future.

Mdm Siti and her children is also part of the Digitally Ready Families (DRF) programme. Through the programme, her children are taught digital skills while she is equipped with digital parenting skills needed to navigate the digital world with her family. Her two sons also attend the programmes organised by TOUCH Young Arrows (TYA) every weekend. They are tutored and mentored by the youth volunteers and enjoy the activities and annual family bonding events, such as the TYA Family Day. By connecting her sons to relevant resources, they have improved in their studies, gained more confidence and are more adept at communicating their feelings. The family has become more close-knit and enjoys a better relationship than before.

We are heartened to see the impact of how the lives of Mdm Siti and her family have been transformed through our programmes. The trust placed in us by Mdm Siti and many other clients like her is a testament to the work that we are doing. Their stories inspire us to serve the community with renewed focus so that we can continue touching more hearts and impacting more lives.

A Journey of Impacting Lives

Beyond the lives we have touched, our journey would not have been possible without the support of over 13,000 volunteers island wide.

From teenagers to seniors, our volunteers span generations and age groups. 17-year-old Adora Phan has been volunteering with TOUCH Centre for Independent Living since 2022. Together with her friends, Adora teaches the clients how to understand and cope with emotions, the importance of sustainability and saving the earth, as well as celebrating occasions such as National Day and Hari Raya.

71-year-old Mdm Liew Cheong Yin was a participant of TOUCH Active Ageing's activities and programmes but converted to become a volunteer to befriend other seniors in 2021. As a befriender, she supports other seniors by spending time with them, helping to run errands or buy food for them when necessary.

We are grateful that such compassionate individuals have helped to complement the work that we do. By working together to leverage this network, we can continue strengthening our community and uplifting the needs of those who need help.

Recognition for Excellence

We continue to strive to be professional, relevant, and good at what we do. We are humbled by the awards TOUCH received in 2022 in recognition of our efforts.

TOUCH Community Services and TOUCH Family Services were awarded the 2022 Charity Transparency Award by the Charity Council. We were also honoured with two Outstanding Awards at the Wofoo Asian Award for Advancing Family Well-Being (3A Project) 2022 for the DRF and Do You M.I.N.D.? programmes. DRF also received the 'Bringing Hope Home Award' for its efforts to enhance family resilience and bring hope to families in coping with challenges during the COVID-19 pandemic.

In addition, TOUCH was one of the finalists for the Ageing Asia Eldercare Innovation Awards 2022 (Innovation of the Year – Social Engagement Programme) for the Seniors Caring for Seniors Project. One of our social workers was also a recipient of the Promising Social Workers Award for her innovative spirit and continual engagement in professional and leadership development.

As we look back on the past 30 years, I want to thank all the staff, partners, volunteers, and beneficiaries who have been an indispensable part of this journey. I am excited to see how the next page of the TOUCH journey will be written. The future is bright, and I look forward to what we can achieve together to build Strong Families, Enabled Communities, and Caring Generations.



Lawrence Khong
PBM



Chief Executive Officer's Message

2022 marked a milestone for TOUCH Community Services as we celebrated 30 years of serving the community.

Our work started with Founding Chairman's dream of a network of care across the island and the compassionate hearts of a group of volunteers. 30 years later, this continues to be the vision and passion of the Executive Leadership and all staff as we renew our commitment to inspire hope and impact lives, because people matter.

Our anniversary was commemorated in year-long events and initiatives aimed at strengthening families and supporting the community. We brought back the TOUCH Family Conference for the second year running; a charity gala which brought together sponsors, partners, and beneficiaries of TOUCH, in a celebration of hope and courage; and produced an anniversary film which depicts a vision of a future where technology co-exists with the heart and humanity of TOUCH's work.

Guided by the strategic foundations of 4Ps - People, Programme, Platform, Partnership which anchor our work in the community, we will continue working with stakeholders to shape the future together.

People - At the Heart of Community

In the year under review, our services and programmes met the needs of some 279,000 individuals including children, youth, families-at-risk, elderly, and people with special needs. Our network of services to the community, supported by TOUCH's dedicated staff and passionate volunteers, 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. Through work of the Transformation Office, development of career pathways framework, competency frameworks, leadership coaching, and employee engagement were introduced to staff and middle managers.

Apart from building capabilities within the organisation, we wanted to ensure that staff are empowered in new ways of working, brought about by the pandemic. To build trust and respond to changing dynamics of the workforce, consultations and discussions were conducted to look into a Future of Work framework for TOUCH.

A collaborative approach by some 50 middle managers was also adopted in developing Values in Action, or VIA, to describe positive behaviour relating to our core values and help shape organisational culture.

With people practices that reflect that staff matter within TOUCH, the annual Employee Engagement Survey saw a strong 91 percent participation rate, and an increased engagement rate of 78 percent. Some 87 percent of staff agreed that they would recommend TOUCH as a great place to work at.

Programmes - At the Heart of Service

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

By 2030, one in four Singaporeans will be aged 65 and above, and by 2026, Singapore will be considered a 'super-aged' society. This demographic shift in our society spells the biggest social transformation for this generation with implications that would be felt across many sectors in Singapore.

The focus on a 'Healthier SG' by building up community care and supporting ageing in communities, is very much in line with our Community Enablement Programme, or CEP, which activates communities to provide a safe and supportive environment for seniors to age in community. Since 2016, the CEP has been part of TOUCH's efforts to create a local care eco-system, bringing healthcare and social services closer to residents, strengthening formal and informal

support networks, while considering infrastructural requirements and technological interventions to support ageing in community.

With an ageing society, there has been an increased need for holistic care to individuals and support for caregivers. As it often takes a village to care, more would be done to empower caregivers and equip would-be caregivers. Our caregivers were recognised with the Carers Resource Pack in appreciation of their efforts in going the extra mile to care for their loved ones. For individuals who do not have suitable proxy decision makers, they will need help should they lose mental capacity, or if their family is unable to support caregiving requirements. In the year under review, TOUCH Professional Deputies and Donees started a Tele-Advance Care Planning online to facilitate advance care planning for seniors who wished to plan for their future health and personal care.

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 they are better positioned to navigate challenges in life. New programmes such as the Buddy Club at Aptitude ITE College East would provide a community for students with special educational needs to integrate better into ITE life.

The Digitally Ready Families programme, in collaboration with TOUCH Young Arrows, TOUCH Cyber Wellness and TOUCH Parenting, successfully completed four workshop runs that benefitted 187 lower-income parents and children by equipping them with essential digital life skills.

Our programmes also catered to the needs of our special needs clients, in areas of disability-inclusive workplace practices and innovative outreach. Artworks





Guided by the strategic foundations of 4Ps - People, Programme, Platform, Partnership which anchor our work in the community, we will continue working with stakeholders to shape the future together.



from JOURNEY, a brand by TOUCH, were sold at various exhibitions including 'Hydrangea Holidays' in collaboration with Gardens by the Bay and the Embassy of the Netherlands, 'Let's All Celebrate Singapore', and the Singapore Polo Club. The sale of the artworks enabled some 73 artists to earn an income.

In view of increasing needs on the ground and focus on mental, digital and physical wellness, a new TOUCH service group, TOUCH Wellness Group, was formed. Two new TOUCH services, TOUCH Counselling and Intervention and TOUCH Youth Enablement, were launched in January 2023 with programme offerings that would be scaled up to serve more in the community.

Platforms – At the Heart of Transformation

For the second year running, the TOUCH Family Conference continued to build on the concepts of family stressors, family resilience, family social capital and assets, around the theme 'At the Heart of Every Family'. The conference also saw the launch of 'Mental Health-Friendly Neighbourhoods' in support of 'Beyond the Label', a national movement to fight stigma towards persons with mental health conditions.

TOUCH's helplines were often listed on government directories and in the media as help resources. The TOUCHline and Help123 lines saw more than 1,240 callers seek support on issues such as mental health and excessive device use, while the TOUCH Care Line saw more than 2,100 calls on issues such as home-based care, care coordination, and elder sitting.

We tapped on technology to make our services more accessible for our stakeholders. A mobile app, Connect@TOUCH, was launched to mobilise a wider pool of volunteers and create more possibilities for people to help according to their availability and interests. The digital platform was

also developed to improve productivity, widen client reach and enhance the standard of care, as part of TOUCH's community-resourced care approach.

Partnership – At the Heart of Giving

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 people, private and public sectors to achieve greater impact through our work.

TOUCH and the National Council of Social Service launched Beyond the Label (BTL) 2.0 and the 26-member BTL Collective to better support persons with mental health conditions, and to build a more inclusive society. Beyond raising awareness, the BTL Collective will inspire action in schools, workplaces, and community groups to achieve these goals. This new initiative was launched during the BTL Fest, an annual flagship event by the BTL movement. As part of the community outreach, a BTL concept train was also unveiled to encourage the public to "Go Beyond" the stigma and better support and include persons with mental health conditions in schools, workplaces and in the community.

In conjunction with World Alzheimer's Month, TOUCH Caregivers Support organised the 'Walk2Remember' event to promote inclusive and Dementia-Friendly Communities (iDFC) together with the Ang Mo Kio Partners' Network. The event also saw the launch of the Community Living Resource, an all-in-one guide to better equip people living with dementia and caregivers with useful information on dementia and neighbourhood resources so that they can get the help they need.

In the year under review, TOUCH also launched SOAR!2022, our first design incubator programme. Over a period of

10 weeks, 25 students from various tertiary institutions gathered to learn programme design skills, and design evidence-based, outcome-focused, and innovative solutions that will make a positive impact in our community. We hope that the winning project which pitched for a one-stop hub to support caregivers of individuals with special needs would be the catalyst for more collaborative solutions from the community, for the community.

Achieving Greater Impact through Our Work

TOUCH won the Charity Transparency Award which was resumed in the year under review. This award was also won consecutively from 2016-2019 for our commitment to uphold a high standard of transparency and governance, and in building strong relationships and trust with our stakeholders.

Through the Executive Leadership's involvement in various national taskforces and workgroups, we are honoured to have contributed to national issues and solutions for the benefit of communities. These include the Ministry of Health's Interagency Taskforce on Mental Health & Well-Being, the National Healthcare Group Population Collective Leadership Council, Agency for Integrated Care's Community Care Manpower Committee, the Media Literacy Council, and Youth Alliance for Mental Health among others.

As we close the anniversary year, 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, we will continue to inspire hope and impact lives for the future.

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 2023.

TOUCH Services

Wef Apr 2023



* Includes ERM and IA, both of which report functionally to Audit Com
** Renamed TOUCH Service

TOUCH Executive Leadership



JAMES TAN
Chief Executive Officer



LEONG LAI CHENG
Chief Operating Officer



ANITA LOW-LIM
Chief Transformation Officer
Group Head
Wellness
Partnership & Volunteer Management



JULIA LEE
Group Head
Professional Deputies & Donees



KAVIN SEOW
Group Head
Elderly



EMILY LEONG
Group Head
Human Resources



JOYCE ANG
Group Head
Integrated Family



JUNE SIM
Group Head
Special Needs



PEARL PEH
Group Head
Communications
Special Assistant to CEO

Corporate Governance

BOARD'S CONDUCT OF ITS AFFAIRS

The Board's conduct of its affairs is set out in the Board Policy.

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 58.

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.

In a typical year, the Board meets at least three times a year with a quorum of at least three members. The Board Committees meet at least one to three times a year.

The number of meetings attended by the Board and Board Committees during the financial year are as follows:

Board Meeting Attendance Record

Names	Attendance
Lawrence Khong	3/3
Au-Yong Kenneth	2/3
Cheng Huey Teng	2/3
Eugene Seow	2/3
Kuok Lay Hoon	3/3
Kwong Kin Mun	3/3
Peh Lai Gek	2/2
Tan Ee Shien	2/3
Tay Chin Kwang	2/3
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 statement, 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.

TOUCH's Board of Director, Au-Yong Kenneth, who has been with the Board since May 2010, will continue to act as a legal advisor for TOUCH Professional Deputies and Donees (PDD). TOUCH has a team of PDD registered with the Office of Public Guardian and officially launched this service in July 2019 to safeguard the interests of vulnerable adults in our society, helping them to make key decisions affecting a person's property, affairs and personal welfare.

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.

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 that reports 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

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.

2022 At A Glance



13,902
volunteers



Touched the lives
of over
279,724
individuals
In addition, Beyond the Label
2.0 reached another 49,424
individuals.



Reached out to some
27,200
email subscribers
with marriage, family
and wellness tips
and resources on a
monthly basis



Online following:
14,267
Facebook
followers



4,602
Instagram
followers



3,825
LinkedIn
followers



Featured in
the media
583
times



78,139
Unique Website
Page Views



Reached
872,109
users through Facebook
campaigns



TOUCH Elderly
Group served
10,408
seniors



TOUCH Integrated
Family Group served
40,716
children, youths, parents
and educators



Supported
4,359
special needs
individuals and
caregivers served by
TOUCH Special Needs
Group



Promoted cyber and
mental wellness to
164,507
individuals through
the programmes of
TOUCH Wellness
Group

Corporate Highlights

The work of TOUCH involves supporting low-income families and the vulnerable in the community, and ensuring that no one under its care is left behind. We have emerged stronger in the new year and we are grateful to partners and supporters who continue to journey with us and meet the needs of our beneficiaries.

TOUCH's 30th Anniversary

In 2022, TOUCH celebrated its 30th anniversary. The theme 'Inspiring Hope, Transforming Lives' was central to all our activities as we remembered our vision to uplift and deliver positive impact by committing to serve those in need, building a community where everyone

can be someone, and helping individuals to be resilient and confident of the future.

As part of the celebrations, we also organised several commemorative events.

The TOUCH Family Conference

For the second year running, the TOUCH Family Conference continued to build on the theme 'At the Heart of Every Family' by focusing on the concepts of family stressors, family resilience, and family social capital and assets.

The two-day hybrid conference was held at Raffles City Convention Centre and was attended by some 450 participants on-site and online. The conference was graced by Mr Chan Chun Sing, Minister for Education, who was also part of the keynote panel discussion. It also included a keynote address and 12 breakout sessions presented by renowned experts from the social service, education and healthcare sector.

The conference also saw the launch of the Mental Health-Friendly Neighbourhood in support of 'Beyond the Label', a movement to fight stigma towards persons with mental health conditions.



Dare to Dream Charity Gala



The Dare to Dream Charity Gala was organised to celebrate the lives that TOUCH had impacted over the past 30 years, and to demonstrate TOUCH's commitment to its vision of impacting lives.

The gala was held at the Ritz Carlton Millenia Singapore and was graced by Guest-of-Honour, Mr Desmond Lee, Minister for National Development & Minister-in-charge of Social Services Integration. It brought together friends of TOUCH who have paved the way for a society where everyone can be someone, and where dreams can become a reality.

To commemorate 30 years of serving the community, TOUCH also launched an orchid hybrid named *Papilionanda TOUCH Triginta* and a short film titled *The Human Touch*. More than \$1 million was raised and will benefit some 229,000 lives served by TOUCH.

SOAR! 2022 Design Incubator Programme



SOAR! 2022 is TOUCH's first design incubator programme. Over a period of 10 weeks, 25 students from various tertiary institutions gathered for a Situational Analysis Masterclass, and a Programme Design Bootcamp to learn programme design skills. The workshop taught students about evidence-based and outcome-focused design, as well as how to develop innovative solutions that will make a positive impact in our community. The winning student project was a pitch for a one-stop hub to support caregivers of individuals with special needs.



30K Blessing Project

The 30K Blessing Project encourages staff volunteerism in celebration of TOUCH's 30th anniversary. The Volunteer Management team partnered with the Human Resource department to inspire staff to give back and volunteer at the various services. A total of 1,497 hours was clocked by 158 staff through events such as Bread Delivery, Meals-on-Wheels, the Home Improvement Project, Lessons Facilitation and Mobility Training in partnership with TOUCH Home Care, TOUCH Family Support and TOUCH Centre for Independent Living.

Investing in People Development



TOUCH continually trains and invests in the development of our staff. 37 Volunteer Coordinators from various services attended the Service Mindfulness and Awareness workshop conducted by the Singapore Airlines Academy to understand the importance of providing service excellence. In addition, 13 staff attended the Project Design and Monitoring workshop conducted by the Impact and Research department to improve their ability to think and plan strategically, and design and monitor their programmes for better efficacy and efficiency.

Delivering Impact through Research

Mrs Anita Low-Lim, Chief Transformation Officer, represented TOUCH as a champion of the Sunlight Alliance for Action (AfA), an alliance aimed at tackling online harms, especially against women and girls. As part of the Alliance, Mrs Low-Lim and the Impact and Research team from TOUCH contributed to the design of the focus group discussions that were organised to understand the effectiveness of existing efforts in preventing online harms and supporting victims, and to identify potential gaps in existing efforts and ways to address them.



Recognition for Service Excellence

The **Ageing Asia Eldercare Innovation Awards 2022** recognises care organisations in Asia Pacific that have gone the extra mile to improve the health, quality of life and independence of seniors. TOUCH was one of the finalists for Innovation of the Year – Social Engagement Programme with our Seniors Caring for Seniors Project.

The Charity Transparency and Governance Awards organised by the Charity Council was held for the first time in 2022 after a two-year hiatus. Both TOUCH Community Services and TOUCH Family Services received the **Charity Transparency Award** for our commitment to upholding a high standard of transparency and governance, and building strong relationships and trust with our stakeholders. The award aims to promote transparency and good governance in the charity sector by acknowledging the excellent work of charities, while inspiring others to emulate best practices.



The work of two TOUCH programmes, Digitally Ready Families (DRF), a programme by TOUCH Cyber Wellness and TOUCH Young Arrows; and Do You M.I.N.D.?, a school-based mental health literacy programme by TOUCH Mental Wellness,

were honoured with **Outstanding Awards at the Wofoo Asian Award for Advancing Family Well-Being (3A Project) 2022**. Organised by the Consortium of Institutes on Family in the Asian Region (CIFA), the awards recognised the effectiveness of DRF in equipping vulnerable families with skills to use basic digital platforms and cyber wellness resources, and the innovative approaches utilised in Do You M.I.N.D.? to impart healthy coping strategies and promote awareness of mental health resources. DRF also received the **Bringing Hope Home Award** for its efforts to enhance resilience and bring hope to families coping with challenges during the COVID-19 pandemic.



Ms Peggy Lim, Senior Social Worker at TOUCH Mental Wellness, was one of two recipients of the Promising Social Worker Award. The award, conferred by the President of Singapore, recognises social workers who have achieved significant accomplishments or initiated innovative projects that have impacted their clients and the community, who remain engaged in continual professional development, and who show strong potential for leadership development.



Transforming for Organisational Excellence

People are at the heart of our work in the community. To encapsulate this, TOUCH launched the revised mission statement – **'To Inspire Hope and Impact Lives, because People Matter'** – and Values in Action (VIA).

VIA, which was developed collaboratively by some 50 managers and team leads from TOUCH, describes positive behaviour relating to our core values and are key to a strong organisational culture. Bilingual collaterals were designed and distributed to staff as a resource to engage teams on how they can express TOUCH's VIA together.

The annual Employee Engagement Survey continued to see a very strong 91 per cent participation rate: with a three percent increase in engagement rate to 78 per cent. There was an overall improvement in five core engagement questions with 87 per cent of staff agreeing that they would recommend TOUCH as a great place to work at.

Engagements with the Online Community

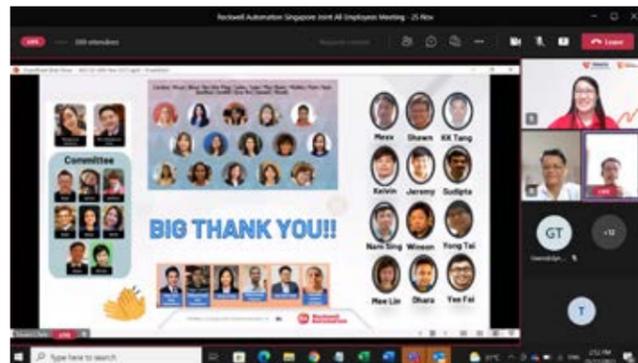
TOUCH believes in engaging the online community through regular posts, partnerships and programmes. In the year under review, TOUCH has increased its reach on digital platforms.

TOUCH's Facebook page has 872,109 followers (10% increase from 2021), while TOUCH's Instagram page has 229,578 followers (28% increase from 2021). The number of follows on LinkedIn saw a 70% increase. TOUCH also reached out monthly to some 27,217 email subscribers with marriage, family and wellness tips and resources

Partnerships with Corporates



Rockwell Automation has journeyed with TOUCH for the past 15 years and has continually worked with us to explore creative solutions to meet the needs of the community. In 2022, employees of Rockwell Automation worked closely with TOUCH Senior Activity Centre at Geylang Bahru to organise a distribution of necessities to 480 seniors, a National Day Carnival for 200 seniors, and a boat outing for 80 seniors. Rockwell Automation was also acknowledged as a “Platinum Star” sponsor at the Dare to Dream Charity Gala for their unwavering support and the impact they have made on various groups in the community through the years.



DBS Bank was a key partner of TOUCH in 2022. In their journey with TOUCH, DBS Bank has empowered the community by sharing resources and equipping over 178 seniors, children, and parents with important financial literacy skills such as budgeting, saving, and scam awareness. In collaboration with Edible Garden City, DBS Bank also supported the build of an Edible Garden project at TOUCH Centre for Independent Living (Ubi), as part of a collaboration with Edible Garden City to raise awareness of natural food sources among our clients and their caregivers, and to cultivate a sense of community through gardening. Beyond that, they have organised six Christmas parties and granted wishes of 390 children from TOUCH Young Arrows.



CapitaLand Hope Foundation (CHF) has journeyed with TOUCH since 2018 and has been a steadfast supporter of TOUCH’s work with the elderly in Ang Mo Kio, Jurong, Toa Payoh and Yishun. Their #LoveOurSeniors initiative aims to improve the quality of life of seniors in need through better nutrition, enhanced well-being, and improved living conditions. As part of the Meals-On-Wheels programme in 2022, CHF sponsored over 4,000 specially created meals which were delivered by over 300 CapitaLand staff to the homes of the seniors. Under the #LoveOurSeniors initiative, CHF supported 19 elderly clients receiving home care assistance from TOUCH by creating safer and more conducive homes for them.



As committed partners of TOUCH since 2019, **Changi Foundation**, the philanthropic arm of Changi Airport Group (CAG), and **Certis**, renewed our partnership to make a difference in the lives of our beneficiaries. For the next three years, 16 donation boxes will be placed across Jewel Changi Airport and Changi Airport to support disadvantaged youths in our society and to build their potential to become active contributors in the community.



Sun Life Singapore has been a valued partner of TOUCH since 2021. Together, we have worked hard to drive diabetes awareness among families with various healthy living programmes, such as cooking demonstrations, exercise sessions, educational workshops on healthy eating, and art therapy to prevent and manage chronic illnesses like diabetes. A family day carnival to promote family bonding was also organised. Their efforts in promoting the importance of living a healthy lifestyle have improved the wellness of vulnerable families.





TOUCH Elderly Group



Served
10,408
elderly clients



Supported by
11,846
volunteers



Engaged
3,566
seniors through
activities by TOUCH
Active Ageing



57
caregivers recognised
and appreciated at
the launch of the
Carer Resource Pack
as part of TOUCH's
30th Anniversary
celebrations



Provided counselling
and home care
support to
140
vulnerable seniors
under TOUCH Cluster
Support



The Community
Musculoskeletal Clinic
saw a
52.3%
increase in clients
served



Delivered
466,889
meals to
1,470
homebound seniors
through the
Meals-on-Wheels
programme

TOUCH Active Ageing (TAA)



Community stakeholders standing in solidarity with the dementia community at the launch of the Community Living Resource at the Walk2Remember Walkathon 2022.

- Hosted Second Minister for Health and Minister for Social and Family Development Mr Masagos Zukifli's visit to TOUCHpoint@AMK 433 to learn more about TOUCH's community enablement efforts to support ageing-in-place. At the event, Mr Masagos also announced enhanced funding for mobility devices under the Seniors' Mobility and Enabling Fund (SMF) and Assistive Technology Fund (ATF).
- Organised Walk2Remember Walkathon at Bishan-Ang Mo Kio Park, together with the Ang Mo Kio Partners' Network, as part of efforts to promote inclusive and Dementia-Friendly Communities (iDFC). The event was supported by the Majority Trust's "Silver is Gold" Fund. The Community Living Resource was also launched for Ang Mo Kio residents caring for family members with dementia.
- Administered the Community Screener Tool for 500 seniors in Yishun to raise awareness of TOUCH's Active Ageing Centres (AAC) as accessible social and health go-to-points, with resources to enable seniors to age healthier and better connect with neighbours.



Second Minister for Health Mr Masagos interacting with TOUCH clients at TOUCHpoint@AMK 433.



Helping seniors stay physically and mentally well through community health screening.



“Arts with a Heart” – an interest group – was set up to help seniors from Yishun discover their artistic talents, stay socially connected and lead purposeful lives.



Partnering ActiveSG, 15 seniors aged 62 to 83 from TOUCH's senior activity centre in Geylang Bahru attended aqua sessions at Kallang Basin Swimming Complex.



Mr Tan Yoke Soo, 88, was one of 16 seniors from Yishun, whose “kueh” acrylic painting was showcased at the Yishun Public Library.



Seniors from TOUCH's active ageing centre in Yishun sharing recipes for healthy meals.

- Expanded the WeCare Arts Project to benefit seniors from Ang Mo Kio, Geylang Bahru, Yishun and Wellington. Supported by the National Arts Council, North West Community Development Council and South West Community Development Council, this project aims to enable seniors to harness their artistic skills, discover their strengths and strengthen peer-to-peer connection among neighbours.
- Piloted the Hospital to Home (H2H) project with the National Healthcare Group cluster hospitals to support some seniors' safe and timely transit back home.

- TAA (Yishun and Wellington) held its first combined hybrid cooking demonstration, as part of the Yes2Healthy Life project launched in 2019, to share nutritional knowledge and encourage seniors to take charge of their health.

- The Blessed Food Blessed Life project which started in Yishun was expanded to involve seniors from Wellington. The project gave seniors the opportunity to tap on their skill sets and resources to support their neighbours. This project involves some 16 seniors across TOUCH's active ageing centres in Yishun and Wellington.



Mdm Kwan Chui Kheng, 78, from Wellington (left) with TAA staff Ms Michelle Wu (right) taking part in the Blessed Food Blessed Life project.

TOUCH Caregivers Support (TCG)

- Set up the Caregiving Project Team comprising 12 staff from various departments to explore caregiving solutions to address complex issues.



Participants including care coordinators, therapists and programme executives from TOUCH's active ageing centres attending a training session organised by the Caregiving Project Team.

- 42 staff from various departments attended a workshop by Caring for Life which equipped them with skills to identify signs of suicide risk and to better support distressed individuals they come across during their course of work and those who seek help through the TOUCH Care Line.
- 57 caregivers were appreciated through the launch of the Carer Resource Pack as part of TOUCH's 30th Anniversary community giving.



TCG is committed to supporting caregivers in their caregiving journey.

- Launched the Telegram caregivers support group in July 2022 reaching out to 92 caregivers.
- One ex-caregiver volunteered to be a TOUCH Care Line care coordinator for five months.



Caregiver Mr Glenn Poh (right), 42 and his mother, Mdm Tan Sow Meng (left), 72, taking part in activities at TOUCHpoint@AMK 433.



Former caregiver Mr Ng Chor Kwang, 53, giving back to the community.



TOUCH Cluster Support (TCLS)



Seniors enjoying an outing to Jurong Bird Park with volunteers and staff.



A workshop teaching seniors coping techniques to reduce stress and regulate their emotions, and helping them form new friendships.

- Conducted six sessions of stress management workshops and grief support sessions to provide psychosocial support for seniors in Geylang Bahru.
- Conducted the second run of Advance Care Plan workshop for seven seniors from TOUCH's AAC in Yishun.
- Eight volunteers from Heartware Network conducted customised digital skills training in the homes of eight seniors. Five out of eight seniors were able to effectively use WhatsApp and SMS to communicate with others after the training.
- 38 seniors from Jalan Rajah participated in a community outreach survey to identify the needs of residents and how they can be better supported.

TOUCH Day Rehabilitation Centre (TDRC)

- Day Rehabilitation Centre was renamed TOUCH Day Rehabilitation Centre and formalised as a TOUCH service to better reflect its expanding role in supporting the elderly and their caregivers.



Mr Mohammad Yassin (left), 64, a recipient of the Senior Mobility Fund, with physiotherapist Ms Joan Muk (right) at the Day Rehabilitation Centre at TOUCHpoint@AMK 433.

- Supported the Ministry of Health and the Ministry of Social and Family Development's announcement of the enhanced funding for the Seniors' Mobility and Enabling Fund (SMF) and Assistive Technology Fund (ATF). The funds enable seniors and persons with special needs to have the appropriate prescribed devices to help them enjoy a better quality of life. The enhanced funding was implemented on 14 February 2022.
- Launched new virtual sessions including Tone and Stretch, and Cardio Mix as part of the advanced strength training programme.
- Continued efforts to support the therapy needs of Ang Mo Kio residents through the Community Musculoskeletal (MSK) Clinic located at TOUCH Home Care (Ang Mo Kio).



The Community MSK Clinic is supported by TOUCH's experienced team of physiotherapists.

TOUCH Home Care (THC)

- Piloted Connect@TOUCH, a second generation mobile app with enhanced features to improve volunteer engagement, usability and scalability.
- Accelerated efforts to recruit 27 home care clients as part of its Reablement Pilot Programme, funded by the Tote Board, to increase the elderly's independence and reduce service reliance.



Ms Maureen Lee, 91, who took part in the Reablement Programme, now lives an independent and purposeful life.



Mdm Woo Sau Yeng, 77, and husband Mr Poon Fook Chong, 83, are supported by TOUCH's suite of home care services.

- Received second sponsored van from Lumens Auto to meet the increased demand for Medical Escort and Transport services for seniors' medical appointments.



Sponsored van by Lumens Auto (From left: Group Head of TOUCH Elderly Group, Mr Kavin Seow; TOUCH Chief Executive Officer, Mr James Tan; Lumens Senior Advisor Dr Lam Pin Min and Lumens Chief Operating Officer, Mr Chiam Soo Chian).

TOUCH Senior Group Home (TSGH)



The Senior Group Home, a funded programme by the MSF, has helped vulnerable seniors to co-reside independently in the community with enhanced access to a range of social services.

- Discontinued TSGH after 31 December 2022 to better focus on other eldercare programmes to support seniors to age in place in the community.
- Worked with the Ministry of Social and Family Development and the Housing Development Board to assist five seniors to transit to alternative housing options.



TOUCH Integrated Family Group



Satisfaction rating of
9.73
out of 10
for TOUCH Adoption by
prospective adopters



Received
99.1%
satisfaction rating for
TOUCH Adventure's
adventure-based learning
programmes



Provided quality preschool care
and education to
161 children
from
147 families
at two TOUCH Child Care centres.



Received
100%
positive feedback from
principals and teachers about
TOUCH Early Childhood
Intervention's programme
which helped teachers to support children
with learning needs more effectively.



477
vulnerable families
supported under the HOPE
scheme run by TOUCH
Family Support



TOUCH Leadership & Mentoring
reached out to
4,378
students through various on-site,
virtual and hybrid programmes.



Aptitude
(in both ITE College East
and Central) served
2,220
youths on campus and virtually.



TOUCH Marriage Support prepared
129
couples for marriage and supported
98
individuals in enriching
their marriage during the year.



10,348
parents were equipped
through TOUCH Parenting's
programmes.



158
youths supported through the
SPARKX and DigitalMINDSET
programme under TOUCH Youth
Intervention.



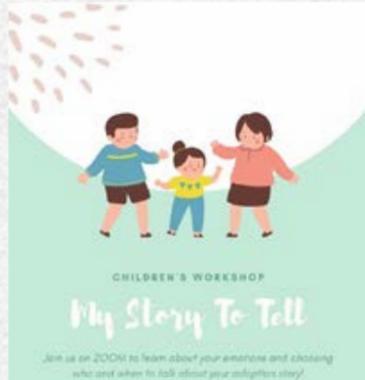
Supported
412
children and youths from low-income
or single-parent families through
weekly educational activities with the
help of 472 regular volunteers across
25 TYA Clubs.



Received
1,243
enquiries through
TOUCHLine and Help123

TOUCH Adoption

- Started the 'My Story to Tell' workshop, in collaboration with the Singapore Children's Society, to educate and help children aged seven to nine identify their emotions when talking about their adoption story.



'My Story to Tell' workshop aims to educate and help children aged seven to nine identify their emotions and the right time to share their adoption story.



The 'Building Attachment and Therapeutic Parenting' workshop, launched in celebration of TOUCH's 30th anniversary aims to strengthen the relationships between the adoptive parents and their children.

- Found loving families for three children and assisted in two stepchildren adoption placement from China.
- Assessed 62 couples to be ready and suitable for adoption. These couples rated the experience with TOUCH Adoption 9.73 out of 10.
- Conducted 21 adoption workshops with 942 participants to prepare prospective adopters for their role as adoptive parents as well as support adoptive parents in their ongoing journey of parenting their children.

TOUCH Adventures (TA)

- First organisation to resume school residential camps following the pandemic. 275 students from Fairfield Methodist Primary School participated in the three-day, two-night camp at the MOE Labrador Outdoor Adventure Centre.



Held the first residential camp and campfire with Fairfield Methodist School (Primary) since the pandemic.

- Organised a total of 116 programme engagements, of which 30 were with new schools. 99.1% of the schools and organisations were reported to be very satisfied with the delivery and service.
- Conducted a Standard First Aid course for the first time for 25 staff and volunteers from TOUCH Leadership & Mentoring and TOUCH Young Arrows.



Staff and volunteers from TOUCH Leadership & Mentoring and TOUCH Young Arrows attending the Standard First Aid Course.

TOUCH Child Care (TCC)

- Launched a new values-in-action core programme: 'You've Got a Friend in Me' penpal project in collaboration with TOUCH Elderly Group. The children and seniors befriended each other by exchanging handwritten letters over several weeks and finally met at a physical gathering to enjoy snacks and art and craft together. The children also put up a short dance performance for the seniors.



K2 children meeting up with the penpals they had been writing letters to.

- Planned a total of 19 field trips to enhance learning beyond the classroom following the resumption of field trips permitted by Early Childhood Development Authority post pandemic.
- Students participated in Good Neighbour Day by distributing care packs to their neighbours.



Mrs Janie Teo, Lead Teacher of TCC (Clementi) and Nguyen Hien Minh, a two-year-old student from the Playgroup class blessing a Block 333 neighbour with a tissue pack on Good Neighbour Day.

- Celebrated the achievements of 33 K2 children as they graduate and move on to their next academic milestone.



TCC held its first onsite graduation ceremony after two years for K2 students with the theme 'It's a Wonderful World'.

TOUCH Early Childhood Intervention (TECI)

- TECI offers support for children with mild learning and developmental needs by providing them with targeted and affordable early intervention. This improves their developmental progress before they are placed in mainstream primary schools.
- Screened 70 children with mild learning and development needs from 10 schools and supported 61 children who joined the intervention programme.
- 100% of parents agreed that they have benefited from the community-based support programme.

TOUCH Family Support

- Project 123! is an employment programme funded by the Presidents' Challenge. The programme aims to motivate lower-income families to take on employment by providing opportunities to upskill and improve employability. TOUCH Family Support saw 79 percent of clients successfully securing employment within one year of the programme. 53 percent of them stayed in their jobs for more than six months.



Cycle 3 of Project 123 Motivation Workshop, which was conducted between May and June 2022.

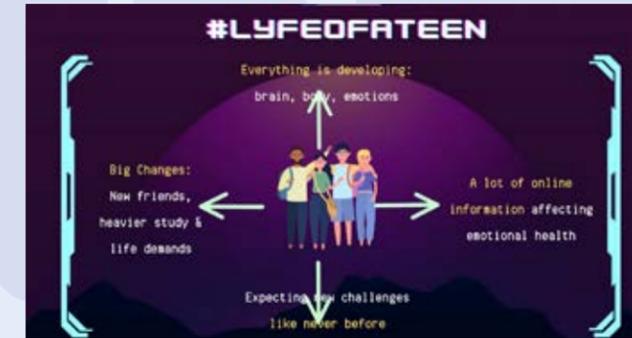


Before and after photos of the home improvement programme.

- Expanded Project Aspire, a Home Improvement and Education Programme, to new regions in Singapore. Resources and support were provided to create a better home environment for these families. This was followed by a sharing with the families about necessary organisation and budgeting skills.
- Completed two runs of Basic Conversational English workshops to improve English language competency for migrant wives under Project Aspire. The workshop aims to improve their chances of employment and help integrate them into the Singapore society.

TOUCH Leadership & Mentoring (TL&M)

- Launched the issues-based peer mentoring escape room for secondary school students to be more socially aware about the issues teens face and empower them with the tools to be better supporters to their peers.
- Conducted three in-house service leadership courses and one volunteer coordinator training for some 60 new TOUCH staff.



Through #Lyfeofateen, we are equipping youths with knowledge to adapt and learn about the various things that they are experiencing all at once.

- Celebrated the 23rd year of being a show partner for the National Day Parade, where over 400 youths from Institutes of Higher Learning are trained to be motivators to engage the public.



400 TOUCH volunteers trained as motivators for the National Day Parade.



New staff of TOUCH attending an in-house Service-Leadership training as part of the onboarding process.

- Started the Buddy Club Programme at Aptitude @ ITE College East which provides a community for students with special educational needs to learn social skills as they transit into a mainstream school.



The Buddy Club programme in full swing, providing a supportive community for students with Special Educational Needs and student leaders at ITE College East.

- Aptitude @ ITE College East ran the #WeInspire mentoring programme with corporate volunteers from Citi Singapore and Twitter to improve employability prospects of some 15 students through workshops such as resume writing and interview application.

- Aptitude @ ITE College East held the second Aptitude Youth Festival to celebrate the achievements and impact made through the ASPIRE programme. The event was graced by Minister of State for Education and Manpower, Ms Gan Siow Huang, and attended by some 69 guests, staff, and students.



The Aptitude Youth Festival celebrated the achievements of the Aptitude Buddy Club over the year. The event was graced by Minister of State for Education and Manpower, Ms Gan Siow Huang, and attended by some 69 guests.

- Through the Aspire Programme, 75 of the 82 students gained employability experience, with seven of them eventually selected for an internship.

- Staff at Aptitude @ ITE College Central conducted mentoring sessions for 35 students undergoing their mandatory industry attachment.
- Expanded the Aptitude programme to four classes in ITE College Central, reaching 123 students.
- In 2022, volunteers from Hong Kong Land Singapore participated in a bubble soccer activity with the students of Aptitude @ ITE College Central. The activity allowed the students to listen to the experiences from industry mentors and be inspired to overcome challenges that they may face.



Hong Kong Land volunteers participating in a bubble soccer competition with students.



Volunteer mentors from Citi Singapore and Twitter with first-year students at the Skills Workshop roadshow.

TOUCH Marriage Support

- Provided training for 37 partners and helpers of the PREPARE-ENRICH Marriage Enrichment Programme. The programme aims to help couples identify their strengths and build confidence in their relationship skills.
- Conducted 12 sessions of the Journey to Intimacy Workshop for 18 individuals, and one talk on 'Emotion Coaching' for 35 staff of TOUCH Special Needs Group.



Resumption of onsite PREP classes.

- In celebration of TOUCH's 30th anniversary, various complimentary programmes were offered to the public to empower couples and individuals in their family life. 248 participants benefitted from five webinars on topics ranging from managing finances, weathering conflicts, talking about sex, device use and gender differences.

JOIN US LIVE!

From Marriage to Parenthood

Together with the MSF's AFA to Strengthen Marriages and Family Relationships

LIVE

17 Feb, Thu

8 - 8.45pm

- Is there a right time to start a family?
- How can couples start the conversation on fertility?
- What are the barriers to discussing fertility?

DR EDMUND WONG

Principal Family Life Educator,
TOUCH Community Services
Member of the Alliance for Action (AFA) to
Strengthen Marriages and Family Relationships

MDM CHANG MUN LAN

Family Life Educator,
TOUCH Community Services

FAMILIES LIFE

Our Family Life Educators sharing at webinars to strengthen marriages and family relationships.

- Supported 65 clients with counselling and mentoring sessions throughout the year.

TOUCH Parenting



Parents and children from TOUCH Child Care attended the 'Transition to Primary One' programme and had a fun time learning transitional skills and making a terrarium together.



- Collaborated with TOUCH Child Care to revise the 'Transition to Primary One' parent-child programme to equip families with the necessary skills to smoothen the transition to primary school. The programme was conducted at Gardens by the Bay, where families

also attended an experiential learning workshop of terrarium building.

- Conducted 180 parenting workshops with an overall satisfaction rating of 4.61 out of 5.

TOUCH Young Arrows (TYA)



TYA Family Day was our first mass TYA event after the pandemic which saw 200 families gather for a day of fun and family bonding.

- All 25 TYA clubs resumed face-to-face activities.
- Organised TYA Family Day, in collaboration with TOUCH Adventures, to strengthen familial bonds. Over 600 clients, their family members, and volunteers attended TYA's first mass event held after the pandemic.
- The Digitally Ready Families programme, in collaboration with TYA, TOUCH Cyber Wellness and TOUCH Parenting, successfully completed four workshop runs that benefitted 187 parents and children from lower-income families by equipping them with essential digital life skills. The workshop received positive feedback from schools, MOE UPLIFT and ComLink.



One of the Christmas parties organised for the children by corporate sponsors DBS, NetLink, Brookfield, Finova, Senoko and Infoblox.

- 360 volunteers from DBS, Brookfield, and NetLink Trust spread the joy of giving during Christmas with personalised gifts for every TYA child. Christmas parties for the children were also organised by 105 volunteers from these three companies and others, such as Finova, Senoko and Infoblox. These partnerships serve to enrich the experiences and nurture the potential of children to make a positive impact in society.



Reached families in need of support by conducting Digitally Ready Families workshops that equipped participants with digital life skills.



Volunteers conducting Values-Driven Activities, based on the Social Emotional Learning curriculum framework, during a club session.

TOUCH Youth Intervention (TYI)



The youths attending the first learning journey organised by TYI, where they listened closely to staff from Giant advising them on how to have work-life balance and healthy coping methods.



- TYI conducted the third iteration of SPARKX, an intervention programme to help children who exhibit behavioural issues cultivate self-management skills and better family relationships. 15 of the 57 participating children were enrolled in 2022. 23 families attended Family Day at Wildlife Reserves Singapore, an event aimed at facilitating positive interactions and quality family time.



A SPARKX groupwork activity where children completed the task with a set of strict rules and timing. A debrief was carried out to help children become aware of, identify and express the emotions they had experienced during the activity.

- The DigitalMINDSET programme registered 97 cases in 2022. Three successful group sessions were conducted, where the youths learnt important skills to progress with their therapy goals. As part of the partnership with MINDSET, youths were brought on an exploratory learning journey during the group sessions. Together with ambassadors from Jardine, the youths visited Giant supermarket where they gained valuable experience on potential stressors in a workplace and learnt tips from the mentors to overcome them.



A SPARKX groupwork session where children were introduced to the concepts of 'Anger Iceberg' and 'Anger Thermometer', which aims to help them to better identify other emotions underlying and/or coexisting with anger, as well as the intensity of their emotions.



TOUCH Special Needs Group



Served a total of **228** trainees and caregivers of TOUCH Centre for Independent Living (TCIL).



73 special artists were enabled to earn an income through JOURNEY.



Reached out to **798** individuals through TOUCH Silent Club's workshops and programmes.



Engaged **141** TOUCH Ubi Hostel (TUH) trainees, Continuous Support Programme (CSP) members and their caregivers.

TOUCH Centre for Independent Living (TCIL)



Trainees are equipped with work skills in a live commercial setting as part-time packing assistants at JOURNEY Fulfillment Centre.

- Started Project123!, a programme that aims to help clients plan, train, and find a job. The programme consists of three stages: motivate, train, and place. A total of 15 clients were enrolled in the programme. At the end of Stage One, 13 clients were assessed to have increased motivation. In Stage Two, the clients learned personal grooming and had to pass food and safety training.
- The Temasek Trust-CDC (TTCDC) Lifelong Learning Enabling Fund aims to support persons with disabilities in acquiring relevant vocational and independent living skills. With the support of TTCDC, the clients were exposed to new skills such as those related to Food and Safety, Healthy Bento, Personal Grooming, Drumming Circle, Angklung, and Creative Dance. A total of 23 clients benefitted from this.



TCIL Ubi trainees with Shatec instructor on Personal Grooming & Social Etiquette workshop.



TCIL Ubi trainees learning the different rhythm during drumming circle under the TTCDC.



TCIL Ubi trainee, Wen Jian receiving a certificate of participation from Chef Kingsley upon completion of Shatec's Healthy Bento Preparation workshop.



Clients and caregivers had a family photo together during the TOUCH Special Needs Group Family Day. The photos feature their preferred love language to help them remember each other's love language.

- TCIL, together with TOUCH Ubi Hostel, organised the TOUCH Special Needs Group Family Day to bring 32 families and 41 caregivers together to uncover their love languages and promote family bonding.
- Chen Zhiyu, a client from TCIL, was converted to become a staff member of TOUCH SpecialCrafts in 2022. Since 2017, Zhiyu undertook various forms of vocational training to harness and hone his artistic skills. His work can be seen on JOURNEY products.
- JOURNEY launched the Hydrangea Holidays floral display in partnership with Gardens by the Bay. 50 art pieces created by 27 artists were exhibited. 27 of these were sold in a silent auction that raised over \$20,000.



JOURNEY's special artists at the Hydrangea Holidays floral display.



50 Artworks were available for sale via a silent auction at the Hydrangea Holidays floral display.

- JOURNEY was one of the 240 brands at the Boutique Fairs, a highly acclaimed shopping event aimed at promoting quality, design-led merchandise.
- 73 artists earned an income through the sale of their artwork on JOURNEY products.



JOURNEY's booth at the Boutique Fairs 2022 from 25 - 27 November 2022.

TOUCH Silent Club (TSC)

- Partnered with several organisations to conduct 15 deaf awareness workshops for 571 participants.



TSC conducted a sign language workshop for the children at TOUCH Child Care.

- A total of 57 participants from the Singapore Medical Society of Australia and New Zealand, Nanyang Technological University's School of Physical and Mathematical Science and TOUCH Child Care (Clementi and Hougang) attended two rounds of Conversational Sign Language workshops and four customised Sign Language workshops with TSC.
- Served 54 clients from the Active Senior Group by organising activities for Deaf seniors to come together to learn and socialise. Activities organised included a visit to the Changi Experience Studio and attending a First Aid workshop.



Seniors at the Changi Experience Studio.



Clients attending the Know Your First Aid workshop organised by NUS SIGNapse.

- Held the first Captain's Ball game at Radin Mas Community Club for Deaf youths. More than 35 Deaf youths signed up for the event.



Deaf youths after a game of Captain's Ball during a Youth Outreach session.

- TSC's mentoring programme provided guidance to 10 Deaf students over 179 sessions. The aim was to help students develop a positive mindset, gain relevant life skills and build resilience so that they can contribute positively and integrate well with the community.



Snapshots of the Mentoring Programme from January to November 2022.

- Served 32 clients through the Work Assistance Programme by helping them seek out employment opportunities. 16 have found employment and of this number, over 30 percent stayed in their jobs beyond three months.

TOUCH Ubi Hostel (TUH)

- For the second year running, TUH collaborated with Spring Brainy Kidz to raise awareness and foster inclusiveness with persons with intellectual disabilities among the children. 14 of our trainees engaged some 50 children over a span of four physical activity sessions including a treasure hunt.



TUH trainees getting ready to go for Scavenger Hunt after getting to know the K1 students through the Community Project with Spring Brainy Kids@Ubi.

- 10 trainees went through 10 sessions of Equine Therapy organised by the Singapore Polo Club to help build self-confidence and social and communication skills. The trainees went through an enriching experience challenging themselves and overcoming their fears after caring for the horses and riding them.



Group photo with staff members and volunteers from Singapore Polo Club.



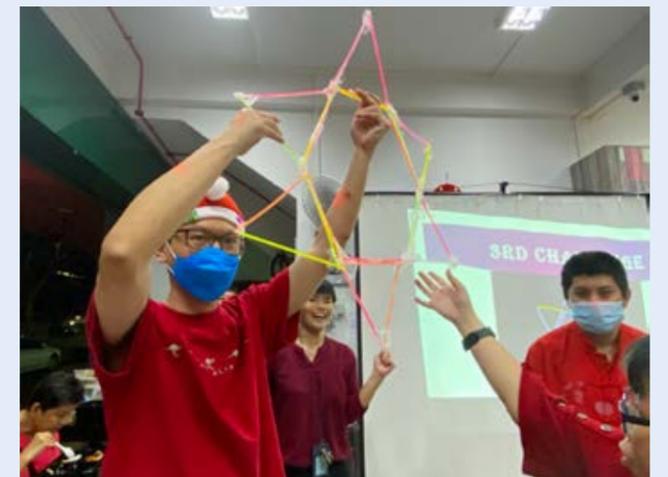
TUH trainee, Chong Meng, feeling a sense of achievement as he rides the horse.

- Implemented the Community Learners' Programme as part of the independent living training for four high-functioning trainees in TUH. Trainees got to discover their personal strengths and enhance their community living skills outside of the hostel by going on an outing with seniors from TOUCH Active Ageing to the Jurong Bird Park and a dinner with their peers at Tampines Shopping Mall.



As part of the Community Learner's programme, TUH trainees went for outings to the Jurong Bird Park with seniors from TOUCH Active Ageing and Tampines Shopping Mall respectively.

- The Continuous Support Programme (CSP) remains a success. This year, CSP kickstarted a regular online programme in the format of a game show for 14 trainees to enhance their digital literacy and digital skills. The online programme was designed in line with AFLS Skills Based Assessment Protocols and tested the trainees on their knowledge and application of skills related to personal grooming, personal care, problem solving and communication.
- Celebrated festive occasions such as Lunar New Year and Christmas with trainees and their family members virtually and in-person. Trainees and their family members were brought together for a time of celebration and bonding through the activities organised.

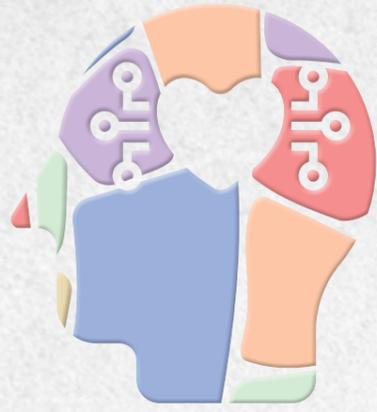


Ending the year 2022 with a blast by celebrating Christmas together!

TUH trainees together with CSP clients creating the STAR that symbolises the Christmas season.



The CNY festive celebration was conducted online to bring clients from the Continual Support Programme together. This was also a good opportunity to teach the clients how to use technology to connect with one another.



TOUCH Wellness Group



TOUCH Cyber Wellness conducted trainings and seminars for

105,208

educators, students and members of the public.



Reached out to

10,875

participants through TOUCH Mental Wellness' mental health workshops and programmes.



Garnered a total reach of more than

8 million

through online, broadcast, print and offline mediums for the Beyond the Label campaign.

TOUCH Cyber Wellness



Conducting an online seminar on gaming addiction for students from Tze Chi School Indonesia.

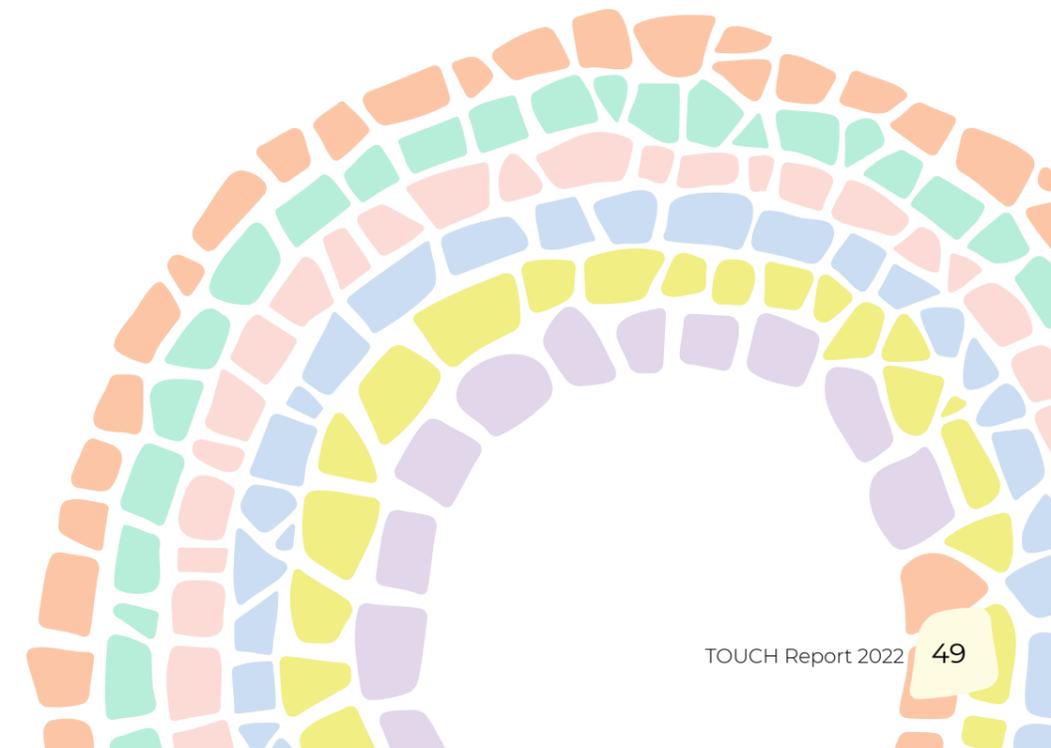
- Conducted Cyber Wellness Educators' Training for MOE Guidance Branch to provide 195 educators with an understanding of the cyber wellness landscape and how they can approach prevalent issues faced by their students.

- Shared with over 400 seniors on how to utilise digital technologies and platforms, and how to stay safe online on Smart Nation Grandparents' Day 2022.



Engaging the seniors during Smart Nation Grandparents' Day 2022 to share on how they could better use digital technologies.

- Conducted an online seminar on gaming addiction for 400 high school students from Tze Chi School Indonesia so they can better control and manage their gaming habits.
- Conducted an online seminar for 100 Singapore Police Force's NPCC Cadets on the topic of cyberbullying and equip cadets with skills to assist their peers



TOUCH Mental Wellness

- Launched Supporting Youth in the Community (SYINC) in April 2022. SYINC is a community-based intervention and engagement programme for youths aged 13 to 19 who are experiencing mental health issues. The team received more than 800 hours of training from the Institute of Mental Health.
- The Youth Integrated Team is a fully funded mental health screening, assessment and intervention programme for youths aged 12 to 25. In 2022, the team conducted targeted outreach for 274 youths from non-profit agencies and educational institutions, and engaged 393 youths for YIT-related services, such as counselling.
- Conducted 30 Do you M.I.N.D.? sessions for 3,312 students across 15 schools.

BEYOND THE LABEL 2.0

- TOUCH Mental Wellness and the National Council of Social Service launched Beyond the Label (BTL) 2.0 and the 26-member BTL Collective to better support persons with mental health conditions, and to build a more inclusive society. Beyond raising awareness, the BTL Collective will inspire action in schools, workplaces, and community groups to achieve these goals.



Members of the BTL Steering Committee at the launch during the BTL Fest.

- Beyond the Label 2.0 reached out to 49,424 individuals through roadshows and the BTL Fest.

- This new initiative was launched during the BTL Fest 2022, an annual flagship event by the BTL movement. The event was graced by President Halimah Yacob and witnessed by Minister for Social and Family Development, Mr Masagos Zulkifli. The BTL Fest, held at Gardens by the Bay, drew 16,424 visitors, and amassed a total media reach of 8,858,852.
- As part of the community outreach of the BTL movement, a BTL concept train with the message to 'Go Beyond' was unveiled. It encourages the public, as they go about their daily commute, to 'Go Beyond' the stigma and better support and include persons with mental health conditions in schools, workplaces and in the community. The train was launched by Minister of State for Culture, Community and Youth & Trade and Industry, Mr Alvin Tan.



The train launch aims to encourage members of the public to 'Go Beyond'.

- The BTL mobile exhibitions reached out to more than 25,000 students across 25 schools, and over 8,000 members of the public across eight community-based events.



Pebbles painted by students from Ang Mo Kio Secondary School during the BTL Mobile Exhibition.



TOUCH Professional Deputies and Donees (PDD)



TOUCH PDD saw an increase in conversions from enquiries to cases –

19%

for Professional Doneeship and

74%

for Advanced Care Planning sessions in 2022.

TOUCH Professional Deputies and Donees (PDD)



End of Life workshop at TOUCH Active Ageing Centre at Ang Mo Kio.

- Ran a total of 15 outreach sessions for community partners, and reached 2,860 members of the community.
- Launched the Final Wishes Planning workshops and conducted webinars for seniors at Yong En Active Hub at Bukit Merah, TOUCH Active Ageing Centre at Ang Mo Kio and residents staying in Cheng San – Seletar Constituency to encourage and empower seniors to plan early so that their loved ones can make end of life arrangements according to their wishes.
- Started the Tele-Advance Care Planning online to facilitate advance care planning for seniors who want to document and plan for their future health and personal care.



Seniors at the Final Wishes Planning Workshop at Yong En Active Hub.

- Leveraged social media to increase the awareness of PDD's service, bringing the total outreach number to 112,216 (a 381% increase) in 2022. Through these outreach and publicity efforts, the service saw a 3% increase in enquiries on professional deputies, a 32% increase in enquiries on professional donees, and 74% increase in enquiries on advance care planning in 2022.

Facts & Figures 2022

Services ^{***}	No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular [*] & ad-hoc ^{**})		Lives Touched	
	2022	2021	2022	2021	2022	2021
TOUCH Community Services Ltd						
TOUCH Adoption	4 FT 1 PT	2 FT 3 PT	-	-	1,204	1,522
TOUCH Adventures	4 FT 1 PT	2 FT	4 ⁱⁱ	6 ⁱⁱ	17,400 ⁱⁱⁱ	7,893
TOUCH Child Care	36 FT 3 PT	31 FT 1 PT	5 ⁱ 29 ⁱⁱ	4 ⁱ 25 ⁱⁱ	800	890
TOUCH Early Childhood Intervention	5 FT	4 FT	-	-	243	292
TOUCH Family Support	9 FT	7 FT	4 ⁱ 29 ⁱⁱ	-	521	1,821
TOUCH Leadership & Mentoring	13 FT	14 FT	458 ⁱ 18 ⁱⁱ	179 ⁱ 18 ⁱⁱ	6,888	6,562
TOUCH Marriage Support	1 FT 5 PT	2 FT 4 PT	28 ⁱ	32 ⁱ	973	1,511
TOUCH Parenting	6 FT 1 PT	5 FT 2 PT	-	-	10,348	13,631
TOUCH Young Arrows	10 FT 1 PT	6 FT 1 PT	472 ⁱ 573 ⁱⁱ	426 ⁱ 217 ⁱⁱ	799	1,436
TOUCH Youth Intervention	9 FT	11 FT	19 ⁱ	16 ⁱ	1,540	2,041
TOUCH Centre for Independent Living	20 FT 1 PT	21 FT	28 ⁱ 58 ⁱⁱ	47 ⁱ 55 ⁱⁱ	480	174
TOUCH Silent Club	2 FT	2 FT	24 ⁱ 47 ⁱⁱ	48 ⁱ 10 ⁱⁱ	798	475
TOUCH Ubi Hostel	13 FT 1 PT	11 FT	12 ⁱ 29 ⁱⁱ	17 ⁱ 45 ⁱⁱ	141	103
TOUCH Cyber Wellness	5 FT	5 FT	5 ⁱ	5 ⁱ	105,208	89,276
TOUCH Mental Wellness	17 FT	10 FT	-	-	10,875 ^{iv}	4,586
TOUCH Professional Deputies and Donees	1 FT 1 PT	1 FT 1 PT	-	-	554	2,893
TOUCH Active Ageing	23 FT 2 PT	12 FT	282 ⁱ 1,632 ⁱⁱ	107 ⁱ 586 ⁱⁱ	3,566	1,815
TOUCH Caregivers Support	3 FT	8 FT	1 ⁱ	75 ⁱ 21 ⁱⁱ	3,860	4,790
TOUCH Cluster Support (Kallang & Yishun)	8 FT	9 FT	10 ⁱ	10 ⁱ	140	186
TOUCH Day Rehabilitation Centre^{***}	4 FT	-	-	-	316	-
TOUCH Home Care	114 FT	101 FT 2 PT	4,651 ⁱ 5,270 ⁱⁱ	3,604 ⁱ 3,787 ⁱⁱ	2,518	2,500
TOUCH Senior Group Home^{***}	2 FT	2 FT	-	-	8	8
Corporate Functions / Events / Programme						
	No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular [*] & ad-hoc ^{**})		Individuals Reached	
	2022	2021	2022	2021	2022	2021
Corporate Functionsⁱⁱ	58 FT 2 PT	47 FT 2 PT	-	-	451	428
Social Work	0 FT	1 FT	-	-	-	189
JOURNEY	0 FT	6 FT	4 ⁱ 38 ⁱⁱ	10 ⁱ 12 ⁱⁱ	2,962	2,520
Reach through TOUCH resources	-	-	-	-	40,782 ^v	60,862
Fundraising with Partners	-	-	3 [*]	2 [*]	66,349 ^{vi}	20,728
Total	368 FT 21 PT	320 FT 16 PT	6,006[*] 7,896^{**}	4,582[*] 4,806^{**}	279,724	229,132

Remarks

- * Regular Volunteers include individuals who:
 - 1. 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
- *** Updates to the services in the list:
 - TOUCH Day Rehabilitation Centre is a new service started in January 2022.
 - TOUCH Senior Group Home will be closed in 2022.
- i. Staff headcount figures are accurate as of Dec 2022.
- ii. Corporate Functions include CE Office, Communications, Finance, Human Resources, Operations & Facilities Management, Partnership, Transformation Office, and Volunteer Management.
- iii. Significant increase due to the relaxation of regulations to resume outdoor school programmes.
- iv. In addition, Beyond the Label 2.0 reached another 49,424 individuals. Beyond the Label is a nation-wide movement started in 2018 by the National Council of Social Service which focuses on addressing stigma and promoting social inclusion for persons with mental health conditions.
- v. The TOUCH resources refer to the AR Storybook Launch and the distribution of the book to the community.
- vi. Significant increase due to the increase in digital fundraising efforts and online campaigns.

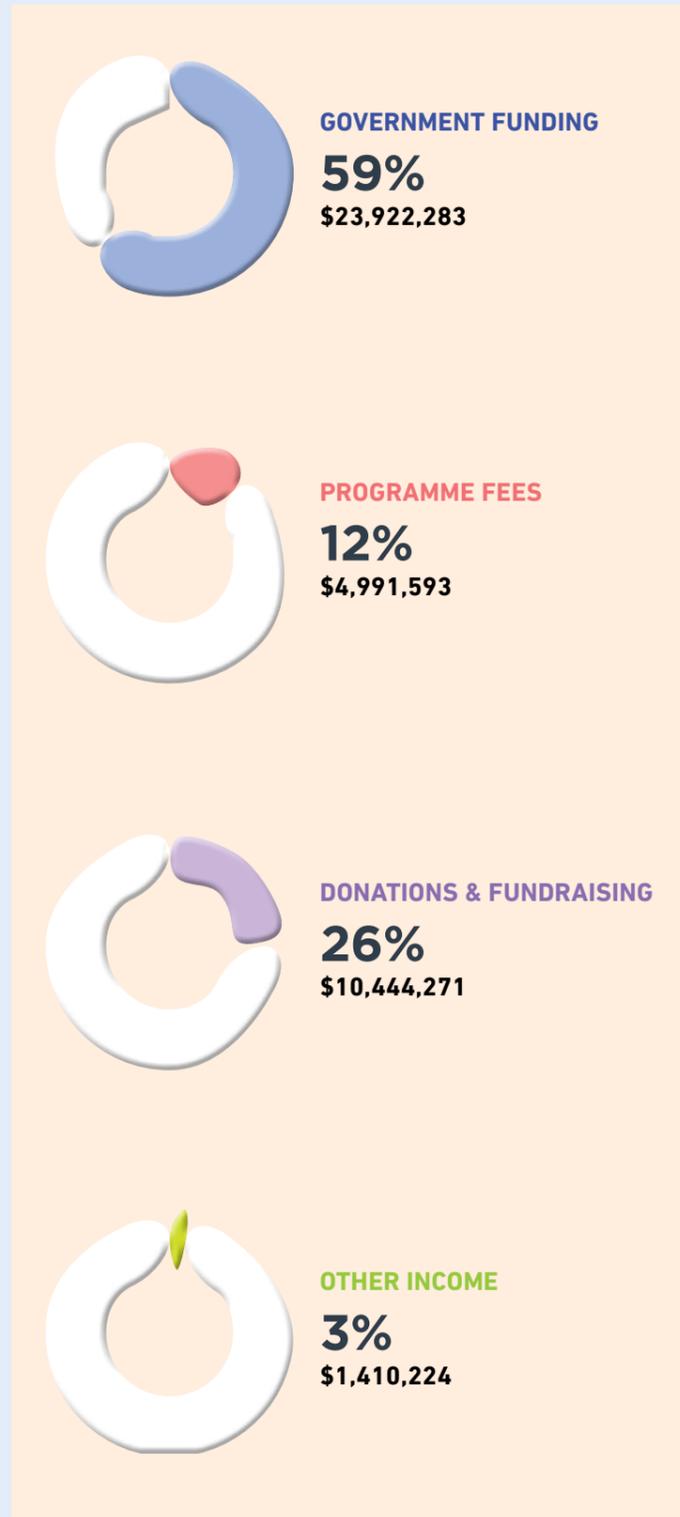
2022 Financials

TOUCH is committed to ensure 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 2022 financial highlights and charts:

- TOUCH comprising TOUCH Community Services Ltd and TOUCH Family Services Ltd received about 59% 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 \$40,768,371

2022 Sources of Income \$40,768,371



2022 Distribution of Expenditure \$40,336,701



2022 Breakdown of Charity Dollar

For financial year 2022, out of every \$1.00 spent, 81 cents for TOUCH went directly to fund programmes and activities that benefitted our clients. Refer to chart below.

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

Direct Charitable Expenses:

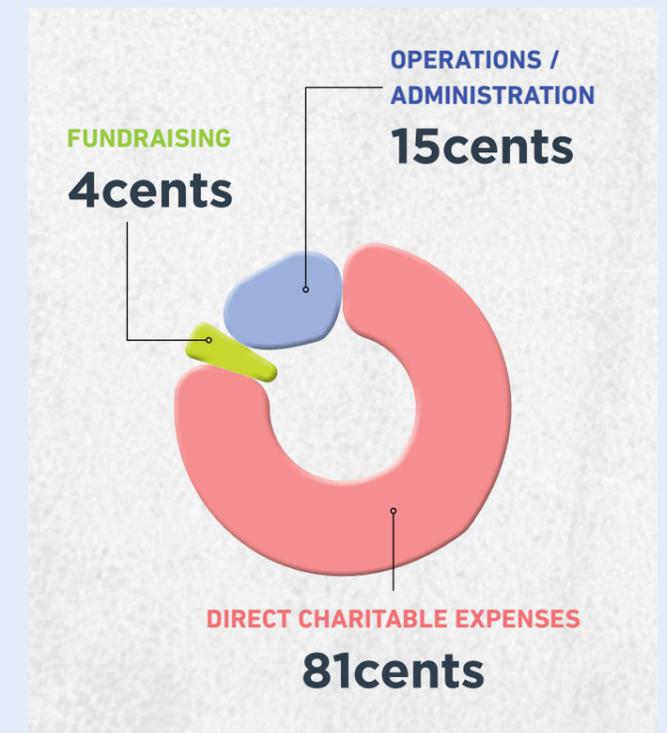
Includes programme staff cost and cost of providing services and running programmes for clients.

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 2022, TOUCH had a surplus of \$431,670



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.

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

Volunteer Management Policy

TOUCH has in place a Volunteer Management (VM) Policy which provides guidance on recruitment, orientation, deployment, and retention of volunteers to our staff responsible for managing volunteers at the various centres. Depending on the requirements of our various services, our VM policy is periodically reviewed to support the evolving scope of work designed for our volunteers.

Volunteers play a key role in not just achieving the organisation's vision in enabling community and building a caring generation but also providing the essential social interaction for our beneficiaries as such interactions were done remotely via online platforms or phone calls, during the circuit breaker.

The organisation recognises the importance of having high quality volunteer management practices. Annual volunteer surveys are being conducted so as to review and enhance our VM processes to make volunteering experiences more meaningful as the social landscape evolves.

Anti-Money Laundering and Terrorism Financing Policy

TOUCH has in place financial controls to ensure we are aware who are our donors and partners, how the funds are used and are transparent in all our activities. This is to prevent terrorists or money launderers from exploiting vulnerabilities of charities. We also conduct regular reviews of our internal controls, policies and procedures, key programmes, and partnerships to protect ourselves from actual or alleged abuse of fraud, money laundering or support for terrorism.

Board Structure – Terms of Reference

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

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

Programmes and Services

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

Fundraising

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

Appointment / Nomination

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

Human Resource

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

Finance

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

Investment

- To assist the Board in reviewing the investment policy to be adopted by the organisation.
- 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.

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

Corporate Information

Names of Members and the Date of Appointment

Caleb Chan	28 September 2006
Cheng Huey Teng	4 March 2021
Tan Hui Sin	16 March 2011

Bankers

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

Auditors

Foo Kon Tan LLP
Public Accountants and Chartered Accountants
24 Raffles Place, #07-03, Clifford Centre
Singapore 048621

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

Directory of Services & Locations

TOUCH Community Services (Headquarters)

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

TOUCH Elderly Group

TOUCH Active Ageing (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 Active Ageing (TOUCHpoint@AMK 433)

Add : Blk 433 Ang Mo Kio Ave 10
#01-1415 Singapore 560433
Tel : +65 6804 6568
Email : enabled.amk@touch.org.sg

TOUCH Active Ageing (Wellington)

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

TOUCH Active Ageing (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 Active Ageing (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 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
Care Line : +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 Day Rehabilitation Centre

Add : Blk 433 Ang Mo Kio Ave 10
#01-1415 Singapore 560433
Email : touchdrc.amk@touch.org.sg
Care Line : +65 6804 6555

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 Integrated Family Group

TOUCH Adoption

Add : Blk 149 Toa Payoh Lorong 1
#01-943 Singapore 310149
Tel : +65 6709 8425
Email : adoption@touch.org.sg

TOUCH Adventures

Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162
Tel : +65 6377 0122
Email : adventures@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 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 Counselling and Intervention

Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162
Tel : +65 6730 9545
TOUCHline:1800-377-2252
(Mon - Fri, 9am - 6pm)

TOUCH Early Childhood Intervention

Add : 603 Hougang Ave 4
Block 603, Singapore 530603
Email : dsls@touch.org.sg

TOUCH Family Support

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 Leadership & Mentoring

Add : Blk 149 Toa Payoh Lorong 1
#01-943 Singapore 310149
Tel : +65 6709 8400
Email : tlm@touch.org.sg

TOUCH Marriage Support

Add : Blk 149 Toa Payoh Lorong 1
#01-943 Singapore 310149
Tel : +65 6709 8410
Email : familylife@touch.org.sg

TOUCH Parenting

Add : Blk 149 Toa Payoh Lorong 1
#01-943 Singapore 310149
Email : parenting@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

TOUCH Youth Enablement

Aptitude Centre @ ITE College Central
Add : Block K, #05-12, 2 Ang Mo Kio Dr,
Singapore 567720

Aptitude Centre @ ITE College East

Add : Business Block, Basement 1, 10 Simei Ave,
Singapore 486047
Tel : 65449158

Aptitude Centre @ ITE College West

Add : Student Activity Centre, Block 3 Level 3,
1 Choa Chu Kang Grove, Singapore 688236
Email : aptitude@touch.org.sg

TOUCH 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

TOUCH Centre for Independent Living (Bukit Merah)

Add : Blk 162 Bukit Merah Central
#05-3555 Singapore 150162
Tel : +65 6251 4535

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

TOUCH Wellness Group

TOUCH Cyber Wellness

Add : Blk 149 Toa Payoh Lorong 1
#01-943 Singapore 310149
Tel : +65 6709 8400
Email : cyberwellness@touch.org.sg

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

TOUCH Mental Wellness

Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162
Tel : +65 6730 9520
TOUCHline:1800-377-2252 (Mon - Fri, 9am - 6pm)

TOUCH Professional Deputies and Donees

TOUCH Professional Deputies and Donees

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Governance Evaluation Checklist

TOUCH Community Services Ltd

(for the period January 2022 to December 2022)

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	

S/N	Code guideline	Code ID	Response	Explanation (if code is not complied with)
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	
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.			
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 2022 to December 2022)

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	

S/N	Code guideline	Code ID	Response	Explanation (if code is not complied with)
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	
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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