

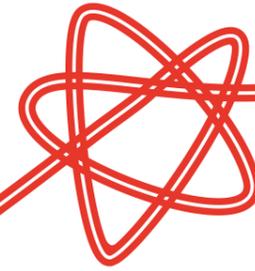
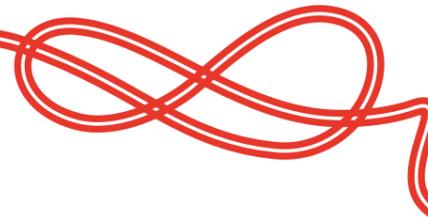


# Empowering the Community to be Future-Ready

**TOUCH REPORT 2019**



# Empowering the Community to be Future-Ready



**Activating  
Potential**

**Building  
Independence**

**Connecting  
People**

**Delivering  
Impact**



We envision a future where every person is empowered to live with dignity in a caring and inclusive society. To meet the changing needs of our community and stay responsive, we have embarked on new organisational development initiatives to build a future-ready organisation. Our role is to be the bridge to the future and serve the community to the best of our ability.



# About TOUCH

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

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

In the year under review, TOUCH served some 193,000 individuals.

TOUCH integrated our services to consolidate and better represent its work in serving the beneficiaries. With effect from 1 August 2019, TOUCH Child Care officially transferred its programmes and services from TOUCH Family Services Limited to TOUCH Community Services Limited.

# 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 void deck 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.

# Our Mission

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

# Vision 2030

**Strong Families.  
Caring Generations.  
Enabled Communities.**



# 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.



## Activating Potential

Creating and providing resources, skills and tools for support

## Building Independence

Identifying those in need and matching them to those who are able to help

# The TOUCH Heartbeat

Creating a more aware and enabled community

Cultivating a presence and desire for engagement and participation

## Connecting People

## Delivering Impact



# Chairman's Message

2019 was a momentous year for TOUCH Community Services. We established and reaffirmed collaborations with corporate and community partners, witnessed milestone moments, and reached out to more beneficiaries who needed support.

Against a backdrop of global uncertainty, it is heartening to see that many continued to show their support in meeting the growing and evolving needs of our community. With their support, our beneficiaries grew and flourished as they were empowered to rise above their circumstances. We also witnessed the power of the community in changing lives as people began to connect with one another, build inter-dependence and encourage active living.

## Community that Brings Transformation

The inspiring story of TOUCH's client Mdm Saravathy, 72, affirms the important role that the community plays in bringing life-changing transformation. Mdm Saravathy was a devoted caregiver to her husband who suffered a severe stroke that left him bedridden. His condition worsened when dementia set in after his stroke and he started to forget his loved ones. Mdm Saravathy cared for him day and night for six years before he passed on. After her husband's death, she fell into depression and felt a void in her life. When Mdm Saravathy joined TOUCH's strength training session at a neighbouring void deck, she gained a new purpose in life through the community. Mdm Saravathy learned new things, had new experiences and made new friends. Her strength, health and stamina improved with weekly exercises and her aches went away too.

Today, Mdm Saravathy is also able to help others in need. She volunteers at community health screenings, delivers bread to seniors and lends a listening ear to others as a befriender. Mdm Saravathy's life transformed when she found support in the community as part of TOUCH Caregivers Support's Community Enablement Project to activate the community to become more connected and self-reliant and enable the elderly to continue living and contributing in the community.

Another example of how the support of the community transforms lives is TOUCH Young Arrows' (TYA) 12-year-old client, Daniel. When Daniel first attended TYA at seven years of age, he could not focus on tasks or sit still. He would often be found running around the centre or climbing up and down tables and chairs, disrupting the sessions.

Diagnosed with deficit hyperactivity disorder (ADHD), he was given medicine to help control his above-normal hyperactivity. It was particularly stressful for Daniel's mother who is a single parent with depression. She could not work to provide for the family's needs. There were several occasions when Daniel's mother would scream at him in public and at home for misbehaving and stomp off, which often left him afraid and in tears. Things started changing for the better with the support of TYA's volunteers. Through consistency and close mentoring, Daniel is now able to concentrate fully through one and a half hours of academic coaching instead of running off after 15 minutes.

“  
**Against a backdrop of global uncertainty, it is heartening to see that many continued to show their support in meeting the growing and evolving needs of our community.**

He is also better able to regulate his emotions, learning to express himself verbally than break down in tears when facing difficulties. Daniel also follows instructions now and helps with simple tasks. As Daniel's behaviour improved, his mother's condition became better and she learnt to trust others more and open up. The support of the community – TYA's volunteers and club leaders – played an important role in enabling Daniel's family to grow in love and abilities.

The life stories of Mdm Saravathy, Daniel and many others remind us at TOUCH to continue reaching out – to help individuals, families and bring people together for mutual support as one community. Every person has a part to play in our society and it is through the generous support of our giving community – donors, volunteers, staff, corporate and community partners – that many more lives can be transformed.

## Exemplary Staff and Good Governance

As we seek to serve with compassion and excellence, we are grateful and humbled by the accolades received in 2019. TOUCH Community Services and TOUCH Family Services were awarded the Charity Transparency Awards by the Charity Council for exemplary disclosure practices for the fourth consecutive year. Four staff also received the Healthcare Humanity Award (ILTC category) given to outstanding and inspirational healthcare workers.

Thank you for your commitment to our organisation and the thousands of lives transformed each year. Your support is important to all the progress we have made and all that is yet to come. We look forward to seeing Vision 2030 realised in the nation by impacting the community, one person at a time. Together, let's strive to build Strong Families, Caring Generations and Enabled Communities!



**Lawrence Khong**  
PBM



# CEO's Message

Our Annual Report is set to the theme of **'Empowering the community to be future-ready'**. What is a future-ready vision for our community?

The year 2019 presented many opportunities for TOUCH to shape and design our programmes and services to meet the changing needs of the community. As an organisation, we should be responsive to the changing environment and seize new opportunities amidst uncertainties. From building collaborations with others to addressing needs, reinforcing an organisation culture driven by a set of core values, and tapping on trends to inspire new and innovative ideas, we have put in place a blueprint to help TOUCH become a future-ready workforce.

## The Future of Community Engagement

In the year under review, our services and programmes met the needs of some 193,000 individuals including children, youth, families, elderly, people with special needs and healthcare concerns. Our network of services ensured that we provide comprehensive and integrated solutions on the ground in a seamless and strategic way.

TOUCHpoint@AMK 433 was developed as a model for community engagement and launched as part of our Community Enablement Project in Ang Mo Kio to mobilise residents and stakeholders to support ageing and reabling of the elderly. This was in response to a growing need to connect and empower isolated or vulnerable seniors to reable them to lead more independent lives in the community. TOUCHpoint was made possible through partnership with strategic community partners in the precinct, all sharing a common goal to upskill residents, improve access to health and social services, and strengthen formal and informal support networks.

A partnership with Facebook saw the launch of 'Digitally Ready Seniors'. In all, 158 seniors from TOUCH Senior Activity Centres in Ang Mo Kio and Yishun graduated from the programme that was conducted by TOUCH Cyber Wellness since June 2019. Through the programme, seniors learnt the functions of essential digital services and how to manage false information and scams. This initiative was also in support of Singapore's vision of a safe and digitally inclusive society for all generations.

Knowing the community and engaging their needs well require extensive work on the ground. With approximately 14,000 volunteers who augment TOUCH's work, we have sought to identify areas of improvements in engaging and managing volunteers, an important asset to the organisation. TOUCH is part of a project with the National Council of Social Service to review volunteer management practices for better engagement with volunteers.

## Addressing Future Needs of People

In 2017, we integrated our Children and Youth Groups to provide a suite of services for pre-school children to post-secondary youths. Looking ahead, we will be setting up a new service group at the beginning of 2020 - the TOUCH Integrated Family Group (TIFG) to consolidate the Children, Youth and Family Groups. We believe that an integrated approach to support the Singaporean family as a unit, from 0 years all the way to later adulthood, would help develop strong functional families. These families would be better placed to cope with stressors along their life course, handle the transition of roles in relationships and build family resilience.

Addressing future needs of the people and in relation to national trends was a key priority in the year. As part of our work in the youth space, we have been addressing cyber wellness issues among our young since 2001. In 2019, TOUCHline received enquiries and provided phone counselling to 690 persons and agencies on youth-related issues, including cyber-related matters. With the World Health Organisation's inclusion of 'gaming disorder' as a mental health condition, we have also worked with partners to address the mental wellness aspect of gaming. As part of a collaborative effort with MINDSET Care Limited to address the mental and psychological impact of excessive gaming and device use, DigitalMINDSET, a 9-month intervention programme was launched for youths in August 2019.

Building on the successful reception to the Virtual Reality (VR) Immersive Experience which is part of the Do You M.I.N.D? mental health programme for students, we launched a second VR game on anxiety for youths, which is also the first ever interactive VR gaming experience on mental health in Singapore. In our work with the elderly, we have identified upcoming needs in which we could support nation-wide initiatives. We have observed more elderly wanting to live independently on their own. Family units are also shrinking and there is a growing number of singles who may not have family members or close friends to be their proxy decision makers. The Professional Deputies and Donees (PDD) was launched for groups with weak social support in the event that these elderly may lose their mental capacity one day.

## Being Future-Ready

Being in touch with the future would require us to be close to the community, interact with those whom we serve to better understand the needs, and to contribute to national conversations. The TOUCH leadership is glad to be part of various national taskforces and workgroups, such as the Ministry of Health's War on Diabetes Taskforce and the AIC Sector Manpower Committee, the Ministry of Communications and Information's Digital Readiness Workgroup, the Media Literacy Council, and the National Council of Social Service's Sun Ray Leadership Panel and Youth Alliance for Mental Health, contributing to solutions as we look out for the needs of the vulnerable.

I am also proud of a new brand that we would be launching in 2020, 'JOURNEY', that would represent the creative talents of people with intellectual disability. Through this platform, we aim to unlock the potential of some 60 artists from TOUCH SpecialCrafts who would be part of collaborations that showcase their talent. They would also earn an income from the sale of their art and become more financially independent to contribute to society. It is with such aspirations to future-ready our beneficiaries that JOURNEY was conceptualised.

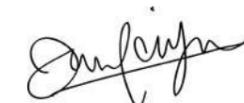
At TOUCH, being future-ready is also about better adapting to a changing environment of societal challenges in our community. We are pleased to be selected for funding under the TOTE Board Non-Profit Sector Transformation Initiative: Organisation Development Programme, a three-year project commencing from April 2019.

The ongoing project would allow the organisation flexibility to adapt to changes, increase staff productivity, provide better access to our services through digital platforms, and allow us to create meaningful and seamless interactions with the community.

In the past year, we have structured our work based on a core set of beliefs which represent TOUCH staff and what we stand for. Within the TOUCH family, we actively communicated a set of Core Values which internalised the value of relationships within the organisation and how we are committed to each other's growth and success. "TOUCH Conversations", a series of engagement sessions for managers and leaders, facilitated discussions on how the TOUCH culture could be strengthened and reinforced. A total of 32 managers were also equipped with Change Management competencies to drive a strong and aligned organisational culture.

As a team, we need to stay relevant and develop forward looking solutions to make a lasting impact on the community that we serve. I have confidence that our Core Values would remain true and constant now, and in the future, amidst the challenges that we face as a society.

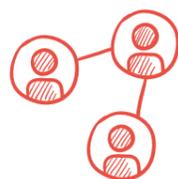
As we close the year and move into 2020, we will work together with staff, volunteers, donors and partners to shape the best possible future for the community that we serve. Your support will spur us on in our work to make Singapore a better home for the present as well as in the future.



**James Tan**  
Chief Executive Officer



# Board Structure



**Mrs Goh Chok Tong**  
Patron  
2002-2005  
2018-Present

**Board of Directors**  
for TOUCH Community Services Limited  
and TOUCH Family Services Limited

**Lawrence Khong, PBM**  
TOUCH Founding Chairman (16 July 2001)

**Directors\***

**Peh Lai Gek**  
Chartered Management  
Accountant, UK (1 June 2009)

**Wan Siu Khuan**  
Businessman (15 June 2015)

**Au-Yong Kenneth**  
Lawyer (11 May 2010)

**Eugene Seow**  
Social Services (6 May 2016)

**Goh Choon Wah**  
Lawyer (2 March 2015)

**Kuok Lay Hoon**  
HR Consultant (28 June 2016)

**Kwong Kin Mun**  
Banker (2 March 2015)

**Tan Ee Shien**  
Senior Consultant – Paediatrics &  
Genetics (18 May 2017)

**Tay Chin Kwang**  
Business Owner (15 June 2015)

**Board Committees**

Appointment, Nomination  
**Lawrence Khong**  
**Kuok Lay Hoon**

Human Resources  
**Kuok Lay Hoon**  
**Kwong Kin Mun**

Audit  
**Peh Lai Gek**

Investment  
**Kwong Kin Mun**

Finance  
**Tay Chin Kwang**

Programme & Services  
**Au-Yong Kenneth**  
**Tan Ee Shien**

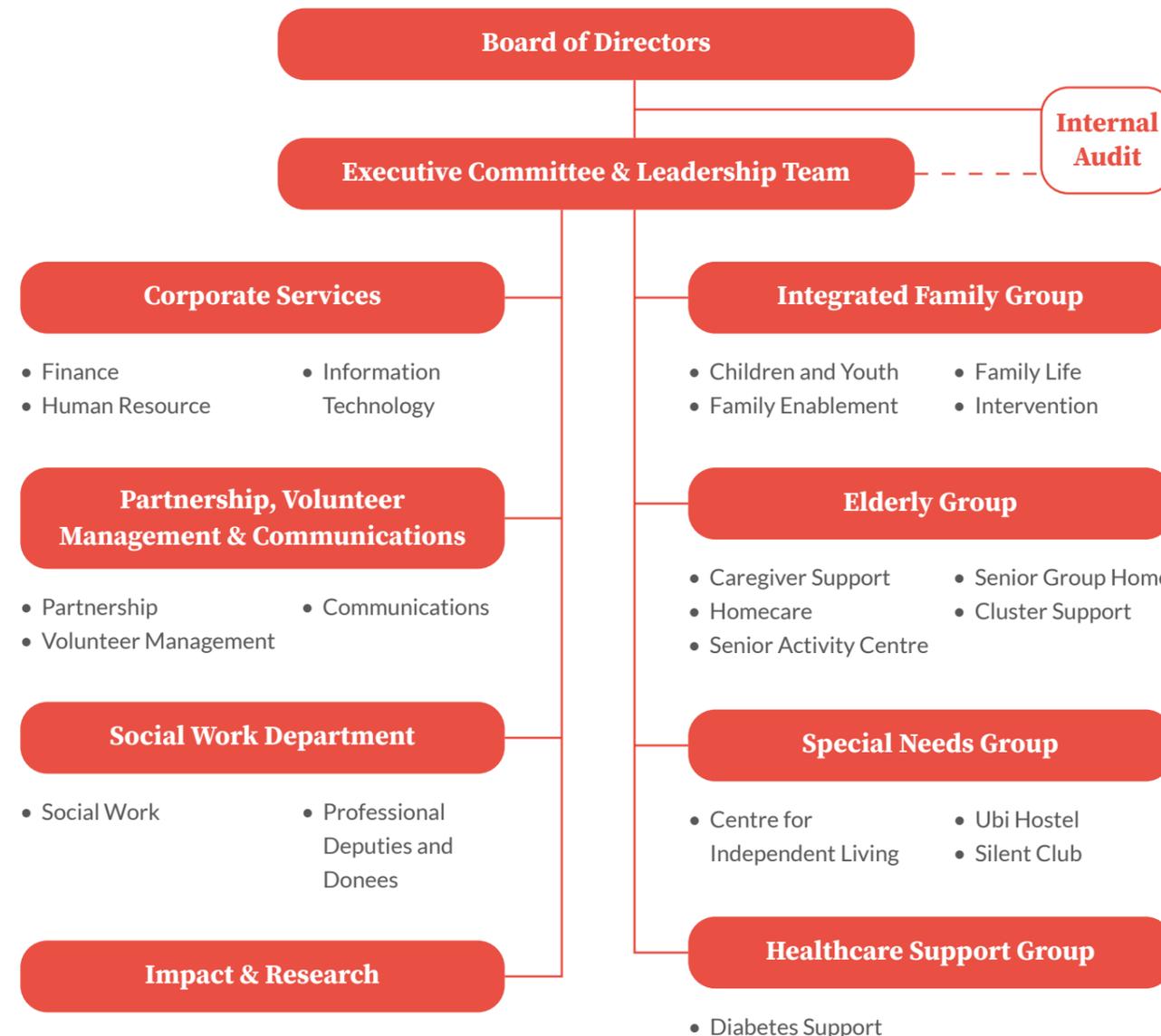
Fundraising  
**Goh Choon Wah**  
**Wan Siu Khuan**

**Leong Lai Cheng**  
Company Secretary  
(25 February 2014)

\* Cheng Huey Teng and Robert Chew have retired as directors with effect from 30 May 2019.

Information correct as at 31 March 2020.

# Organisation Structure



# Leadership Team

## James Tan

Chief Executive Officer

## Leong Lai Cheng

Chief Operating Officer

## Anita Low-Lim

Senior Director

TOUCH Integrated Family Group

Partnership, Volunteer Management & Communications

Impact & Research

## Julia Lee

Senior Director

Social Work Department (TOUCH Professional Deputies & Donees)

TOUCH Diabetes Support

## Kavin Seow

Senior Director

Elderly Group

## Edmund Wong\*

Director

TOUCH Family Life

TOUCH Integrated Family Group

## Teo Seok Bee\*\*

Senior Manager

TOUCH Family Life

TOUCH Integrated Family Group

## Alvin Ong

Head

TOUCH Leadership & Mentoring

TOUCH Integrated Family Group

## Andrea Chan

Head

TOUCH Intervention

TOUCH Integrated Family Group

## Joyce Hope Ang\*\*\*

Head

Partnership, Volunteer Management & Communications

## June Sim

Head

Special Needs Group

## Rachel Yap

Head

Finance

## Wong Li Peng

Head

Service Planning & Development

Elderly Group

\*Re-designated as Principal Family Life Educator w.e.f. 1 January 2020

\*\*Promoted to Deputy Director, TOUCH Integrated Family Group w.e.f. 1 January 2020

\*\*\*Promoted to Assistant Director w.e.f. 1 January 2020



From left - Top row: Rachel Yap, Kavin Seow, Joyce Hope Ang, Wong Li Peng, Alvin Ong, June Sim, Anita Low-Lim, Andrea Chan  
- Bottom row: Teo Seok Bee, Julia Lee, James Tan, Leong Lai Cheng, Edmund Wong

# 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 72.

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

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

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

## Board Meeting Attendance Record

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

\*Mr Robert Chew and Ms Cheng Huey Teng have retired as directors w.e.f. 30 May 2019.

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, information technology, governmental affairs, public relations, marketing, human resource development, 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 communicating its vision and providing consistent guidance on strategies to implement the vision. Besides his leadership, 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.

TOUCH's Board of Director, Peh Lai Gek, who has been with the Board since June 2009, will continue to serve as a Board Committee Member for Audit. She has been providing consistent support and offering her expertise to ensure audit compliance in the organisation.

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

### **Board Performance**

The Nomination Committee will assess the performance of the Board as a whole and its Committees will ascertain key focus areas for continuous improvement. The performance criterion for the Board evaluation includes amongst others, composition structure and size of the Board, Board processes, Board information and accountability, Board performance and constitution of the Board Committees' delegated roles. Each Director is required to complete a Board evaluation form. The completed forms are collated by the Nomination Committee and a consolidated report is presented to the Board with a view to enhancing the effectiveness of the Board Committees and the Board as a whole.

### **Access to Information**

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

### **Risk Management and Internal Controls**

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

TOUCH has outsourced its Internal Audit (IA) function 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:

- Strategic
- Operations and program management
- Governance and compliance
- Human resource
- Volunteer management
- Financial management
- Fundraising
- Public image
- 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.

# 2019 At A Glance



**14,226**  
volunteers



Reached  
**1,556,549**  
users through online campaigns



Touched the lives of  
**192,545**  
individuals



Reached out to some  
**11,000**  
email subscribers with marriage,  
family and wellness tips and  
resources on a monthly basis



Featured in the media  
**297** times



**76,952**  
Unique Website Page Views



Social Media Followers  
**12,022**  
9,900 followers on Facebook  
1,531 followers on Instagram  
591 followers on LinkedIn



TOUCH Youth Group served  
**134,384** children, youths,  
parents and educators



TOUCH Elderly Group helped  
**7,319**  
seniors to age-in-place



TOUCH Family Life prepared  
**230**  
couples for marriage



TOUCH Special Needs Group  
reached out to  
**1,864**  
individuals through its programmes and services



TOUCH Diabetes Support  
promoted diabetes awareness to  
**2,891** people

# Corporate Highlights

2019 marked a fulfilling year for TOUCH which saw stakeholders, partners and supporters across all 18 services come together to serve the community.

## Recognition for Corporate Governance and Service Excellence

TOUCH Community Services and TOUCH Family Services were awarded the **2019 Charity Transparency Awards** by the **Charity Council** for exemplary disclosure practices. This marks the fourth consecutive year that TOUCH has won the award since the inaugural awards in 2016.



TOUCH Community Services Ltd (top) and TOUCH Family Services Ltd were conferred the Charity Transparency Award 2019.

The award affirms our commitment in upholding a high standard of transparency and governance, and in building strong relationships and trust with our stakeholders.



Four staff of TOUCH were recognised for their outstanding work at the Healthcare Humanity Awards 2019.

Four staff from TOUCH Community Services were recipients of the **Healthcare Humanity Award** (Intermediate and Long-Term Care category). The national award recognises outstanding and inspirational healthcare workers who have displayed altruism above and beyond their call of duty.

The recipients are Ms Yong Yin Hoong (Assistant Manager, TOUCH Senior Activity Centre [Geylang Bahru]), Ms Loh Sau Kuen (Senior Art Facilitator, TOUCH SpecialCrafts, TOUCH Centre for Independent Living), Ms Vivian Lim (Senior Physiotherapist, TOUCH Home Care), and Ms Goh Siew Choo (Logistic Coordinator, TOUCH Home Care). Ms Yong Yin Hoong also received the Honourable Mention, the highest accolade given out at the award ceremony.

## Launch of TOUCH Professional Deputies and Donees

TOUCH Professional Deputies and Donees (PDD) was launched on 1 July 2019 to help safeguard the interests of vulnerable adults in our society. TOUCH has a pool of registered professional deputies and donees who could take on this role to make key decisions affecting a person's property, affairs and personal welfare. Individuals who may not have family members or close friends to be their proxy decision makers in the event of losing his/her mental capacity could approach TOUCH for its services. PDD reached 614 individuals in 2019 since its launch.



TOUCH Professional Deputies and Donees started in July 2019 to help safeguard the interests of vulnerable adults in the event that they lose their mental capacity.

### Focus on Organisational Development (OD)

TOUCH recognises the need to be future-ready and better adapt to an ever-changing environment of societal challenges in our community.

TOUCH was able to accelerate our OD efforts when we were selected to participate in and receive funding under the **Tote Board Non-Profit Sector Transformation Initiative: Organisation Development Programme**, a three-year project starting from April 2019. The scope of the project was to develop a unified system and platform to allow TOUCH flexibility to adapt to change, increase staff productivity, provide clients with better access to our services and give our stakeholders meaningful interactions with the community.

Driven by the CEO, the Board approved TOUCH's plans to embark on an Organisational Development (OD) journey focusing on "Talent" and "Technology" as we strive towards Vision 2030.

On the "Talent" front, TOUCH began intentionally putting in place a structured framework and approach to identify, develop and retain talent, increase staff engagement and productivity. On the "Technology" front, a digital transformation blueprint was also developed, to streamline technology that would enable the organisation to be "One TOUCH", bringing together our physical centres and digital platforms so as to provide services to our beneficiaries seamlessly.

Undergirding the OD journey are efforts to drive a strong and aligned culture as well as to equip every manager with Change Management competencies. TOUCH core values were actively communicated at town halls and management meetings throughout the year. "TOUCH Conversations", a series of engagement sessions, were facilitated for managers and leaders to discuss how the TOUCH culture could be strengthened and reinforced. A total of 32 managers were also equipped with Change Management competencies.



Delivering a meal to homebound seniors in partnership with Deliveroo.

### Partnerships with Corporates

TOUCH collaborated with **Deliveroo**, using their digital reach and platforms for food delivery, to benefit more homebound seniors under the Meals-on-Wheels initiative. Meal deliveries to elderly clients commenced from November 2019 to January 2020. In total, around 1,000 meals were donated through the food delivery app, benefitting 140 seniors.

A new initiative, Digitally Ready Seniors, was piloted in partnership with **Facebook** and the **Infocomm Media Development Authority (IMDA)**. TOUCH Cyber Wellness conducted the six-month community-based programme for seniors, which supports Singapore's vision of an inclusive and digitally ready nation. Seniors were taught the functions of essential digital services such as transport apps and e-payment modes. Minister for Communications & Information S Iswaran graced the "graduation" ceremony for the first batch of seniors.

"Blessings in a Box" is a collaboration with **SingPost**, **Shopee** and **Saturday Club** which enables online shoppers to give to the elderly using their delivery parcels. By reusing their delivery boxes, people could fill them with essentials for the elderly and deposit the boxes at any POPstation. These boxes would then be delivered to TOUCH's elderly clients at no charge. To date, over 140 boxes were donated through this initiative.

As part of the celebration of the **Istana's 150<sup>th</sup> anniversary**, TOUCH's special needs clients produced a series of orchid postcards which were distributed at the roving Istana exhibition throughout the year.



TOUCH's special needs clients at the Istana with their beautifully prepared orchid postcards.

### Engaging the Online Community

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

There are some

**9,900** followers  
on Facebook  
(16% ↑)

**1,500** followers  
on Instagram  
(25% ↑)

**600** followers  
on LinkedIn  
(122% ↑)

TOUCH also reaches out to some **11,000 email subscribers** (83% ↑) with marriage, family and wellness tips and resources on a monthly basis.

## TOUCH Giving

Through **TOUCH Giving Hong Bao**, TOUCH hopes to inculcate in the next generation a spirit of giving by encouraging children to pledge a portion of their personal red packet collections to those in need. With community partner **Grand Mercure Singapore Roxy**, a Lunar New Year lunch was organised for TOUCH's senior and special needs clients. The occasion was graced by **Emeritus Senior Minister Goh Chok Tong** and TOUCH's Patron **Mrs Goh Chok Tong**. In total, some \$190,000 were raised to fund programmes and services that support TOUCH's beneficiaries.

Organised from 7-9 June 2019 at The Arts House, **TOUCH Giving Art** showcased the artworks of beneficiaries with special needs alongside those of professional artists in a charity art exhibition. It aimed to foster a more inclusive arts community in Singapore by showing that art can bring together a giving community and reveal the creative abilities of people with special needs. The event raised some \$168,000, which will go towards supporting the programmes of TOUCH in helping people with special needs gain independence through daily living, personal, social and pre-employment skills training. The event was graced by **Senior Minister of State for Law and Health, Edwin Tong**, and made possible through the sponsorship of **German European School** and **Brickzle Pte Ltd**.

The **TOUCH Giving Festival** was held for the third year at the Singapore Sports Hub, OCBC Square on 31 August 2019. The festival comprised a carnival and a fundraising run – **TOUCH Giving Run**. Curated with live performances, games, food and merchandise stalls, the carnival and run were planned around four causes coined in the term "G.I.V.E.". The causes are Grow potential of Children, Youth and Families; Impact lives of persons with Special Needs; Value well-being of persons with Healthcare Needs; and Enrich the golden years of our Elderly. Participants could learn in a fun and engaging way the different challenges faced by beneficiaries at four Experience Stations. Through TOUCH Giving Run, individuals championed one out of four social causes through a unique peer-to-peer fundraising campaign.



TOUCH Giving Art 2019 was organised at The Arts House and graced by Senior Minister of State for Law and Health, Edwin Tong.

TOUCH Giving Festival was made possible by the following sponsors:

### Platinum Star Philanthropist

- AstraZeneca
- Rockwell Automation
- Yeo Hiap Seng Limited

### Heart of Gold Philanthropist

- Caterpillar
- State Street

### Community Philanthropist

- Dyna-Mac
- FairPrice Foundation
- Terumo
- Tong Eng Group

### Community Sponsor

- GlaxoSmithKline (GSK)
- Johnson & Johnson Pte Ltd
- Singapore Post Limited



During the one-day event, TOUCH Giving Festival and TOUCH Giving Run had a turnout of 7,000 festival participants and 2,600 runners respectively. In total, some \$771,000 was raised in support of 200,000 families and individuals served by TOUCH.



Experiencing some of the mobility challenges faced by seniors through a hands-on activity.



Learning about challenges faced by the elderly through a fun activity.

TOUCH organised its annual charity golf tournament, **TOUCH Giving Golf**, on 25 September 2019. A total of 144 golfers enjoyed an afternoon of golf at the Sentosa Golf Club while doing their part for charity. The event raised some \$350,000, which will go towards the programmes and services that support some 7,000 seniors in need.

TOUCH Giving Golf was made possible by the following sponsors:

### Platinum sponsors

- Completion Products Pte Ltd
- Mitsubishi Electric Asia Pte Ltd

### Gold sponsors

- Asia Pacific Spiral Pte Ltd
- Drilmaco Pte Ltd
- PT IEG Oilfield Indonesia
- The Cocoa Trees (Focus Network Agencies (S) Pte Ltd)

### Flight Sponsors

- Avon Industries Pte Ltd
- Cesco Environmental Technologies Pte Ltd
- Fitlion
- Hsiu Fong Machinery (S) Pte Ltd
- Hunting Energy Services (International) Pte Ltd
- Hup Soon Global Corporation Ltd
- IEG Oilfield Services Pte Ltd
- Method Engineering Pte Ltd
- Nam Aik Builders Pte Ltd
- Pan Sin Engineering Pte Ltd
- PT Trinity Mulia Energy
- Shiners Facilities Pte Ltd
- Tiong Seng Contractors Pte Ltd
- Wilhelm (South East Asia) Pte Ltd



Enjoying a time of golf for a good cause.

# Activating Potential in Children



170 TOUCH Child Care Centre's children clocked in a total of **4,080** volunteer hours towards the Start Small Dream Big (SSDB) projects

Integrated **29** children with special needs into TOUCH Child Care's programme



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



**170** Children and **293** parents took part in all the SSDB projects



Supported **596** children from low-income or single-parent families through weekly educational activities



**64.5%** of clients who graduated from TOUCH Young Arrows in 2018 continued to join the programme as teens in 2019



**410** regular volunteers helped out at the weekly programmes at 25 TYA Clubs

## TOUCH Child Care (TCC)

- Participated in the 'Start Small Dream Big' (SSDB) President's Challenge Project 2019, with the theme of 'Learn from our Past, Dream of our Future' on 26 April 2019.
- TCC was part of the 820 pre-school centres which took part in the initiative by the Early Childhood Development Agency.



The children from TCC doing their little part to meet the needs of the elderly under the 'Start Small Dream Big' Project.

- Showcased TCC's Chinese curriculum at the Mother Tongue Languages Symposium (MTLS) 2019 organised by the Ministry of Education. TCC was selected as one of eight pre-schools amongst pre-school centres in Singapore to take part in MTLS which promotes the learning of mother tongue languages.



Selected as one of eight pre-schools in Singapore to present TCC's Chinese curriculum at the Mother Tongue Language Symposium 2019.

## TOUCH Young Arrows (TYA)

- TYA opened its 25th children's club at Sembawang in March 2019.
- TYA worked with 410 regular volunteers at 25 club venues to support 596 children with weekly mentoring, outings and enrichment opportunities.



TYA children enjoying an outing with corporate partner, United Overseas Bank (UOB), at Jewel Changi Airport.



TYA children, volunteers and family members bonding over organised outings and events.

- Organised activities such as Family Day 2019, Family Tour and Children's Day celebration cum Parenting Talks to encourage appreciation and bonding between disadvantaged children and their family members.
- TYA expanded its programme to benefit its clients until 14 years of age in 2019, recognising the importance of close mentorship for its teenage clients.



Organised the TYA Children's Day celebration cum Parenting Talks at Ngee Ann Polytechnic with more than 580 children, family members and volunteers gathered.

### Discovering Purpose, Igniting Potential

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

# Discovering Potential and Self-Worth in Youth



**2,842** students participated in the 'Do You M.I.N.D.?' mental health education programme across 17 secondary schools

Received **90%** positive feedback about TOUCH Adventure's adventure-based learning programmes



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



Reached out to **119,482** youths, parents, counsellors and educators through TOUCH Cyber Wellness' school education and centre programmes



TOUCH Youth Intervention's counsellors received **773** calls to TOUCHLine, a 39.2% increase from the past year



A.p.t.i.t.u.d.e (in both ITE College East and Central) served some **8,000** youths on campus and completed 12 runs of interest groups with industrial partners. A total of 222 students received vocational training in 2019



For every dollar invested in the A.p.t.i.t.u.d.e programme by TOUCH Leadership & Mentoring, it generated a **\$3.78** Social Return on Investment (SROI)

## TOUCH Cyber Wellness (TCW)

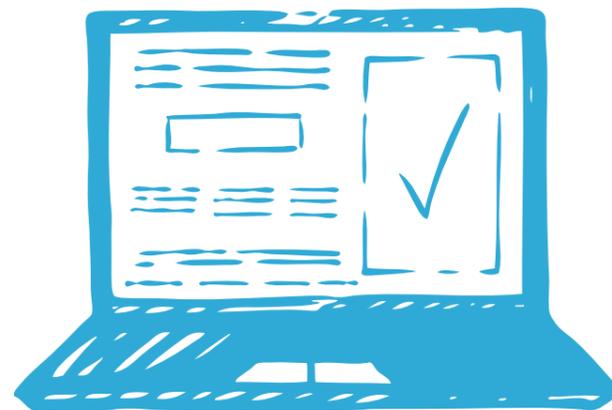
- TOUCH Cyber Wellness piloted a new initiative, 'Digitally Ready Seniors', in partnership with Facebook and the Infocomm Media Development Authority (IMDA). The six-month community-based programme for seniors supports Singapore's vision of an inclusive and digitally ready nation. Seniors are taught the functions of essential digital services such as transport apps and e-payment modes.

TCW completed 12 runs of the programme and held two graduations.



TOUCH Cyber Wellness piloted 'Digitally Ready Seniors' with Facebook and the Infocomm Media Development Authority in support of Singapore's vision to be an inclusive and digitally ready nation.

- TCW was on the judging panel of the 'Smart Nation & U' hackathon organised by Smart Nation and Digital Government Office (SNDGO) and Amazon Web Services (AWS) as a member of the Media Literacy Council. At the hackathon, students were to integrate technology from AWS to design solutions for problem statements on societal issues. TCW provided a problem statement on Technology and Family Relationships, of which 33 groups from polytechnics worked on.

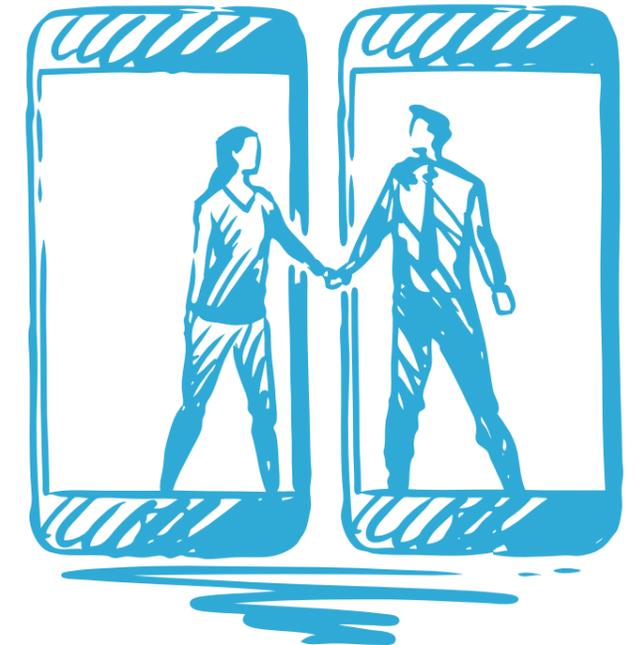


- Organised a one-day parent-child cyber wellness workshop in Jakarta in partnership with Young Presidents' Organization (YPO) for some 60 families, consisting of parents and their children of 12 to 15 years of age.

The 'Rewrite Your Fam's Digital Journey: A Parent-Child Cyber Wellness Discovery Programme' helped families to develop a deeper understanding about building healthy digital habits at home, understand the importance of communication through the understanding of personality types and recognise the need to build relationships through understanding and empathy. The workshop by TCW won a regional award by YPO under the Best Learning category.



TCW sharing about technology and its impact on family during the hackathon.



- TCW was invited to speak at two conferences '14th Singapore Public Health & Occupational Medicine Conference' and 'Better Internet Conference 2019' where it shared about internet addiction and digital-related issues faced by adolescents.
- TCW was also invited to speak at two overseas conferences: 'e-Learning Korea 2019: Conference' and '2019 World Anti-Bullying Forum' in Korea and Dublin respectively, to share about digital citizenship and TOUCH's the Power of Zero campaign.



## TOUCH Leadership & Mentoring (TL&M)

- TL&M organised the closing ceremony of ELEVATE 2019 to celebrate the successes of youths from the Institute of Technical Education (ITE) in completing their service to the community. Started in 2017, ELEVATE is a **National Council for Social Services Programme** funded by **Temasek Foundation Cares**. The service learning project aims to encourage ITE students to give back to the community. Through this project, the youths are enabled to grow in their personal and social competencies.



217 students from ITE, 73 parents and 46 partners at the closing ceremony of ELEVATE 2019 organised by TOUCH.



Educators from MOE and organisations attending TOUCH's Service-Learning seminar.

- Organised a Service-Learning seminar to share TOUCH's Service-Learning handbook resources to equip educators in integrating Service-Learning with Values in Action projects. 55 educators from the **Ministry of Education** and various organisations participated in the Service-Learning seminar and benefited from the sharing.



- A series of Teachers' Training workshops were conducted to help educators gain knowledge of Service-Learning and current issues, and to equip them with competency tools to facilitate meaningful reflections. 50 educators from 18 **Ministry of Education** schools and organisations attended the workshops which helped them to implement changes in the Values in Action structure.
- Latest research findings showed that for every dollar invested in the youths at A.p.t.i.u.d.e @ ITE College East, there is a Social Return of Investment (SROI) of \$3.78. This was an improvement from the SROI of \$2.14 in 2018.

- A.p.t.i.u.d.e @ ITE College Central partnered with **Credit Suisse** to organise an amazing race as well as a training session with **LinkedIn** to help students gain better knowledge of working relationships and create a professional branding for themselves.
- A.p.t.i.u.d.e @ ITE College Central and ITE College East enabled a total of 222 students to receive vocational training and industrial certifications that would give them an increased option for their future pathway. Amongst the 222 students, 84 were offered employment opportunities in the industry which they received training. They were also mentored to develop their social-emotional qualities.



ITE students were trained by LinkedIn staff and mentored by Credit Suisse working professionals to discover and craft their personal branding on their LinkedIn account.

## TOUCH Youth Intervention (TYI)

### Advocating Mental Health Awareness

- TYI showcased the first ever interactive virtual reality (VR) gaming experience on mental health in Singapore at the Together Against Stigma Conference in October 2019. The game educates students on the signs and symptoms of anxiety and how they could be a pillar of support for friends or loved ones.



Participants trying out TYI's first ever interactive VR gaming experience at the Together Against Stigma Conference.

- TYI was a key partner for Beyond the Label, an initiative by the **National Council of Social Service**. Its VR gaming experience on depression was used during an escape room event.



TYI shared some self-care tips and showcased its VR gaming experience during the Beyond the Label's escape room event.



- A new intervention programme, DigitalMINDSET, was launched to help pathological gamers manage their addictive behaviour while keeping their mental health in check. Conducted by TYI and funded by **MINDSET Care Limited** over five years, this is a nine-month programme for youths aged 12 to 21 facing issues of excessive device use and poor emotion regulation. It comprises one-to-one and family counselling sessions as well as group therapy sessions with activities such as behavioural and personality profiling.



The DigitalMINDSET team with the senior management of TOUCH and Jardine Matheson Group, at the launch of the intervention programme.

### Intervention with Youths-at-Risk

- With the support of **Tote Board**, TYI launched SPARKX, an intervention programme for children with identified behavioural issues, raised in disadvantaged circumstances. By increasing protective factors among children, it would help improve self-management such as emotional regulation, family relationships and school bonding that would prevent children from engaging delinquent behaviours in their adolescence. The programme includes individual, group, and family therapy sessions.



A small group facilitation with the children at SPARKX on how their emotions can make an impact on their actions.



An intergenerational cooking experience at InterSACT to promote bonding between the young and old.

- Two therapy camps, Camp LIT, were organised for youths who display symptomatic delinquent behavior and have damaged self-narratives. Funded by **Changi Airport Group**, Camp LIT aims to help youths gain empowerment over damaging self-narratives, gain internal control psychology, learn self-management therapy techniques and address past family hurts like abuse, divorce and abandonment.
- The intergenerational buddying project by TYI's LIT, InterSACT, was also completed with youth volunteers, parent-volunteers and seniors from TOUCH Senior Activity Centre. InterSACT aims to provide adult figures for youths to learn from and model after and promote intergenerational bonding between the young and old to learn from each other.



## TOUCH Adventures (TA)

- TA conducted a three-day camp for 30 participants from Sport Cares, SportSG's youth programme. During the camp, participants did various outdoor adventure activities like rafting, resilience walk, teambuilding activities and high elements. These activities allow participants to experience breakthroughs in their life as a student and sportsman. The theme of the camp is "Unleashing Potential", with the aim for participants to break down barriers and push themselves further in their career as a sportsman.



Participants enjoying their team bonding activity, Bubble Soccer.

- Organised a Basic Mentor Training Course for new mentors, equipping them with skillsets like facilitation and group management needed for upcoming programmes.
- TA presented at the Outdoor Education Conference which brings the community to come together to discuss and share new approaches and happenings.



Participants of Basic Mentor Training Course 2019 excited about learning new mentoring skillsets.



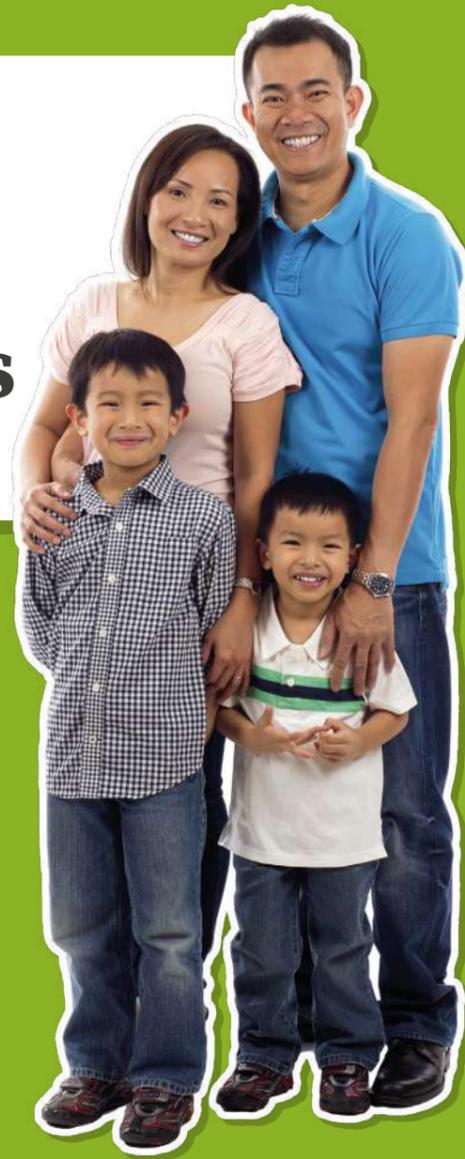
TA facilitating sharing about camp experiences and learning outcomes with participants from Sport Cares.

### Imparting Values, Activating Potential

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



# Strengthening Families through Positive Connections



More than **1,000** parents equipped through parenting programmes



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

**422** vulnerable families supported by TOUCH Family Enablement



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



TOUCH Family Life supported **303** clients through **591** counselling sessions



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



Connected and supported **395** adoptive families through TOUCH Adoptive Families Network (TAFNET)



Reached out to **6,422** participants through family life workshops, talks at schools, corporations, and the community

## TOUCH Adoption (TAS)

- Invited to **Dulwich College**, **UWCSEA** and **NUS@U Town** to share with the teachers and students on adoption matters and promote awareness about adoption. Through the sharing, TAS aims to help teachers better plan curricula that would be inclusive and sensitive to the adoptive community. Apart from reaching out to 108 teachers and students during the year, TAS also promoted adoption awareness to corporate partner, **Safe Place**.



Michelle and Kevin with their children, Noah (adopted) and Sarah.



TOUCH Adoption celebrates the success of finding loving families for children.

- Conducted 20 adoption workshops with an attendance of 1,009, to prepare prospective adopters for their role as adoptive parents as well as adoptive parents in their ongoing journey parenting their children. Those who attended rated their satisfaction level at 4.73 out of 5.



## TOUCH Family Life (TFL)

- TFL was selected by the **Ministry of Social and Family Development** to provide evidence-based parenting support programmes to 31 schools in the Toa Payoh and Jalan Besar region. This engagement provided opportunities for a more holistic and longer term support to parents, and also be able to tap on the close clustering of the schools for closer collaborations and networking.
- Started a new programme “I.M.HOME” which stands for “Intentional Mentoring – Heart of Marriage Enrichment”. It is an interactive workshop to enable married couples to enrich their marriage and reconnect on a deeper emotional level. The couples picked up tips and practical handles that would help strengthen and improve marital satisfaction and learn about building friendship and companionship in marriage.



TFL conducting a workshop to strengthen family relationships.

- Organised the first Total Wellness Day at Leisure Park Kallang in a collaboration of TOUCH's different services. Through the event, 214 participants gained awareness about various areas of wellness – cyber, diabetes, mental health, relationship and physical through interactive games and activities.



TFL sharing about the five love languages with the elderly at TOUCH Senior Activity Centre (Wellington).

## TOUCH Family Enablement (TFE)

- Conducted three runs of basic conversational English course for low-income families with foreign spouses who face difficulties communicating with their family members, adjusting and navigating the local community and securing employment.
- Started a three-year employment programme for lower-income families, Project 123!, funded by **President's Challenge Empowering for Life Fund**. TFE aims to increase their motivation for employment, upskill them for employability and enable them to secure employment through activities such as motivational and job strategies workshops and career coaching and peer support sessions.



Graduating clients of the Conversational English course celebrate with their families.



Participants under Project 123! enhancing their knowledge about suitable jobs, different job search channels and interview skills.

- Organised family bonding activities for families under the HOPE scheme through outings, sports and a dinner celebration.



Project 123!'s peer support group session in progress to encourage one another in life's journey.



Participants under Project 123! learn to work together in an experiential cooking activity.

- With funding by **Caterpillar Asia Pte Ltd**, TFE embarked on Project Aspire to conduct career discovery and home improvement programmes for single parent families. The objectives of this programme are to provide resources and support in creating a better home environment for single-parent families and to create opportunities for single parents and their children to bond and acquire planning and budgeting skills, which can be translated into other areas of their lives.

### Connecting Lives, Building Families

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

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

# Connecting Seniors with the Community



Served  
**7,319** elderly clients



Supported by  
**11,212** volunteers



We believe seniors can be enabled to play a role in the community.



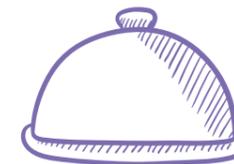
Supported  
**341**

vulnerable homebound seniors through Care Close to Home



**1,729**

seniors were served by TOUCH's Senior Activity Centres



Delivered  
**306,095**

meals to some 600 homebound seniors through Meals-on-Wheels programme



Established  
**TOUCHpoint@AMK 433**

as part of community enablement efforts to support ageing in community

## TOUCH Home Care (THC)

- Collaborated with corporate partners to further strengthen corporate social responsibility initiatives through a range of creative projects, including **Deliveroo, Charles & Keith** and **DBS Private Banking** team.
- Survey with 52 home care clients indicated 50% showed improvements in performing basic activities of daily living and 30% achieving their community re-integration goals of going outdoors.
- An increase of about 9% of corporate volunteers to 5,969 in 2019 as a result of stronger partnerships forged with corporations.



The year saw strong demand for Home Personal Care comprising personal hygiene and housekeeping services.



The Day Rehabilitation Centre provided support for some 30 seniors at TOUCHpoint@AMK 433.



Charles & Keith expanded their corporate social responsibility initiatives to include meals delivery, outings and home improvement projects.

## TOUCH Caregivers Support (TCG)

- TOUCHpoint@AMK 433 was officially opened by **Prime Minister, Mr Lee Hsien Loong** on 2 June 2019. This activity hub is part of its Community Enablement Project (CEP) to mobilise residents and stakeholders to support ageing in community. This new facility is the culmination of active consultation by TOUCH with residents and community stakeholders over the past four years to create more assets and resources in a community network of care.



Prime Minister Mr Lee Hsien Loong (middle) flanked by TOUCH Founding Chairman Mr Lawrence Khong, Chief Executive Officer Mr James Tan, Member of Parliament Mr Ang Hin Kee, Mr Gabriel Lim of Lien Foundation and Mr Tan Seng Chai, Chief Corporate & People Officer and Executive Director of CapitalLand Hope Foundation at the launch of TOUCHpoint@AMK 433 (Photo Credit: Ministry of Communication & Information)



The year saw 156 individuals attending the Gym Tonic strength training programme and specialty classes.

- Started a Day Rehabilitation Centre, "Gym Tonic" strength training programmes and specialty exercise classes at TOUCHpoint@AMK 433 as an extension of TOUCH Home Care's community therapy efforts. The objective is to improve physical health, prevent frailty and promote community integration among residents despite the different functional status.





- Initiated walking groups every Thursday at TOUCHpoint@AMK 433 as part of “Walk2Remember”, a campaign by members of **AMK Partners Network** aimed at developing platforms and resources to promote inclusive and dementia-friendly communities within Ang Mo Kio Town.
- Partnered **Tan Tock Seng Hospital** and TOUCH Professional Deputies & Donees to educate residents on the importance of Advance Care Planning and Lasting Power of Attorney.



Resident-initiated interest groups see neighbours engaging each other, imparting skills and knowledge to fellow residents through calligraphy and other activities.

- Invited by the **Agency for Integrated Care** to share TOUCH’s CEP journey with sector leaders and representatives at the Community Care Work Plan Seminar.



CapitaLand volunteers connecting with elderly residents in The Art of Giving” activity at TOUCHpoint@AMK 433, a project supported under the CapitaLand Silver Empowerment Fund.



## TOUCH Cluster Support (Kallang & Yishun) (TCLS)

- Under the Community Kin Service, a pilot project by the **Ministry of Social and Family Development**, TCLS (Kallang) Social Workers supported two clients with no family or caregivers.
- Established closer working relationships with community partners to better serve homebound frail elderly.



Assessing the needs of vulnerable elderly.



Clients from TCLS Yishun enjoying an outing at Gardens By the Bay.



Engaging the elderly through craft sessions to improve their cognitive functioning.

- Organised activities including an art & craft session to promote social bonding and avoid cognitive impairment in the elderly.



## TOUCH Senior Group Home (TSGH)

- Continued efforts to create opportunities for residents to interact, bond and receive support from other seniors within the Senior Group Home.
- Organised monthly gatherings for residents to have meals and to play games together



Improving residents' mental health through number games.

## Care Close to Home (C2H)

- TOUCH Senior Activity Centre (Geylang Bahru) increased efforts to identify and enrol vulnerable homebound seniors.
- Care Close to Home served 341 clients.



Helping vulnerable seniors to live independently in their homes for as long as possible.



Residents participate in a horticulture art activity.



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

- Rolled out frailty management programme across four Senior Activity Centres in Geylang Bahru, Wellington and Yishun to help seniors maintain their physical, mental and functional health. This included the Healthy Ageing Promotion Programme For You (HAPPY Programme), where vital signs monitoring, cognitive games and activities help delay or prevent the onset of dementia.
- Collaborated with **Khoo Teck Phuat Hospital** to set up Community Health Posts at Senior Activity Centres in Yishun and Wellington to monitor seniors' health more regularly.



TSAC staff conducting a HAPPY session with seniors from TSAC (Geylang Bahru).



Seniors from TSAC (Yishun Blk 436) playing board games as part of TOUCH's initiatives to explore creative ways to reach out to younger seniors to delay frailty and keep them fit and mentally active.



Senior Mdm Janet Soon (standing) teaching seniors art & craft at TSAC (Wellington).

- Held talks by TOUCH Professional Deputies & Donees to create awareness about the importance of putting in place the Lasting Power of Attorney and Advance Care Planning. Partnered TOUCH Family Life to empower seniors to build resilience and strengthen relationships with loved ones and friends.
- Officiated by **Emeritus Senior Minister Goh Chok Tong**, some 200 seniors from TOUCH Senior Activity Centres in Geylang Bahru and Yishun, along with 100 clients from TOUCH Special Needs Group, were treated to a sumptuous Chinese New Year lunch at the **Grand Mercure Singapore Roxy**. The seniors had a meaningful time of bonding together with TOUCH Patron, **Mrs Goh Chok Tong**.



Empowering seniors to lead healthier lives through mutual support and self-care.

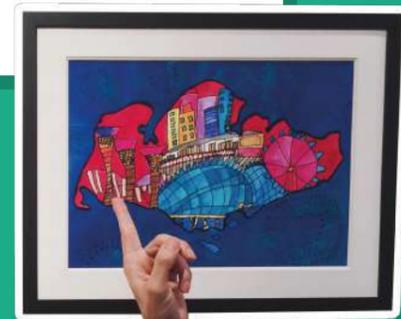
### Enabling Lives, Activating Communities

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

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



# Building Independence and Confidence for People with Special Needs



We believe in building independence for a better future.



6

trainees' artwork were featured at The Istana's 150<sup>th</sup> commemoration exhibition



More than  
**300**

household units received a gift from trainees for the Community Blessing Project



Showcased

**16**

artworks of special needs clients at TOUCH Giving Art, of which 10 were sold



TOUCH Special Crafts sold

**170**

artwork and crafts in support of our work in the special needs community

## TOUCH Centre for Independent Living (TCIL)

- Held a bubble tea project for six clients to manage simple Food & Beverage work in training for employment. The clients received an allowance from the total sales proceeds.
- Organised horse therapy for the clients in partnership with **Singapore Polo Club**. Through four sessions of the programme, 32 trainees interacted with horses and learnt to groom, lead and ride on the horses. This is a new experience for clients to build confidence through engagement with animals.



TCIL (Bukit Merah) trainees prepare bubble tea for sale.



Trainees being a blessing to the community in their neighbourhood.

- During Giving Week, clients of TCIL (Ubi) prepared gifts for their neighbours in the community to appreciate them. Over 300 household units were blessed with a gift from our trainees.
- TCIL (Bukit Merah) partnered with **Gateway Entertainment** for its special needs clients to take part in a one-year drama programme which aims to teach social manners and promote greater awareness about self and others. 19 beneficiaries with intellectual disabilities gained hands-on opportunities to apply what they have learnt in a safe environment. They also grow in confidence in their speech abilities through drama.



Special needs clients enjoying their horse therapy sessions.

## TOUCH Silent Club (TSC)

- The Diversability Day 2019 brought together deaf volunteers to work together with **NUS Caretalyst** for 170 clients from TSC, TCIL and TUH and their families.
- With the sponsorship of **ZACD Group**, three deaf youth volunteers organised a captain's ball Tournament for the first time for 80 participants. This event provided an opportunity for hearing participants to interact with TSC's deaf youths and helped to reach out to deaf youths through sports.



Deaf clients and TCIL clients participating at the Diversability Day. This is a joint event among TOUCH Silent Club, TOUCH Ubi Hostel and TOUCH Centre for Independent Living.



Deaf clients participating in the tie-dye during one of the art sessions organised under Active Senior Group.



Captain's ball tournament with sponsors, ZACD Group and SLP International Property Consultant.

- Organised five sessions of art workshop for the first time to reach out to deaf seniors.
- Partnered with **Raffles Junior College Community Advocates** to organise a fundraising concert. The event promoted deaf awareness to over 300 people through a piano recital and drama performance.



## TOUCH Ubi Hostel (TUH)

- In partnership with the **Community Silver Trust**, the first series of caregivers' programme was started to support caregivers of individuals with special needs. Through a series of workshops and activities, caregivers could learn from other caregivers' experiences. They also learnt more about long term care planning from TOUCH staff. About 30 family members of clients from TOUCH's Special Needs Group attended the programme.
- Partnered with **Spectra Secondary School** to bring forth interaction between their students and trainees to create greater awareness on how they can support the special needs community.



Fun and interactive moments among students of Spectra Secondary School and the trainees.



Fun and interactive moments among students of Spectra Secondary School and the trainees.

- 20 clients volunteered through the Community Give Back project to deliver meals to 58 frail elderly under the Meals-on-Wheels programme. The trainees also made paper sunflowers to bless the elderly as they delivered their meals.
- Organised community engagement activities to promote greater awareness of people with special needs so as to strengthen the support system in the neighbourhood for the special needs community. These activities include a talk conducted by the police, setting up of TUH booth at Ubi Residents' Day and a feature of Thriftmart on SouthEast CDC's magazine.

- Organised family-oriented celebrations and social recreation events to foster good relationships and encourage active living to enhance quality of life for the clients.
- Organised a 2 days 1 night camp at TUH for CSP clients and TCIL trainees to experience TUH's training programme and for caregivers to understand the benefit of early training for independent living for their children in their care planning.



Delivering meals for THC elderly and blessing them with handmade flowers.



TUH's caregivers enjoying the activities conducted during the caregivers' workshop.



### Building Confidence, Embracing Inclusivity

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

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

# Delivering Impact through Healthcare



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



Reached out to

**200**

clients through five Diabetes Peer Support Groups



Engaged

**73**

seniors through monthly Diabetes Support Groups



Advocated messages on diabetes management and awareness through Y Diabetes to

**1,577**

youths from secondary schools and polytechnics

## TOUCH Diabetes Support (TDS)

- Carried out a series of diabetes outreach and awareness programmes in secondary schools and polytechnics. Y Diabetes, a youth awareness program under TDS, works with secondary schools and institutions to educate youth on diabetes and empower them to share the message of diabetes among their friends and families.



Seniors from TSAC (Geylang Bahru) engaged in an exercise session as part of their Diabetes Peer Support Group programme.



Seniors from TOUCHpoint@AMK433 engaged in one of the Diabetes Peer Support Group sessions.

- Partnered with **Ngee Ann Polytechnic** to raise awareness about diabetes through the event “DiaBEAT IT!”. Funded by **AstraZeneca**, the event is a battle-themed carnival aimed at engaging the student and staff of Ngee Ann Polytechnic to learn more about diabetes through fun and engaging ways. Some 500 students and staff participated at “DiaBEAT IT!”



TOUCH staff together with staff and students from Nanyang Polytechnic at TOUCH Giving Festival, where the students carried out various diabetes awareness games and activities at the booth as part of TDS' Y diabetes programme.

- Through the Diabetes Peer Support Group programme, TDS engaged and educated seniors with Type 2 diabetes and their caregivers on good diabetes management through peer support to prevent the onset of diabetes.



TDS partnered with AstraZeneca to organise a diabetes awareness event at Ngee Ann Poly Campus. The event was carried out by the students from Ngee Ann Polytechnic's School of Film & Media studies. This event was done as part of TDS' Y diabetes programme.



### Fostering Community Support, Encouraging Independence

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

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



# Facts & Figures 2019

Services	No. of Staff <sup>i</sup> (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular * & ad-hoc **)		Lives Touched	
	2019	2018	2019	2018	2019	2018
<b>TOUCH Community Services Ltd</b>						
TOUCH Child Care	32 FT 1 PT	32 FT 3 PT	13* 433**	17* 173**	950	958
TOUCH Young Arrows	7 FT -	6 FT -	410* 719**	418* 700**	2,911	2,932
TOUCH Adventures	3 FT -	3 FT -	-	- 20**	7,407 <sup>ii</sup>	10,175
TOUCH Cyber Wellness	8 FT -	9 FT -	7* 280**	30* -	119,482 <sup>iii</sup>	137,565
TOUCH Leadership & Mentoring	12 FT -	8 FT -	436* 33**	525* 50**	13,308 <sup>iv</sup>	8,526
TOUCH Youth Intervention	15 FT -	9 FT -	17* 82**	11* 13**	1,386 <sup>v</sup>	3,586
TOUCH Caregivers Support	6 FT 1 PT	7 FT 2 PT	37* 441**	53* 14**	8,864 <sup>vi</sup>	6,522
TOUCH Home Care	80 FT 10 PT	84 FT 8 PT	2,286* 4,814**	744* 6,343**	1,861	1,868
TOUCH Senior Activity Centre (C2H)	19 FT -	16 FT -	123* 3,455**	124* 3,803**	1,729	1,485
TOUCH Cluster Support (Kallang & Yishun)	12 FT -	13 FT -	14* 31**	17* 40**	160	195
TOUCH Senior Group Home	1 FT -	1 FT -	-	-	12	9
TOUCH Adoption	2 FT 3 PT	1 FT 3 PT	- 2**	26* -	1,244	1,956
TOUCH Family Enablement	5 FT -	7 FT -	1* 64**	- 82**	1,386	1,473
TOUCH Family Life	8 FT 4 PT	8 FT 4 PT	48* -	84* 10**	7,723	8,500
TOUCH Centre for Independent Living	19 FT 3 PT	18 FT 2 PT	31* 171**	51* 136**	398	393
TOUCH Ubi Hostel	12 FT 1 PT	11 FT 1 PT	45* 60**	45* 60**	397	335
TOUCH Silent Club	2 FT -	2 FT -	22* 34**	28* 59**	1,069 <sup>vii</sup>	421
TOUCH Diabetes Support	2 FT 1 PT	3 FT -	- 85**	6* 13**	2,891	2,032
<b>Corporate Event / Service</b>	<b>No. of Staff<sup>i</sup> (FT = Full-time, PT = Part-time)</b>		<b>No. of Volunteers (Regular * &amp; ad-hoc **)</b>		<b>Individuals Reached</b>	
Social Work Department	1 FT	2 FT 1 PT	-	-	259	258
TOUCH Professional Deputies and Donees	3 FT	-	-	-	614 <sup>viii</sup>	-
The Giving Family Festival	-	-	-	216**	9,600	9,500
Do You M.I.N.D? Mental Health Programme	4 FT	1 FT	3* 29**	- 16**	8,894 <sup>ix</sup>	657
<b>Total</b>	<b>253 FT 24 PT</b>	<b>241 FT 24 PT</b>	<b>3,493* 10,733**</b>	<b>2,179* 11,748**</b>	<b>192,545</b>	<b>199,346</b>

## Remarks

- \* Regular Volunteers include individuals who:
  - served at least 4 times a year and
  - contributed at least 24 hours of volunteer service a year
- \*\* Ad-hoc Volunteers include individuals who:
  - served on a one-off project (of a few days or up to 10 weeks) on an ad-hoc basis
- i. Staff headcount figures have been rounded off based on an average of 12 months.
- ii. The decrease was due to more schools sending their students for OBS camps, under the mandatory directive by the Ministry of Education.
- iii. The decrease was due to a drop in the uptake of primary school classroom programmes with smaller cohort sizes in primary schools.
- iv. There was an increase in Service-Learning trainings conducted in secondary schools and for the UNBROKEN project. Also, the numbers reflected for A.p.t.i.t.u.d.e @ ITE Central show a full year figure in 2019 as compared to a three-month result for 2018 after the centre's opening in October 2018.
- v. The decrease was due to the ending of Youth-At-Risk Engagement (YARE) programme after its final year of funding.
- vi. The increase was due to TOUCH Caregivers Support's increased engagements with corporate and community partners to conduct door-to-door surveys and grassroots events and roadshows.
- vii. The increase was due to TOUCH Silent Club's collaborations with tertiary institutions to organise events to promote inclusivity.
- viii. TOUCH Professional Deputies and Donees (PDD) was a new service started in July 2019. PDD has reached out to 614 individuals.
- ix. The increase was due to more schools taking up the 'Do you M.I.N.D?' mental health programme with greater media exposure.

# 2019 Financials

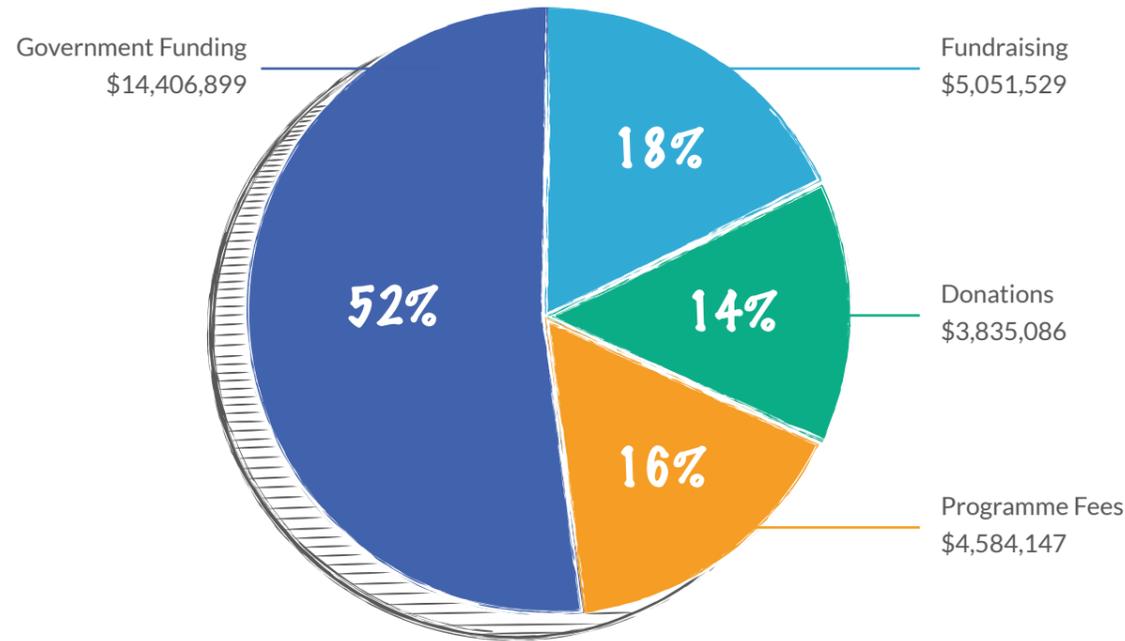
TOUCH is committed to ensure prudent use of its resources in ensuring cost-effectiveness and accountability in all its operations. To further improve corporate governance, TOUCH has put in place financial controls and procedures to ensure transparency and accountability and to safeguard the integrity 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 2019 financial highlights and charts:

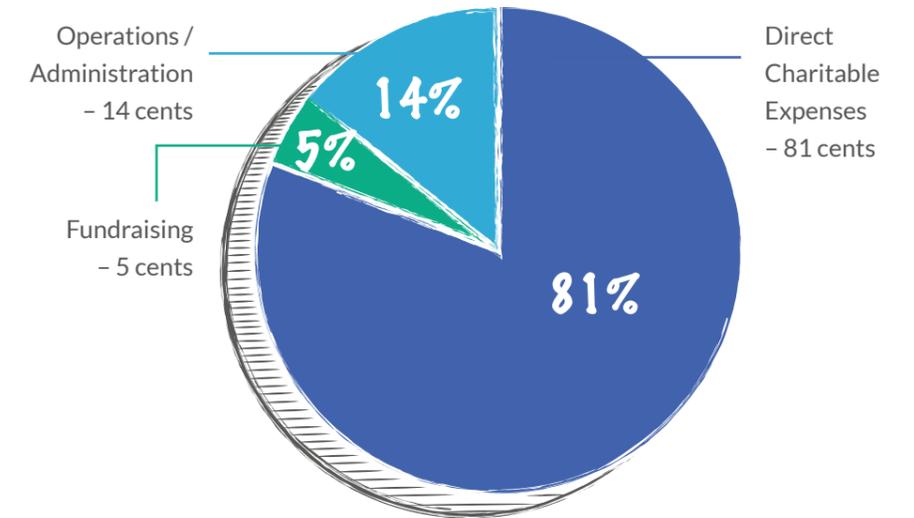
- TOUCH comprising TOUCH Community Services Ltd and TOUCH Family Services Ltd received about 52% of its annual funding from government grants and relies more on its own fundraising efforts to meet the rest of its financial needs.
- TOUCH received income totalling some \$28 million.

2019 Sources of Income

**₹27,877,661**



2019 Breakdown of Charity Dollar



2019 Breakdown of Charity Dollar

For financial year 2019, out of every \$1.00 spent, 81 cents for TOUCH went directly to fund programmes and activities that benefitted our clients. Refer to chart on top.

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:**

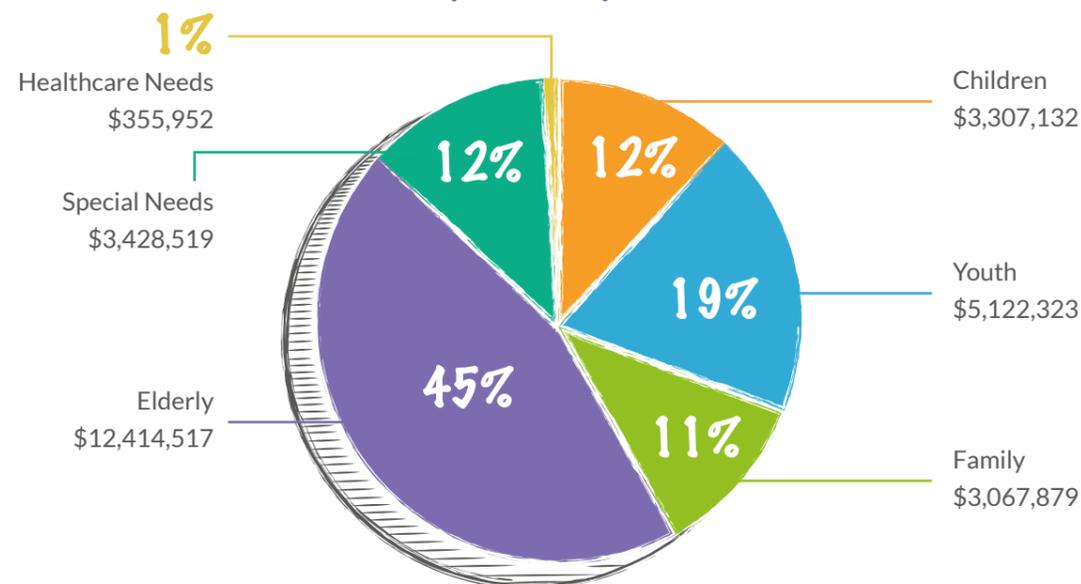
Fundraising includes programme and staff cost incurred in raising funds to support direct services.

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

For financial year 2019, TOUCH had a surplus of **\$181,339**.

2019 Distribution of Expenditure

**₹27,696,322**



# 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. TOUCH seeks to safeguard the interests of its key stakeholders, reputation, brand and value creating activities, and for 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

# Board Structure - Terms of Reference

## Background – Code of Governance (COG) Description

The Board should have committees<sup>1</sup> (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 <sup>2</sup>	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 <sup>3</sup>	-	-
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 policies<sup>4</sup> 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.

<sup>1</sup> Besides the Committee Chairman, other committee members need not be serving on the Board.

<sup>2</sup> Audit Committee: The Treasurer or Finance Committee Chairman should not concurrently chair the Audit Committee.

<sup>3</sup> Finance Committee assists the Board in its oversight responsibilities relating to financial issues.

<sup>4</sup> 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
Kam Tin Seah	27 March 2012
Tan Hui Sin	16 March 2011

## Bankers

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

## Laywers

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

## Auditors

Foo Kon Tan LLP  
Public Accountants and Chartered Accountants  
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

## Children Group

### TOUCH Child Care (Hougang)

(TOUCH Family Services Ltd)

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

### TOUCH Child Care (Clementi)

(TOUCH Family Services Ltd)

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

### TOUCH Young Arrows

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

## Family Group

### TOUCH Adoption

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

### TOUCH Family Enablement

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

### TOUCH Family Life

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

## Youth Group

### TOUCH Adventures

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

### TOUCH Cyber Wellness

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

### TOUCH Leadership & Mentoring

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

### TOUCH Youth Intervention

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

## Elderly Group

### TOUCH Caregivers Support

Add : Blk 444 Ang Mo Kio Avenue 10  
#01-1603 Singapore 560444  
Tel : +65 6804 6565  
Fax : +65 6451 2086  
Email : caregivers@touch.org.sg  
Web : www.caregivers.org.sg  
CareLine: +65 6804 6555  
(Mon - Fri, 9am - 5pm)

### TOUCH Cluster Support (Kallang)

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

### TOUCH Cluster Support (Yishun)

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

### TOUCH Home Care (Ang Mo Kio)

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

### TOUCH Home Care (Jurong)

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

### TOUCH Home Care (Toa Payoh)

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

### TOUCHpoint@AMK 433

Add : Blk 433 Ang Mo Kio Ave 10  
#01-1415 Singapore 560433  
Tel : +65 9772 2558  
Email: enabled.amk@touch.org.sg

### TOUCH Senior Activity Centre (Geylang Bahru)

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

### TOUCH Senior Activity Centre (Yishun 436)

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

### TOUCH Senior Activity Centre (Yishun 162)

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

### TOUCH Senior Activity Centre (Wellington)

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

### TOUCH Senior Group Home

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

## Special Needs Group

### TOUCH Centre for Independent Living (Ubi)

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

### TOUCH Centre for Independent Living (Bukit Merah)

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

### TOUCH Silent Club

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

### TOUCH Ubi Hostel

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

## Healthcare Support Group

### TOUCH Diabetes Support

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

# Governance Evaluation Checklist – TOUCH Community Services Ltd

(for the period January 2019 to December 2019)

S/N	Code Guidelines	Code ID	Response	Explanation (if code is not complied with)
<b>Board Governance</b>				
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	Please refer to Page 16 for explanation
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	
<b>Conflict of Interest</b>				
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	
<b>Strategic Planning</b>				
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	
<b>Human Resource and Volunteer Management</b>				
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	
<b>Financial Management and Internal Controls</b>				
18	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	

S/N	Code Guidelines	Code ID	Response	Explanation (if code is not complied with)
<b>Financial Management and Internal Controls</b>				
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	
<b>Fundraising Practices</b>				
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	
<b>Disclosure and Transparency</b>				
29	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
30	Are governing board members remunerated for their services to the Board?		No	
31	Does the charity employ paid staff?		Yes	
32	No staff is involved in setting his own remuneration.	2.2	Complied	
33	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year, and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
34	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
<b>Public Image</b>				
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 2019 to December 2019)

S/N	Code Guidelines	Code ID	Response	Explanation (if code is not complied with)
<b>Board Governance</b>				
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	
<b>Conflict of Interest</b>				
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	
<b>Strategic Planning</b>				
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	
<b>Human Resource and Volunteer Management</b>				
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	
<b>Financial Management and Internal Controls</b>				
12	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
13	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
14	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
15	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
16	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
17	Does the charity invest its reserves (eg. in fixed deposits)?		No	

S/N	Code Guidelines	Code ID	Response	Explanation (if code is not complied with)
<b>Fundraising Practices</b>				
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	
<b>Disclosure and Transparency</b>				
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	

