



Strengthening Communities for A Resilient Future

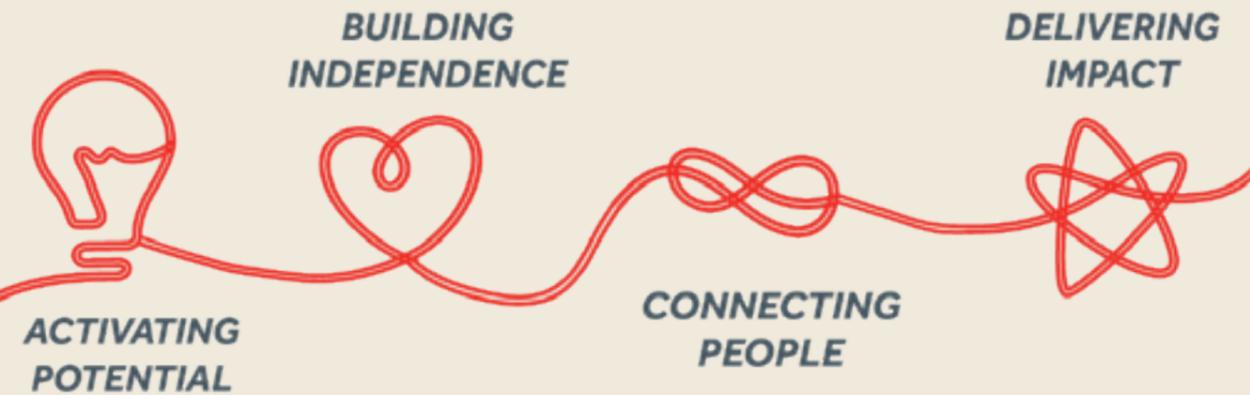


TOUCH REPORT 2020

TOUCH Community Services Ltd
TOUCH Family Services Ltd

Strengthening Communities for A Resilient Future

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



Vision 2030

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

Our Mission

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

Our Story

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

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

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

About TOUCH

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

Since 1992, TOUCH Community Services has served people of all ages, races and religions to see sustainable change and transformation in their lives. We believe in the worth and potential of every individual to grow, participate and contribute in the community – be they a child or youth at-risk, a family in need, a person with special or healthcare needs or a senior. In the year under review, TOUCH served over 197,000 individuals.



TOUCH Heartbeat

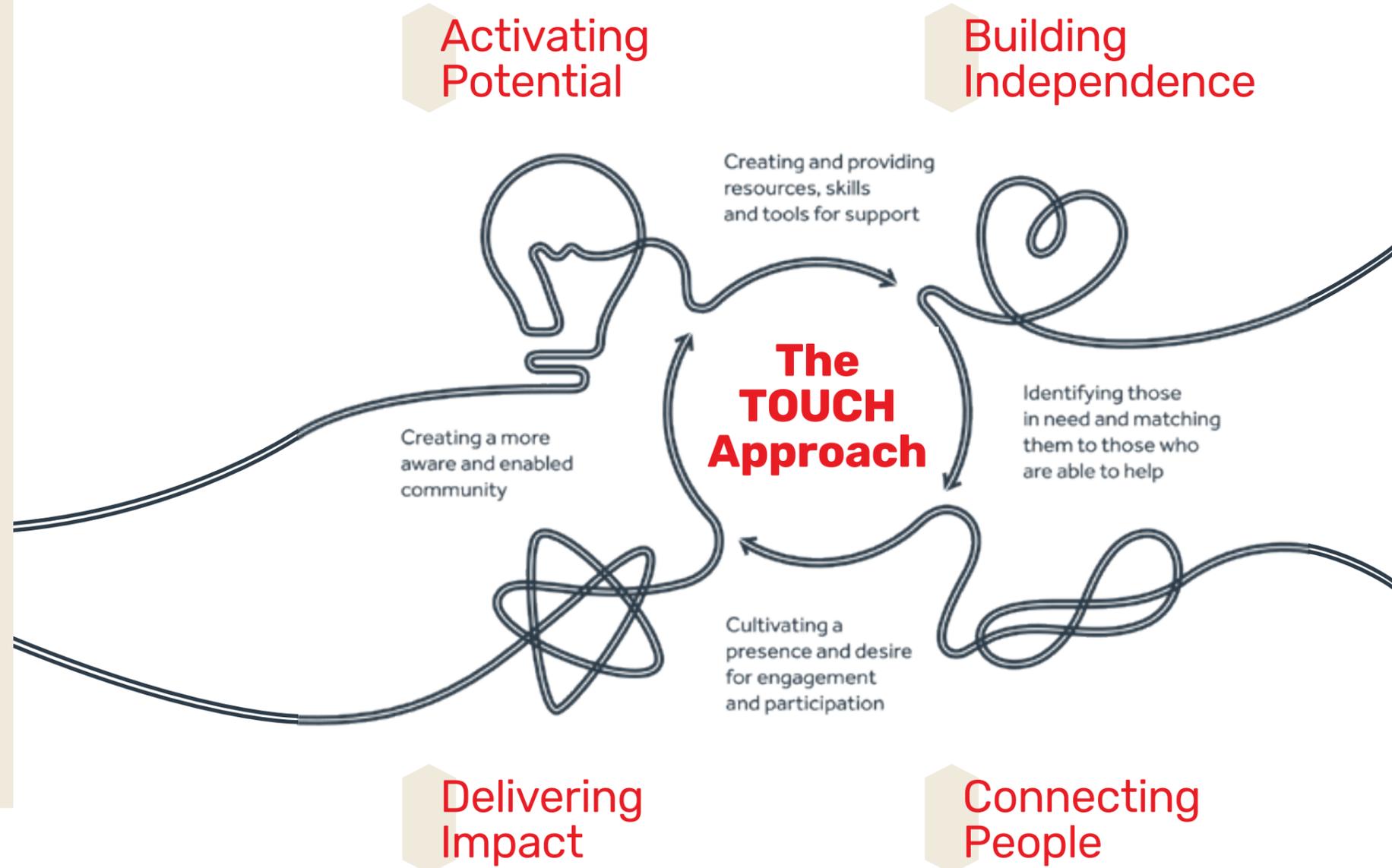
At TOUCH,

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

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

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

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





2020 was a year filled with uncertainty and changes for Singapore and its people. At TOUCH Community Services, we also saw opportunities to serve the community better by adapting to the evolving needs of our beneficiaries.

The pandemic shifted the world and shaped our response to it, but we are encouraged to see our beneficiaries displaying tenacity in overcoming challenges in their lives. Many in the community have also shown their heart for those in need and have extended help to those around them.

Building A Resilient Community Together

When confronted with sudden and unexpected challenges, we could all appreciate a helping hand to get us up and going again. This story of our beneficiary, Bee Khim (not real name), affirms the important role of the community to strengthen and empower those who need extra support in the face of a crisis.

Bee Khim was working in the beauty industry with two special needs children under her care when the outbreak started. When we got to know her in April, she was facing financial and job insecurity. She was eventually asked to leave her job as a manicurist, which left her unemployed during the circuit breaker. The situation brought immense stress to Bee Khim as a single mother and only breadwinner. Through the TOUCH Emergency Relief Fund (ERF) that was launched to provide immediate and temporary financial relief to people in need during a period of uncertainty, Bee Khim obtained some support to tide her through the difficult period. She also received meals delivery to alleviate the daily costs of living for her family. Bee Khim eventually found a job as an office administrator, a role which better fits her schedule of caring for her children. She is also undergoing counselling for the stress she faces at home and getting the emotional support that she needs to care for her family better.

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It is heartening to see residents reaching out to one another and building their own network of support during the circuit breaker period. At TOUCH, we believe in tapping on the strength of the community to continue reaching out to individuals and families in need.

Another inspiring story is that of 55-year-old Jessie Teo, who is a volunteer of TOUCH Caregivers Support. During the outbreak of the pandemic, Jessie continued keeping close tabs on her elderly befriendeds who lived in the vicinity – Mdm Ong LT, 73, and Mdm Mok SC, 69 – and visited them at home regularly. Jessie would also get meals for Mdm Ong when she faced difficulty leaving her apartment. After the circuit breaker, Jessie met up with Mdm Ong and taught her to use WhatsApp so that Mdm Ong could stay in contact with her family and friends.

It is heartening to see residents reaching out to one another and building their own network of support during the circuit breaker period. When our centres were closed, we saw residents taking the initiative to mobilise themselves to render help to frailer neighbours.

At TOUCH, we believe in tapping on the strength of the community to continue reaching out to individuals and families in need. The immediate financial aid provided to beneficiaries through the ERF was only made possible with the support of donors who answered the call for support. The story of Jessie and other like-minded residents also powerfully illustrates how the support of the community is essential in creating a resilient and enabled community in view of future challenges. All of us play a role in shaping the future of our community.

Four staff from TOUCH were recipients of the Healthcare Humanity Award (Intermediate and Long-Term Care category). TOUCH also received the Merit Team Award (Client Experience Improvement) for the Community Enablement Project at the Community Care Excellence Awards by the Agency for Integrated Care.

TOUCH seeks to continue serving with compassion and excellence, and we are humbled and grateful to be recognised through several accolades in a challenging year.

We appreciate the support of our stakeholders and supporters who enabled us to serve the community through difficult times. We could not have done it all on our own. The commitment and heart for serving the community will form the bedrock of strong families and caring societies in the years ahead.

Lawrence Khong
PBM

CEO's Message

2020 was an extraordinary year filled with high tension, high pressure, and high uncertainty. COVID-19 disrupted our operations and changed the way we served our beneficiaries who had to manage unprecedented struggle and anxiety.

As an organisation, we banded together and responded to the changing environment and adopted new ways to meet the pressing needs of our clients. We put in place critical measures to support all in need.

The crisis gave us a great opportunity to strengthen the community, helping everyone we serve to be resilient and confident of the future.

Strengthening Our Community

In the year under review, our services and programmes met the needs of some 197,000 individuals including children, youth, families, elderly, people with special needs and healthcare concerns. Despite disruptions to our programmes, our network of services ensured that we could continue to provide comprehensive and integrated solutions on the ground seamlessly.

In April 2020, we launched the TOUCH Emergency Relief Fund (ERF) which provided essential financial, emotional, and psychological aid to families in need during the circuit breaker. The ERF enabled low-income families, elderly, and people with intellectual disability to receive immediate and temporary financial aid for three months.

We stepped up our advocacy for the elderly when there was an increased level of social isolation due to the circuit breaker. Even while telecommuting, staff stayed connected with seniors via regular phone calls, whilst those who require home care services such as meals, nursing care and home personal care continued to have services delivered to them. To meet the needs of home-bound seniors, we undertook an additional 12,000 meals delivery on top of the 1,000 meals that TOUCH delivers daily. This was made possible through the support of volunteers who were mobilised over a short span of time.

For our special needs clients as well as preschool children in TOUCH Child Care, we developed our own

content to ensure that Home-Based Learning proceeded smoothly and worked with caregivers to help beneficiaries and students stay engaged at home.

Working closely together as one team across our various services allowed TOUCH to meet the many changing needs on the ground swiftly and effectively.

Strengthening Our Families

At the start of 2020, we set up a new service group – the TOUCH Integrated Family Group (TIFG) to consolidate the Children, Youth and Family Groups. This integrated approach enabled TOUCH to better work with families across Singapore to cope with stressors and build family resilience, especially during the outbreak of the pandemic. We focused on strengthening families with online resources and equipping the community in digital readiness, which was crucial when Work From Home and Home-Based Learning arrangements were put in place.

In our work with vulnerable families, a project was started to provide some 1,000 refurbished laptops to the children from low-income families as well as special needs clients. With the laptops, our beneficiaries could continue with Home-Based Learning and children from TOUCH Young Arrows could continue to access club activities and academic coaching online. The laptops were also distributed to support some 20 social service agencies in Singapore.

Against a backdrop where technology became essential for work, school and the fulfilment of daily living needs, some low-income families have struggled to stay digitally included. With digital inadequacy a major stress point for vulnerable families, we started the programme, Digitally Ready Families (DRF) in December 2020 to empower these families with skills to navigate the digital space. The programme has been supported by partners, Facebook and Microsoft, in the first phase of the pilot. Apart from funding the pilot, the staff of Facebook and Microsoft have been involved in facilitating the programme as volunteers. The DRF is also one of the programmes funded by the President's Challenge 2021.

We have observed that there was a 57% increase in calls related to mental health issues and seven

times more calls related to family violence received on TOUCHline. Apart from rendering support to clients through our professional services, TOUCHline, which covers a range of issues from mental health, parenting, and family-related matters, was listed on the gov.sg website as one of the helplines if members of the public require help from TOUCH's team of counsellors. We also successfully piloted tele-rehab and tele-counselling via video conferencing tools.

Strengthening Our Team

The strength of the community lies in weathering the storm together, looking beyond present circumstances, and staying confident and resilient in the face of challenges. Within TOUCH, we believe in equipping staff to better adapt to a changing environment of societal challenges in our community.

In 2020, we officially embarked on our three-year technology project, which aims to integrate our systems and applications for us to gain insights from data and to create value as we serve the community. Called "One-TOUCH", this project aims to streamline, optimise, and automate key processes across the organisation, and develop a unified and central repository of information that can be accessed from multiple platforms and mobile devices. With this in place, our clients would be able to better access the services they require conveniently and get a quicker response from us.

Throughout the circuit breaker and beyond, multiple teams across TOUCH had online meetings with our technology consultant to deep dive into our user requirements, for workstreams including management of volunteers, donors/donations and events, case management, centre management, as well as finance and human resource automation. We also introduced SMART goal setting to help staff understand how their role contributes to the team and to organisational objectives and trained middle managers to have effective feedback conversations to help their staff grow in performance.

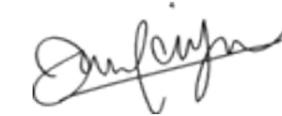
Recognising that transformation will be an ongoing journey, a new department will be formed in January 2021 – the Transformation Office, whose function is to reinforce a transformative culture under the pillars of Technology, Talent and TOUCHpoints. This office will roll out initiatives to future-ready TOUCH as we serve the beneficiaries under our care.

Throughout the year, the leadership team also stayed connected to staff through regular emails and videos, encouraging them during the period when staff were telecommuting and managing their family at home. We recognise the importance of keeping lines of communication open with our staff to help look after their mental health during challenging times.

A Resilient Tomorrow

In a year marked by much uncertainty, TOUCH was able to reach out to beneficiaries to offer hope and support, continually transforming and uplifting the lives of the vulnerable because of unwavering support from corporate and community partners.

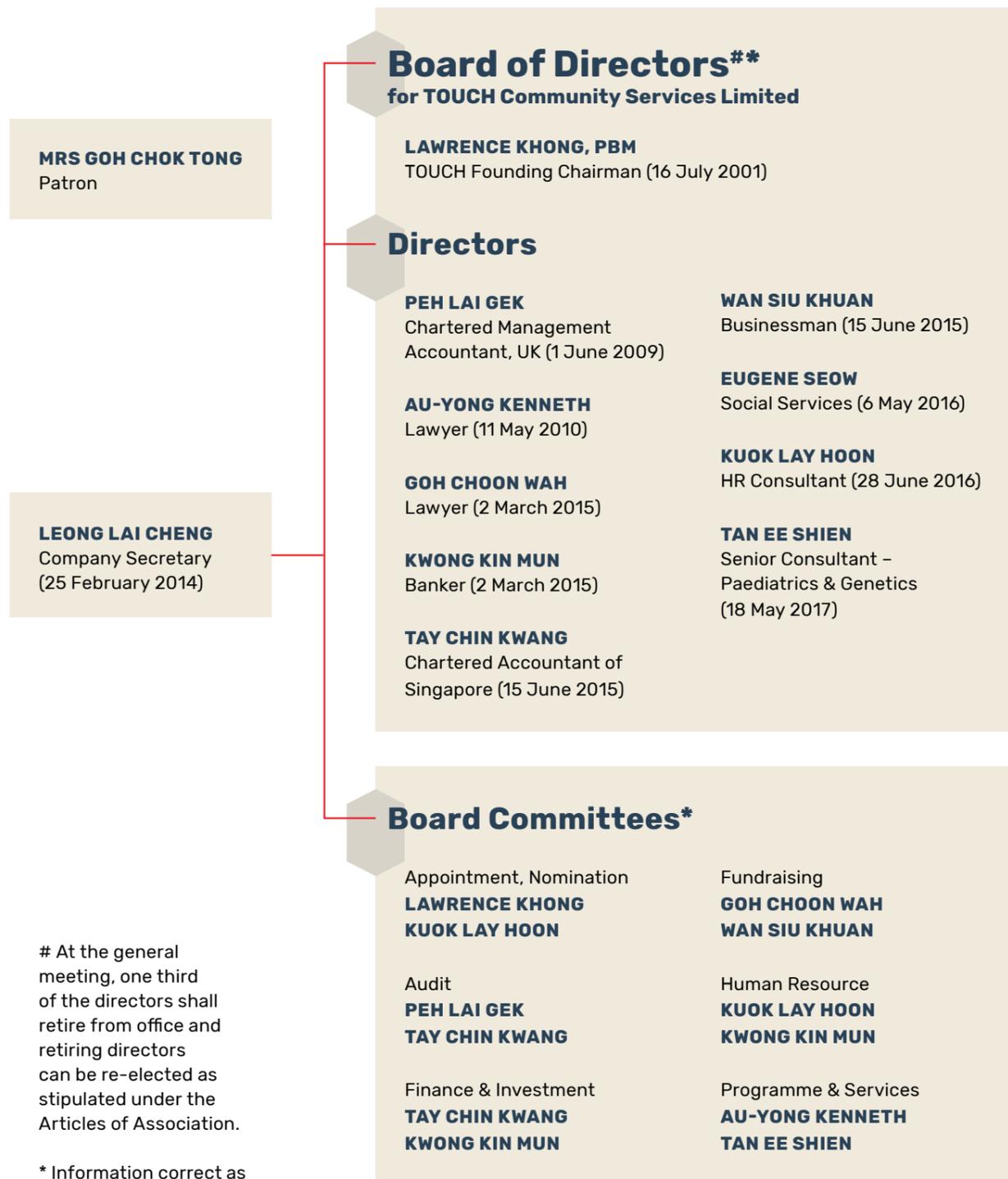
As we close the year and move into 2021, we will work together with staff, volunteers, donors, and partners towards a resilient future, for everyone we serve in the community.



James Tan
Chief Executive Officer



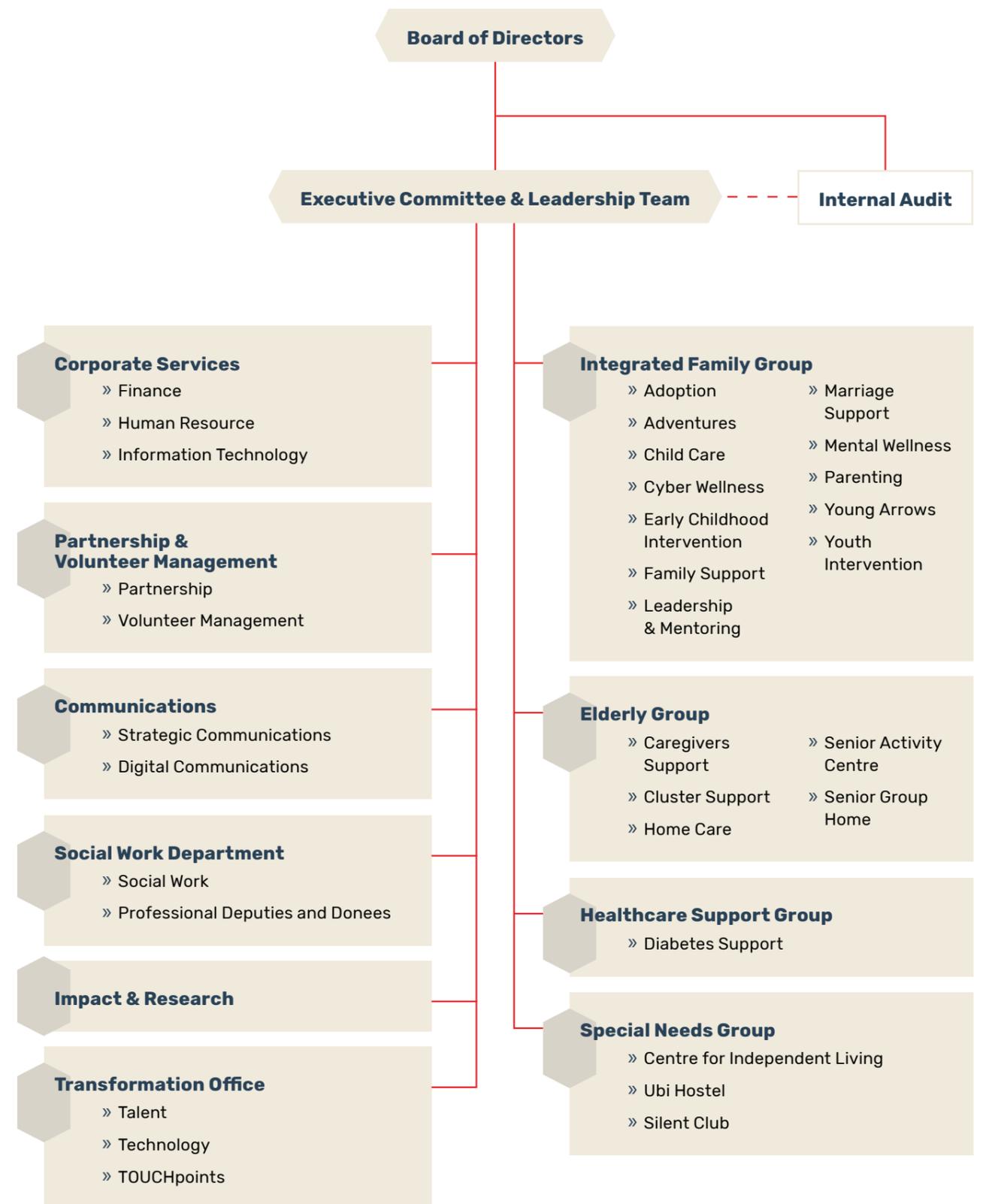
Board Structure



At the general meeting, one third of the directors shall retire from office and retiring directors can be re-elected as stipulated under the Articles of Association.

* Information correct as at 31 December 2020.

Organisation Structure



As of 1st Feb 2018, TOUCH has outsourced its Internal Audit function.

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 & Programme Development
Professional Deputies & Donees

KAVIN SEOW
Senior Director
Elderly Group

TEO SEOK BEE
Deputy Director
TOUCH Marriage Support
TOUCH Integrated Family Group

ANDREA CHAN*
Assistant Director
TOUCH Youth Intervention
TOUCH Family Support
TOUCH Mental Wellness
TOUCH Integrated Family Group

JOYCE HOPE WU-ANG**
Assistant Director
Partnership & Volunteer Management
Transformation Office

JUNE SIM*
Assistant Director
Special Needs Group

RACHEL YAP*
Assistant Director
Finance

WONG LI PENG*
Assistant Director
Corporate Support
Elderly Group

ALVIN ONG**
Manager
Elderly Group

ANG CHIEW GEOK***
Centre Manager
TOUCH Centre for Independent Living (Bukit Merah)
Special Needs Group

CAMILLA LOH***
Head
Organisational Development
Transformation Office

KELVIN LEE***
Head
Community Engagement Project
Caregivers Support
Elderly Group

PEARL PEH***
Head
Communications

STELLA TEO***
Head
Impact & Research

* Promoted w.e.f. 1 January 2021

** Redesignated w.e.f. 1 January 2021

*** Newly appointed members of the Leadership Team w.e.f. 1 February 2021

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 62.

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

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

In a typical year, the Board meets at least three times a year with a quorum of at least three members. Last year, due to the COVID-19 pandemic, the Board had one physical Board meeting. The annual general meeting was conducted virtually and important decisions which require Board approval were circulated in writing. The Board Committees meet at least one to three times a year.

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

Board Meeting Attendance Record	
Names	Attendance
Lawrence Khong	1/1
Au-Yong Kenneth	1/1
Eugene Seow	1/1
Goh Choon Wah	1/1
Kuok Lay Hoon	1/1
Kwong Kin Mun	1/1
Peh Lai Gek	1/1
Tan Ee Shien	1/1
Tay Chin Kwang	1/1
Wan Siu Khuan	1/1

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

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

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

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

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

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

Board Composition and Membership

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

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

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

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

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.

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.

2020 At A Glance



10,147
volunteers



76,296
Unique Website
Page Views



211
media
features



1,014,504
users reached through
Facebook campaigns

197,875
lives touched



7,638
seniors
received help
to age-in-place



130
special needs
individuals served
under TOUCH Centre
for Independent
Living and TOUCH
Ubi Hostel



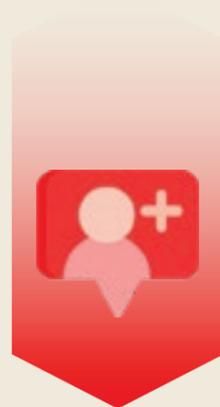
5,378
individuals
reached under
TOUCH Mental
Wellness



18,400
email subscribers
for marriage, family
and wellness tips
and resources on
a monthly basis



15,300 Social
Media Followers



11,300
Facebook followers

2,900
followers on Instagram

1,100
followers on LinkedIn



78,179
children, youths,
parents and
educators served
under TOUCH
Integrated
Family Group

Providing Hope to Those in Need

At TOUCH, its work involves supporting low-income families and the vulnerable in the community, ensuring that no one under its care is left behind. In 2020, the support of partners and individuals helped TOUCH to meet the urgent needs of beneficiaries in an expedient manner during the pandemic.



TOUCH helps those in need to continue accessing support during times of uncertainty.

TOUCH Emergency Relief Fund

The TOUCH Emergency Relief Fund (ERF) was launched to provide immediate and temporary financial relief of \$300 per month for three months to low-income families, elderly, and those with special needs. Some 1,000 families received additional financial support through the ERF.

Technology as An Enabler

Some 1,000 refurbished laptops were distributed to children from low-income families and special needs clients under TOUCH's care, as well as low-income beneficiaries from other social service agencies. This initiative, which was funded by Facebook, enabled the children and special needs beneficiaries to continue with Home-Based Learning during the Circuit Breaker period.



Children receiving refurbished laptops from TOUCH staff.

Digital Connectivity Across Generations



Clients stay connected to the community through digital engagements.

Even though classes and programmes could not take place face-to-face, TOUCH put in place home-based online learning for special needs clients to ensure that learning was not disrupted for them. Seniors were kept socially connected through activities conducted online via Zoom and WhatsApp chat groups. Programmes were also created to teach clients how to navigate online safely.

TOUCH adopted a hybrid model for its programmes in 2020. For programmes where in-person meetings such as workshops and school assembly talks were reduced, TOUCH continued to engage schools and the community by increasing online workshops and resources. A range of virtual activities was organised, from online programmes for students in schools to online parenting classes and team-bonding sessions for corporates. TOUCH blended learning to continue serving clients in creative ways.

Access to Professional Services

TOUCH's professional services went online to ensure support for clients in need. TOUCH's hotline saw some 57% increase in calls related to mental health issues and seven times more calls related to family violence. TOUCH also successfully piloted tele-rehab and tele-counselling via video conferencing tools.



Home-based tele-rehabilitation for seniors during the pandemic.

Resources for the Family

Resources for families were rolled out during the Circuit Breaker to support families during the stressful period. The 'Homefront' series was created to provide relevant content addressing family stressors. TOUCH also conducted a webinar, "Building A Positive Family Digital Culture", for families to attend for free.



One of the video resources created for families during the Circuit Breaker.

Access to Job Opportunities

TOUCH created job-roles suitable for those whose jobs were displaced to do some temporary work with our programmes. Through the programme, which was funded by Tan Chin Tuan Foundation, TOUCH managed to place some 10 clients who lost their jobs during this season to do paid dispatch and meals delivery to augment their household income.

Ensuring No One Goes Hungry

TOUCH undertook an additional 12,000 meals delivery for residents at Toa Payoh and Jurong to ensure that no elderly falls through the gap during the circuit breaker. This is on top of the 1,000 meals that TOUCH delivered daily to the home-bound elderly in the past year. Some 550 volunteers supported these meals delivery to low-income families and home-bound elderly.



Volunteers in-action, preparing to deliver meals to those in need.

Corporate Highlights



Recognition for Service Excellence

Four staff from TOUCH 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 were Ms Andes Poh (Community Nurse, TOUCH Home Care), Mdm Tracy Lee (Senior Officer, Community Befriending Programme, TOUCH Caregivers Support), Ms Lee Guek Meng (Senior Lifeskills Coach, TOUCH Ubi Hostel) and Ms Liong Suet Lian (Social Worker, TOUCH Cluster Support).

Four staff of TOUCH were recognised for their outstanding work at the Healthcare Humanity Award 2020.

The **Community Care Excellence Awards** by the Agency for Integrated Care aim to recognise the contributions of individuals and project teams who have demonstrated exemplary service and commitment in delivering quality care to their clients in the Community Care sector.

TOUCH received the Merit Team Award (Client Experience Improvement) for the Community Enablement Project.

TOUCH was also one of the finalists for the **Ageing Asia Eldercare Innovation Awards 2020** (Innovative Community Care Model) for the Community Enablement Project. This award recognises the best of Asia Pacific's care organisations that have gone the extra mile to improve health, quality of life and independence for seniors.

TOUCH successfully nominated Rockwell Automation to clinch the **Friends of Community Care Award 2020** by the Agency for Integrated Care. The award seeks to recognise contributions of partners outside the Community Care sector for their unwavering support.

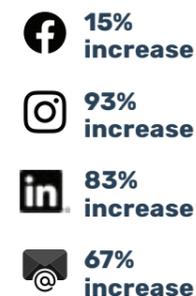
Partnerships with Corporates

TOUCH collaborated with **Lien Foundation** in its COVID-19 relief efforts to enable seniors to go digital and stay connected with the community. TOUCH has worked with Lien Foundation to identify seniors from TOUCH Senior Activity Centre based on their frailty levels to better introduce new programmes that cater to each senior's needs.

TOUCH was a recipient of **Team Solidarity's** campaign for Singaporeans to donate their \$600 Solidarity Payment to those in need. Team Solidarity consists of Singaporeans who fundraised for Community Chest during the outbreak of the pandemic. The funds raised by Team Solidarity of some \$100,000 were channelled to low-income families, vulnerable elderly and workers who have lost their jobs or income.

Sentosa Development Corporation adopted TOUCH Young Arrows (TYA) Queenstown Club for three years. This is TYA's first corporate partnership via its Adopt-A-Club initiative. Through the initiative, children from TYA Queenstown Club would engage with volunteers from Sentosa Development Corporation over specially designed activities and receive support through TYA's programme.

Engagements with the Online Community



TOUCH believes in engaging the online community through regular posts, partnerships and programmes. In the year under review, TOUCH has increased its following on several digital platforms. There are some **11,300 Facebook followers** (15% increase), **2,900 followers on its Instagram page** (93% increase) and **1,100 followers on LinkedIn** (83% increase). TOUCH also reached out to some **18,400 email subscribers** (67% increase) with marriage, family and wellness tips and resources on a monthly basis.

Grow Potential of Children, Youth & Families

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



996 meals and **11** portable Wi-Fi distributed to families in need



25 children with special needs integrated into TOUCH Child Care's programme



96.5% satisfaction rating received about TOUCH Adventure's adventure-based learning programmes

671 children from low-income or single-parent families supported through weekly educational activities with the help of **610** regular volunteers



9,452 parents were equipped through TOUCH Parenting's programmes



100% positive feedback received from principals about TOUCH Early Childhood Intervention's programme to help teachers better support children with mild developmental or learning needs



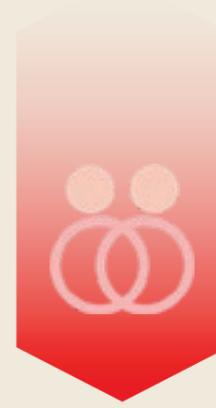
39,181 youths reached through TOUCH Cyber Wellness' school education and centre programmes



516 vulnerable families supported by TOUCH Family Support



260 couples prepared for marriage under TOUCH Marriage Support



440% more students reached through TOUCH Leadership & Mentoring's mass virtual outreach programmes



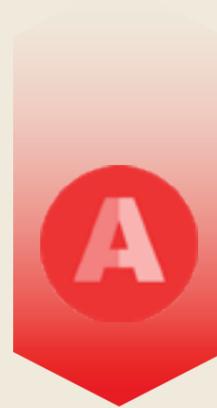
1,219 calls received on TOUCHLine, a **57.7%** increase from the past year



9.6 out of 10 satisfaction rating by TOUCH Adoption's prospective adopters



5,650 youths served by A.p.t.i.t.u.d.e (ITE College East and Central)



TOUCH Adoption

- Invited to the College of Alice & Peter Tan, University Town at the National University of Singapore in March and October to share with the lecturers and students on adoption matters and promote awareness about adoption. Through the sharing, TOUCH Adoption aims to help teachers better plan curricula that would be inclusive and sensitive to the adoptive community.
- Conducted 22 adoption workshops with an attendance of 737, to prepare prospective adopters for their role as adoptive parents as well as adoptive parents in their ongoing parenting journey. Those who attended rated their satisfaction level at 4.7 out of 5.

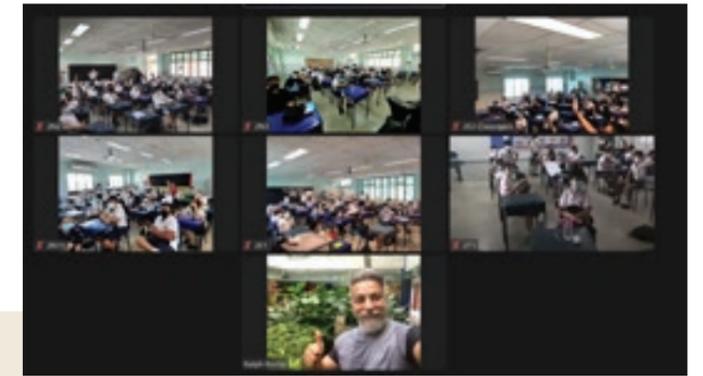
TOUCH Adoption celebrates the success of finding a loving family for this baby.



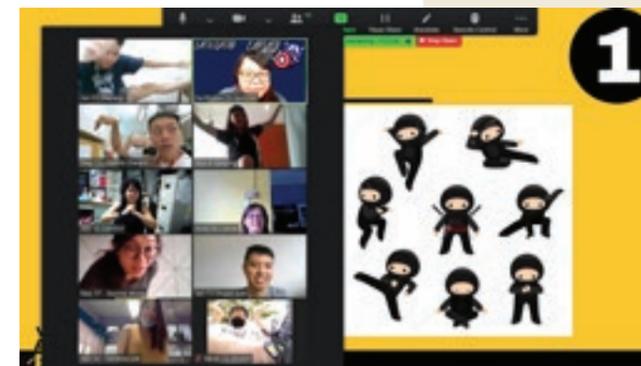
- Started its first virtual support group, After Disclosure Support (ADS), in September and December with 131 participants. The ADS aims to support and connect with adoptive parents who are in need of support in the adoption journey, particularly in the area of disclosure. The virtual support group has also benefitted clients who have moved overseas as they could continue connecting with the community online.

TOUCH Adventures (TA)

- TOUCH Adventures (TA) conducted a series of Outdoor Education Modules for the secondary 1 and 2 students of Marsiling Secondary School and West Spring Secondary School. TA also organised post-exam programmes for the students of Madrasah Al-Arabiah Al-Islamiah. These programmes were meant to help the youths to develop greater self-confidence and grow in their collaborative and communicative skills.



*FROM TOP:
TA conducted the Secondary 2 Outdoor Education Programme for Marsiling Secondary School online. / Students of Madrasah Al-Arabiah Al-Islamiah learn how to kick scoot safely at the school's basketball court.*



- A virtual team bonding event was organised for some 200 students of ITE College East's Student Mentorship Programme. Through the mass team bonding event, the mentors and mentees had an enjoyable time while learning about motivation, efficiency, and collaboration.

Participants enjoyed themselves at the virtual team bonding session organised by TA.

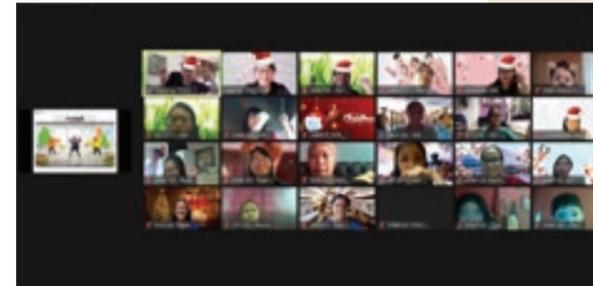
TOUCH Child Care (TCC)



TOUCH Child Care (TCC) conducted Home-Based Learning (HBL) for 132 children with 251 family members via online Zoom meetings during the circuit breaker. Though HBL, TCC could continue engaging with the children while staying connected with the families during this challenging period.

Home-Based Learning took place on Zoom for TCC's K1 students.

TOUCH Cyber Wellness (TCW)



The finale session of Digitally Ready Families took place on Zoom during year-end Christmas celebrations.

In partnership with TOUCH Young Arrows, TOUCH Parenting and Impact & Research, TCW launched a pilot programme, Digitally Ready Families, in December 2020. The programme aims to empower lower-income families to be more digitally ready in coping with technological changes and harnessing technology effectively to make positive changes to their lives. Supported by Facebook and Microsoft, the programme engaged 16 families comprising 19 parents and 29 children in the first phase of the pilot.

Celebrated the graduation of K2 students virtually for the first time. In all, 38 K2 children with 90 family members attended the K2 Graduation Ceremony via Zoom.



FROM TOP: TCC's students at the K2 Graduation Ceremony. / K2 children having lessons with the safe distancing measures implemented.

Partnered with Facebook to conduct webinars on IMDA's online Digital Pod Learning Series. The webinars, which saw some 900 seniors in attendance, enabled seniors to pick up digital skills and knowledge.



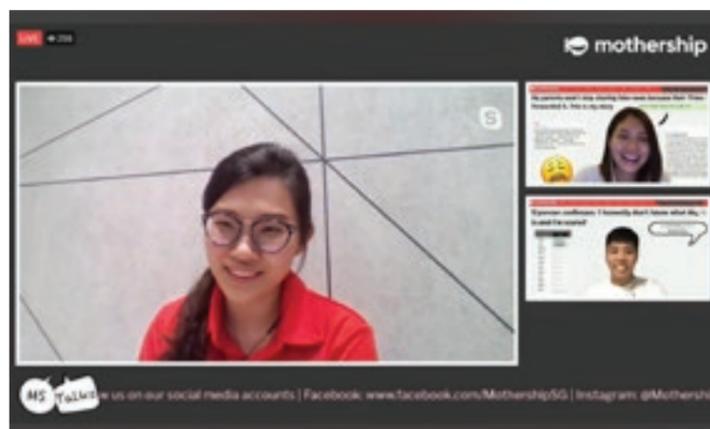
TCW collaborated with Facebook to conduct webinars on IMDA's online Digital Pod Learning Series, as part of IMDA's effort to engage seniors virtually during the circuit breaker.

TOUCH Cyber Wellness (TCW) collaborated with TOUCHpoint@AMK433 to engage its seniors via Zoom to learn and connect over technology and deepen their digital skills. The sessions focused on the themes of cyber, social, and mental wellness and enabled the seniors to find out more about Zoom, WhatsApp, and mobile device usage.



TCW engaged in a Zoom session with seniors and staff from TOUCHpoint@AMK433.

Grow Potential of Children, Youth & Families



- TCW was invited to speak on Mothership's "MS talks: Cyberbullying" as a subject matter expert. The talk aimed to heighten public awareness of the impact of cyberbullying and possible prevention handles. The talk engaged 200 live viewers and the video had 18,000 views.
- Collaborated with Ngee Ann Polytechnic to provide a certified Institute of Higher Learning course for social worker practitioners and youth workers. The two-day course educated and equipped 18 adult learners with relevant cyber wellness knowledge and skills to connect and engage with youths.
- Invited as a keynote speaker for the Ministry of Education's Academy of Singapore Teachers "Character and Citizenship Education Learning Day". Organised for 80 senior and master teachers, TCW equipped the educators with relevant cyber wellness knowledge and skills during the session.

TCW was invited to speak on Mothership's "MS talks: Cyberbullying" as a subject matter expert.

TOUCH Early Childhood Intervention (TECI)



- TOUCH Early Childhood Intervention (TECI) offers support for children with mild developmental or learning needs by providing them with targeted and affordable early intervention. This will give them the best chance to improve their developmental progress before they are ready to be placed in mainstream primary schools.
- Since 2020, TECI has worked with 18 mainstream children in three preschools with learning and developmental needs.
- Supported 26 children with special needs enrolled in TOUCH Child Care's Integrated Child Care Programme. Four children with special needs graduated from TCC in 2020, with two enrolled into mainstream primary schools and the others entered Pathlight and Grace Orchard schools.

TECI's Development Support and Learning Support programme supports preschoolers with mild developmental needs.

TOUCH Family Support



- Project 123! is into its second year of funding by the President's Challenge. The three-year employment programme by TOUCH Family Support focused on providing training courses, career coaching, support group sessions, job matching and job support to 33 clients from lower-income families. The programme aims to increase their motivation for employment, upskill them for employability and enable them to secure employment.

A group photo of the participants and staff at Project 123!'s peer support session.

TOUCH Family Support



Collaborated with Caterpillar Propulsion on a Home Improvement Programme (HIP) for lower-income single parent families which may lack resources and time to make changes to their home environment. HIP helped to provide the resources needed to enhance the living environment of these families. Five families received support under this programme, which was successfully completed in May 2020.

TOUCH Family Support worked closely with several stakeholders to meet the needs of its clients during the COVID-19 pandemic. Some of the support provided for its vulnerable families include immediate and temporary financial relief through the TOUCH Emergency Relief Fund, laptop and food distribution, vouchers and cash donations, and short-term job opportunities through the Meals-on-Wheels programme.



FROM TOP:
Client receiving a meal from a food bank volunteer. / Happy faces of client and her daughter when they received vouchers from Audi.

TOUCH Leadership & Mentoring (TL&M)



FROM TOP:
NDP mentors/motivators and TOUCH staff were part of the NDP Video created. / ITE College East's CCA EXCO leaders participated in the virtual escape room, as part of a relationship management skills workshop.

TOUCH Leadership & Mentoring (TL&M) initiated a National Day Parade (NDP) video featuring its clients, motivators and mentors in celebration of Singapore's National Day. The video aimed to instil a positive mindset, a willingness to embrace the future and encourage Singaporeans during the pandemic. It was showcased on Singapore's official NDP platforms as well as associated social media platforms.

Developed an interactive and issue-based escape room to help students find out more about mental health, the elderly and people with special needs. Through the experience, the youths gained awareness of the challenges faced by the community and learnt to work together to positively impact the community. TL&M reached 4,800 students through the Service-Learning experience.

A.p.t.i.t.u.d.e @ ITE College East redesigned its barista interest group into virtual workshops with barista kits being delivered to the doorsteps of students. It became one of the most popular workshops amongst the students. Through virtual trainings and engagement with youths online, A.p.t.i.t.u.d.e @ ITE College East could continue to work on increasing the employability of students during the pandemic.



A.p.t.i.t.u.d.e @ ITE College Central partnered with the Institute of Technical Education for the first time to career coach 21 students who were on their school's internship. Through the coaching, A.p.t.i.t.u.d.e @ ITE College Central helped to prepare the students to be more future-ready for the workplace.



FROM TOP:
A virtual barista workshop was conducted for the students via Zoom. / ITE College East students learnt about calligraphy via an online workshop.

TOUCH Marriage Support

- ▶ Piloted a new programme to prepare couples who are remarrying for a new relationship. Topics in the programme include communication, conflict resolution, impact of family of origin, shared future, and handling of relationships with children from previous marriages and ex-spouses.
- ▶ Partnered with TOUCH Senior Activity Centre to run A Life Story Project, an emotional wellness programme, for the elderly in Yishun.



A sharing by volunteers about A Life Story Project for seniors at TSAC.



- ▶ Supported 282 clients through 577 counselling sessions during the year. Overall, TOUCH Marriage Support received a satisfaction rating of 4.58 out of 5 for its counselling services.



FROM TOP:
Participants of TOUCH Marriage Support's programme learnt about leaving a legacy for the next generation. / A senior decorated her own Christmas tree with the help of TOUCH Marriage Support's staff and volunteers.

TOUCH Parenting

- ▶ TOUCH Parenting aims to empower parents in building strong families through the effective nurturing of their children in becoming resilient, respectful and responsible individuals. It achieves this through helping parents and caregivers adopt evidence-based and informed strategies and approaches in individual and group settings.
- ▶ Organised its first webinar series to support families during the period of circuit breaker. Held over three sessions, there were over 2,200 participants who attended the parenting webinar series.
- ▶ Launched digital parenting video resources for parents, as part of the IMDA Safer Internet Day initiatives.



One of the video resources created by TOUCH Parenting on managing screen time.



- ▶ Started the G.I.F.T. Parenting programme for new parents with babies up to six months old. Topics in the programme include learning how to feed and burp baby, bathe and change diapers, manage fussy behaviours and create bedtime routines.

Couples attended the G.I.F.T. Parenting programme for new parents.

TOUCH Young Arrows (TYA)



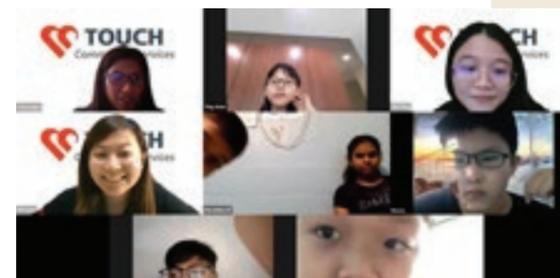
TOUCH Young Arrows' (TYA) 2020 programme evaluation report with parents and their children showed that a large percentage of children improved in these areas: self-confidence, self-discipline, relationship with others, willingness to help others and volunteer. The children also shared that they enjoy attending TYA activities weekly and engaging with the volunteers at the TYA clubs.

TYA redesigned their physical events into mass online engagements with children and families due to COVID-19 restrictions. Some of these large-scale engagements include engaging the Primary Six children in its PSLE Preparation Programme, organising a first-ever virtual Family Day and Survival Camp, and partnering with Tampines Changkat Community Club to organise Children's Day.

FROM TOP:
Families received family kits via doorstep delivery for TYA's virtual Family Day. / TYA's first virtual Children's Day celebration with the TYA children, parents, volunteers, and Mayor of North East CDC, Desmond Choo.

- Started an inaugural Volunteer Immersion Programme for 20 students, a six-week virtual workshop series in partnership with TOUCH Leadership & Mentoring.
- TYA provided weekly online tutoring for 20 Secondary 1 and 2 students through YouthPhoria Club. TYA hopes to empower the teens with leadership and service-learning skills to be volunteer-ready as they offer academic and mentoring support to them.
- Organised family excursions to the Wildlife Reserves over two days in November with safe distancing measures put in place. TYA provided 72 families with the opportunity to experience nature and wildlife during the school holidays.

TOUCH Youth Intervention (TYI)



FROM TOP:
SPARKX groupwork sessions were held online in view of COVID-19 measures. / A family bonding experience at the River Safari.

TOUCH Youth Intervention (TYI) aims to improve self-management skills and family relationships among children who exhibit behavioural issues through the intervention programme SPARKX, funded by Tote Board. Through various activities organised such as SPARKX Family Day, Positive Parenting Seminar, family therapy session and individual and group sessions, there was an improvement seen among the families.

In 2020, TYI conducted 17 groupwork sessions for 29 children and held 620 individual and family sessions for 73 children and their parents. SPARKX's post-assessment report showed that 100 percent of the children improved in at least one of these areas: emotional needs, self-efficacy, resilience, social relationship, and family relationship. Families also reported an improvement in family relationships as parents were able to apply two or more parenting techniques learnt during the intervention programme.

- TYI's DigitalMINDSET programme held its first virtual group session for 15 youths. Funded by MINDSET Care Limited, the programme aims to engage youth clients through psychoeducation and group sharing to guide them to make better decisions regarding device use and better regulation of their emotions. DigitalMINDSET also conducted cyber wellness workshops on managing excessive device usage for youths at Yio Chu Kang Secondary School and at a Starbucks Employee Engagement talk.
- TYI's LIT, a therapy intervention programme, aims to foster intergenerational engagement amongst youths-at-risk, adult volunteers and senior citizens. The programme is funded by Changi Foundation. LIT conducted two successful runs of the intergenerational buddying project, InterSACT, online for the first-time for 17 youth clients, 9 adult volunteer-mentors and 9 senior citizens.

Impact Lives of Persons with Special Needs

We believe in building independence for a better future.

TOUCH Centre for Independent Living celebrated its **30th** anniversary



50 out of 60 trainees from TOUCH SpecialCrafts were enabled to earn an average income of **\$500** per year



92 gift packs distributed to individuals in the community by trainees of TOUCH Centre for Independent Living



264 individuals reached through TOUCH Silent Club's workshops and programmes



TOUCH Centre for Independent Living (TCIL)

TOUCH Centre for Independent Living (TCIL) planned and conducted Home-Based Learning for its special needs trainees during the circuit breaker and managed to stay connected with some 80% of them via Zoom. Even though online learning was new to many of the trainees and their caregivers, meeting online regularly established routines for the clients and ensures that trainees were meaningfully engaged.



In conjunction with Singapore's Giving Week in December, TCIL (Ubi) prepared a COVID-19 gift pack that was specially curated by the trainees to thank the community in Ubi for their support. TCIL Ubi had been intentional in engaging our trainees in conversations to instil a spirit of giving through mutual acts of kindness, care and support. In all, 92 individuals were reached through these efforts comprising food stall owners, shopkeepers, and cleaners in the Ubi estate.

Clients of TOUCH Centre for Independent Living (Ubi) gave away gift packs to neighbours in their community.



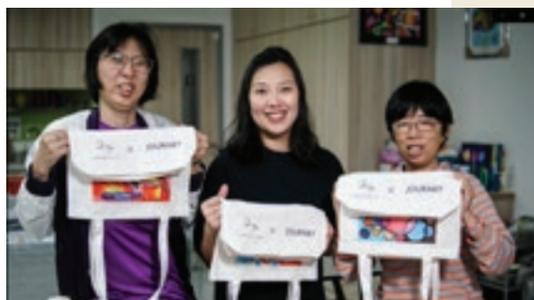
TCIL celebrated its 30th anniversary in conjunction with the International Day for Persons with Disabilities. The virtual celebration was held on Zoom with staff and clients of the Special Needs Group.

TCIL celebrated its 30th anniversary on Zoom.

Impact Lives of Persons with Special Needs

JOURNEY

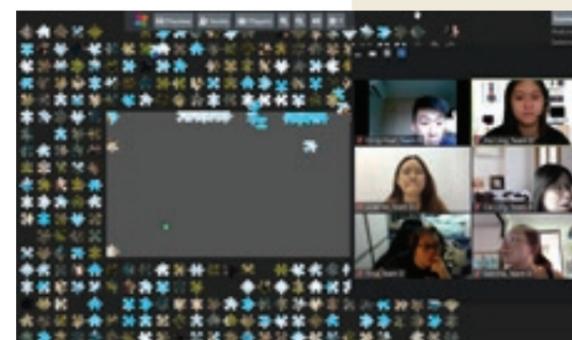
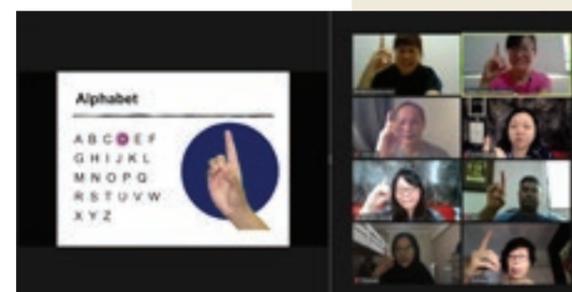
Formed through the funding of Tote Board Enabling Lives Initiative administered by SG Enable, JOURNEY is a Singapore brand that represents the creative talents of people with intellectual disabilities. Through this platform, the artworks of special needs artists from TOUCH SpecialCrafts are recognised and shared with a wider public as well as corporate bodies. It enables clients from TOUCH Special Needs Group to receive an income through their artwork. In 2020, 50 out of 60 clients earned an average income of \$500 per year. JOURNEY products are available for purchase online on its website (www.journeyspecial.com), Shopee and KrisShop Cares as well as at physical stores such as Gift by Changi Airport, d'Good Café, Strait Place 1819 and Bridging the Gap. JOURNEY is also on social media platforms such as Facebook and Instagram.



JOURNEY's special artists proudly display their art pieces on lifestyle products.

TOUCH Silent Club (TSC)

Launched Youth Connect to engage with deaf youths on a regular basis while providing mentorship to them. TOUCH Silent Club (TSC) hopes to create a safe platform for deaf youths to connect with one another through meaningful friendship. In 2020, 204 sessions of Youth Connect were conducted for 12 deaf students.



TSC partnered with several organisations to conduct seven deaf awareness workshops for their employees. These organisations include DV Singapore, Republic Polytechnic, Flex Singapore, Rotaract Club of Raffles City and SingHealth. TSC also conducted sign language workshops for the Global India International School and TOUCH Centre for Independent Living.

Organised Conversational Sign Language workshops in July, September and November, which were held online via Zoom.

FROM TOP:
Conversational Sign Language workshops were conducted online with a smaller group size to ensure that the trainer can be fully engaged with all the students. / Deaf youths gathered online for a team jigsaw puzzle competition.

TSC created instructional videos on Zoom for deaf seniors to use the platform. TSC received positive reviews about the workshop from its older deaf participants.

TSC's mentoring programme guided 12 deaf students in their studies with the aim that they would develop a positive mindset, gain relevant life skills and grow in resilience. TSC hopes that these youths would contribute to society and integrate well in the community.

TOUCH Ubi Hostel (TUH)

- TOUCH Ubi Hostel (TUH) organised Move for Health, a health promotion programme, to support trainees with mobility issues and prevent frailty from setting in early as the trainees age. Conducted by TOUCH Home Care's occupational therapists, the programme also trained TUH staff in their knowledge and capacity to plan and conduct in-depth exercise programmes for the trainees. Move for Health's group exercises were held weekly for 24 trainees and 10 staff in 2020.
- Due to behavioural or sensory issues for some of the clients, it was challenging to get them to put on masks. With the help of some regular volunteers, TUH conducted safety and hygiene lessons online with specially designed teaching materials to educate the trainees on adapting to the safety measures required during the pandemic.



Clients learnt strengthening and balancing exercises through the Move for Health programme.



Weekly Zoom sessions were conducted by regular volunteers to teach trainees personal hygiene and safety issues.

- Evening exercise programmes were held via Zoom by regular volunteers for the trainees during phases one and two of Singapore's re-opening. The continued exercise programmes for 25 trainees helped to foster community support between the clients and the volunteers.

- TUH conducted several activities to reach out to its clients under the Continuous Support Programme (CSP). CSP is for graduates of TCIL and TUH as well as clients with mild intellectual disabilities who have weak support in the community. From online group exercises to special home deliveries, TUH aimed to strengthen the relationship with CSP clients while checking in on them and their caregivers during the challenging period. Small group tea sessions were also organised for clients to bond and encourage one another.



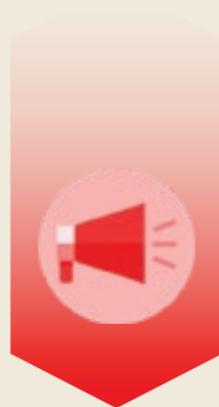
Activities such as home deliveries and group cycling were organised to engage with CSP clients.

Value Well-being of Persons with Healthcare Needs

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



50 individuals reached through the Diabetes Peer Support Groups



178 youths from secondary schools and polytechnics learnt about diabetes management through Y Diabetes



1,844 students reached across seven schools through TOUCH Mental Wellness' mental health education programme

TOUCH Diabetes Support (TDS)

TOUCH Diabetes Support (TDS) organised Y-Diabetes at Nanyang Polytechnic and Ngee Ann Polytechnic as part of youth outreach efforts to raise awareness about diabetes and to promote healthier lifestyle habits. Through these youth engagements, TDS aimed to get youths to educate their own family members on how to manage diabetes to avoid complications. 178 individuals were reached through Y-Diabetes.



Staff and students from Nanyang Polytechnic with seniors from TOUCH Home Care gathered for a focus group discussion as part of the Y-diabetes project.



Conducted diabetes peer support groups for 50 Malay clients at TOUCH Senior Activity Centre (Wellington), TOUCH Senior Activity Centre (Geylang Bahru), Community Enablement Project and TOUCHpoint@AMK433. The peer support groups aimed to engage and educate seniors with Type 2 diabetes and their caregivers on good diabetes management through peer support to prevent the onset of diabetes.

TDS conducted diabetes peer support groups for the Malay clients of TOUCH Senior Activity Centre.

TOUCH Mental Wellness

TOUCH Mental Wellness focused on reaching out to a younger demographic on social media while providing mental wellness tips and information. Materials were curated for social media platforms which were popular with younger clients, such as Instagram and TikTok. The number of followers on TikTok increased to more than 800 followers over a period of three months, with a total of 23,000 likes. Its Instagram following also grew to more than 700 followers.



Contributed mental wellness articles to the Agency for Integrated Care and as part of the HomeFront series by TOUCH Integrated Family Group. Videos on mental health were produced in collaboration with the Ministry of Social and Family Development and SGAG.

Developed new content for mental health workshops and conducted eight virtual workshops in 2020.

Partnered with Ngee Ann Polytechnic's School of Tourism & Resort Management to guide 15 students in their project of crafting online social media campaigns advocating for mental wellness. Over a period of three months, the students created 15 social media accounts on Instagram, reaching out to some 2,600 youths.

TOUCH Mental Wellness was part of the Youth Alliance workgroup for the Beyond the Label Festival 2020's e-Escape Room. Together with the Youth Alliance workgroup, TOUCH Mental Wellness co-created two e-Escape rooms to educate youths on mental health conditions.

FROM TOP:
Students learnt about anxiety through the Virtual Reality experience. / Students from Woodgrove Secondary School learnt about depression through the interactive activities.

Enrich the Golden Years of Our Elderly

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



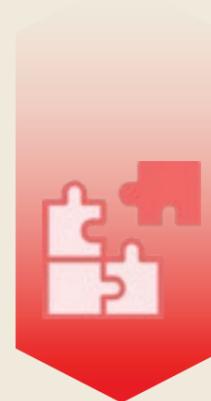
7,638 elderly clients



8,225 volunteers



328 vulnerable homebound seniors supported through Care Close to Home



1,784 seniors engaged through activities by TOUCH Senior Activity Centre



376,602 meals delivered to some **731** homebound seniors through the Meals-on-Wheels programme

TOUCH Caregivers Support (TCG)

- Set up TOUCHpoint News on WhatsApp to help some 170 seniors access a depository of online resources to stay physically and mentally fit during the circuit breaker period.
- TOUCH Caregivers Support (TCG) initiated Buzz433, an online programme, to help residents stay well socially, mentally, and physically, and be connected with family members and friends. The sessions were facilitated by TOUCH Cyber Wellness coaches and staff of TCG.



Upskilling sessions were set up to address residents' concerns with smart phone issues.



Ms Vivianne Chong (left) and her father Mr Chong Sze Chuan attended an urban farming virtual session at home.

- Launched the Community Resource Engagement and Support Team (CREST) to identify and engage residents, strengthen mental resilience and address mental wellness with support from the community.
- Partnered TOUCH Impact & Research and Dr Huso from the Saw Swee Hock School of Public Health, National University of Singapore to identify the needs of 500 participants as part of a Community Health Project.

- Launched the Inclusive & Dementia Friendly Communities (iDFC) programmes and webinars to manage and delay dementia as part of the Ang Mo Kio and Toa Payoh- Bishan Partners' Network.
- Partnered with National Healthcare Group Polyclinics to conduct virtual talks on dementia and depression in English and Mandarin.
- TCG was invited as a keynote speaker at the Collective Impact webinar organised by the National Council of Social Service, in partnership with the Tamarack Institute in Canada.
- Shared residents' Digital Arts Project learning journey at the Arts and Ageing Forum organised by the National Arts Council, in conjunction with the Silver Arts Festival.
- Received the Merit Team Award (Client Experience) as part of the Community Care Excellence Award 2020 by the Agency for Integrated Care for the Community Enablement Project.
- TCG was a finalist for the Ageing Asia Eldercare Innovation Awards 2020 (Innovative Community Care Model) for the Community Enablement Project.



FROM TOP:
Residents participating in a virtual exercise session at TOUCHpoint@AMK 433, conducted by Tan Tock Seng Hospital's health coaches. / TCG distributed masks to the workers of AMK Town Council.

TOUCH Cluster Support (TCLS)



Elderly beneficiaries stayed in touch with the CAN volunteers over virtual sessions.

- Conducted online sessions for seniors with Caring Assistance from Neighbours (CAN) volunteers to stay connected despite the scaling back of volunteering activities.
- Partnered with government agencies and community partners to provide timely help to clients who had difficulty getting food and other necessities, such as mask and hand sanitisers.

- Conducted surveys on the use of smartphones with seniors, which helped TCLS to continue providing support to the elderly during the pandemic.
- Stepped up checks on seniors whose jobs were impacted during the circuit breaker period. Seniors that were affected received support from the TOUCH Emergency Relief Fund.



Social workers continued to meet the needs of seniors whose lives were affected by the pandemic.

TOUCH Home Care (THC)



- TOUCH Home Care (THC) continued providing essential home-based services during the pandemic, including the delivery of meals, nursing, home therapy, medical escort and transport, housekeeping, and personal hygiene services.
- Started tele-rehabilitation to complement in-person therapy sessions for home rehabilitation and at the Day Rehabilitation Centre at TOUCHpoint@AMK 433.



THC continued to support the needs of its elderly clients during the pandemic.

- Added 12,000 meal deliveries for the entire circuit breaker period in addition to 1,000 meals delivered daily to meet the needs of other frail seniors in the community under the Meals-On-Wheels programme.
- 17 clients from TOUCH Family Support helped to deliver more than 2,000 meals to homebound seniors in the Western part of Singapore, as part of a community project by Tan Chin Tuan Foundation to provide temporary jobs for the unemployed.



2020 saw an outpouring of support from corporate volunteers and individuals from all walks of life who helped deliver meals to frail seniors.

Enrich the Golden Years of Our Elderly

- THC has 12 staff newly accredited disability assessors comprising occupational therapists, physiotherapists, and nurses. With this accreditation, individuals with disabilities can better access the disability funding with the help of THC's staff.
- THC's occupational therapists conducted three virtual training sessions for staff from TOUCH Ubi Hostel to share insights on the impact of ageing for individuals with intellectual disabilities and guided staff to help clients age well in the community.



THC synergised resources as it implemented new work protocols and enhanced precautionary measures to keep seniors and staff safe.

TOUCH Senior Activity Centre (TSAC)

- In January, some 300 seniors were treated to a Chinese New Year lunch sponsored by the Grand Mercure Roxy Hotel and officiated by TOUCH Patron Mrs Goh Chok Tong.
- TOUCH Senior Activity Centre (TSAC) strengthened collaboration with corporate partners and individual supporters to sponsor practical items, including masks, hand sanitisers and thermometers for seniors.
- Partnered with Khoo Teck Phuat Hospital to conduct virtual health monitoring sessions for seniors at the senior activity centres in Yishun and Wellington via the Community Nursing Post.

TOUCH Senior Activity Centre (TSAC)

- TSAC leveraged the skillsets of medical students from the National University of Singapore's Yong Loo Lin School of Medicine to reach out to 25 socially isolated seniors in Yishun. The Call Pals project is funded by the Majority Trust Fund.



The Call Pals project has helped NUS medical students gain better insights into the needs of vulnerable seniors.



TSAC staff conducted virtual HAPPY sessions for TOUCH seniors and Ang Mo Kio residents.

- Conducted virtual games and exercises to keep seniors physically and mentally engaged. Some 60 seniors from TOUCH's SACs and TOUCHpoint@AMK 433 attended the weekly virtual Healthy Ageing Promotion Programme For You (HAPPY) sessions.

Enrich the Golden Years of Our Elderly



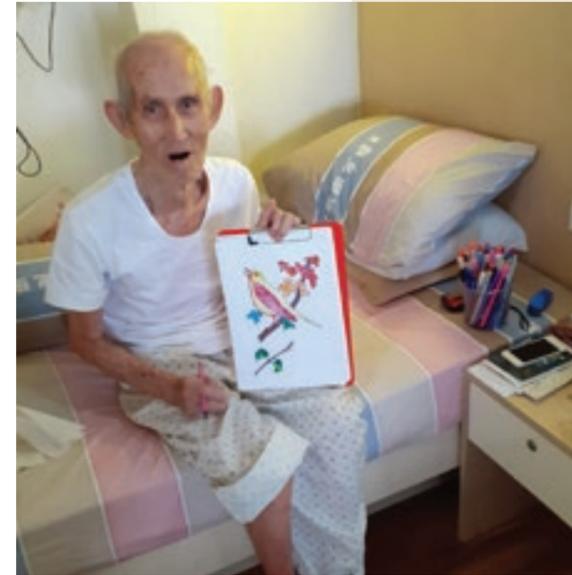
- Started the Community Of Care (COC), a three-year pilot project by the Agency for Integrated Care for seniors at TOUCH Senior Activity Centre (Yishun 162). The project aims to build an integrated care ecosystem, partner community stakeholders, and improve accessibility to social and healthcare services. COC is funded by the Tote Board.

- Partnered with TOUCH Youth Intervention to host a virtual InterSACT activity for seniors in Geylang Bahru. InterSACT aims to build confidence in the elderly and strengthen intergenerational bonding.



FROM TOP:
 More than \$120,000 of Care Pack essential items were given to the needy seniors in Geylang Bahru. / Eight artists from Artify Studio used WhatsApp to teach painting lessons to 20 seniors via videoconferencing.

TOUCH Senior Group Home (TSGH)



- TOUCH Senior Group Home (TSGH) stepped up home visits to meet the needs of vulnerable seniors, especially during the circuit breaker period.

TSGH has continued to empower seniors like 79-year-old Mr Kan Weng Poh to age independently at home.

Care Close to Home (C2H)

- TOUCH Senior Activity Centre (Geylang Bahru) increased efforts to identify and enrol vulnerable homebound seniors amidst the pandemic.

- Supported 328 seniors in Geylang Bahru under Care Close to Home's programme, which aims to support the needs of vulnerable seniors in rental blocks.

- Increased efforts to educate seniors on how to take better care of themselves.



Vulnerable seniors received support from TOUCH during the pandemic.

Services***	No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular* & ad-hoc**)		Lives Touched	
	2020	2019	2020	2019	2020	2019
TOUCH Community Services Ltd						
TOUCH Adoption	1 FT 3 PT	2 FT 3 PT	- 2**	- 2**	1,042	1,244
TOUCH Adventures	2 FT	3 FT	-	-	5,150 ^{iv}	7,407
TOUCH Child Care	30 FT 2 PT	32 FT 1 PT	- 6**	13* 433**	520	950
TOUCH Cyber Wellness	5 FT	8 FT	-	7* 280**	39,181 ^v	119,482
TOUCH Early Childhood Intervention ⁱⁱ	4 FT	-	-	-	206	-
TOUCH Family Support ⁱⁱⁱ	7 FT	5 FT	- 12**	1* 64**	1,548	1,386
TOUCH Leadership & Mentoring	11 FT	12 FT	12* 174**	436* 33**	15,487	13,308
TOUCH Marriage Support ⁱⁱ	4 FT 3 PT	-	25* 2**	-	2,173	-
TOUCH Parenting ⁱⁱ	5 FT 2 PT	-	-	-	9,840	-
TOUCH Young Arrows	6 FT	7 FT	610* 295**	410* 719**	1,446 ^{vi}	2,911
TOUCH Youth Intervention	14 FT	15 FT	- 9**	17* 82**	1,586	1,386
TOUCH Centre for Independent Living	22 FT 2 PT	19 FT 3 PT	2* 60**	31* 171**	137	398
TOUCH Silent Club	2 FT	2 FT	12* 8**	22* 34**	264 ^{vii}	1,069 ^{vii}
TOUCH Ubi Hostel	12 FT	12 FT 1 PT	2* 13**	45* 60**	108	397
TOUCH Diabetes Support	1 FT	2 FT 1 PT	-	- 85**	228 ^{viii}	2,891
TOUCH Mental Wellness ⁱⁱ	4 FT	-	1* 23**	-	5,378	-
TOUCH Caregivers Support	7 FT 1 PT	6 FT 1 PT	18* 98**	37* 441**	4,818 ^{ix}	8,864
TOUCH Cluster Support (Kallang & Yishun)	9 FT	12 FT	8* 2**	14* 31**	200	160
TOUCH Home Care	80 FT 5 PT	80 FT 10 PT	1,183* 6,691**	2,286* 4,814**	2,225	1,861
TOUCH Senior Activity Centre (C2H)	19 FT	19 FT	76* 626**	123* 3,455**	1,784	1,729
TOUCH Senior Group Home	2 FT	1 FT	-	-	11	12
Corporate Event / Service***						
	No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular* & ad-hoc**)		Individuals Reached	
	2020	2019	2020	2019	2020	2019
Social Work Department	1 FT	1 FT	-	-	1,290 ^x	259
TOUCH Professional Deputies and Donees	1 FT 1 PT	3 FT	-	-	453	614
Online Reach Through Family Resources	-	-	-	-	102,600	-
Fundraising with Partners	-	-	- 177**	-	200	-
Total	249 FT 19 PT	241 FT 20 PT	1,949* 8,198**	3,442* 10,704**	197,875	166,328

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

*** The following services/programmes have been reclassified:

- » TOUCH Family Life is now part of the new TOUCH Services, TOUCH Parenting and TOUCH Marriage Support.
- » Do You M.I.N.D? Mental Health programme is now part of the new TOUCH service, TOUCH Mental Wellness.
- » TOUCH Giving Festival was not organised in 2020 due to the COVID-19 pandemic.

i. Staff headcount figures have been rounded off based on an average of 12 months.

ii. TOUCH Early Childhood Intervention, TOUCH Marriage Support, TOUCH Parenting, and TOUCH Mental Wellness are new TOUCH Services that started in January 2020.

iii. TOUCH Family Enablement has been replaced by TOUCH Family Support from January 2020.

iv. The decrease was due to the safe distancing measures from the COVID-19 pandemic. All school adventure outdoor programmes were suspended from February till June 2020.

v. The decrease was due to a drop in the uptake of mass talks in schools with safe distancing measures from the COVID-19 pandemic. Virtual mass talks only started from the last quarter of 2020.

vi. The decrease was due to fewer physical events conducted in the year to keep with safe distancing measures. Participants in virtual events were lesser in comparison to physical events.

vii. The decrease was due to fewer physical events conducted in the year to keep with safe distancing measures. Participants in virtual events were lesser in comparison to physical events.

viii. The decrease was due to the suspension of physical programmes with the COVID-19 pandemic.

ix. The decrease was due to the suspension of large-scale community events and a scaling back of volunteer engagements due to the pandemic.

x. The increase was due to more walk-in cases and financial assistance needed in response to the COVID-19 situation.

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.

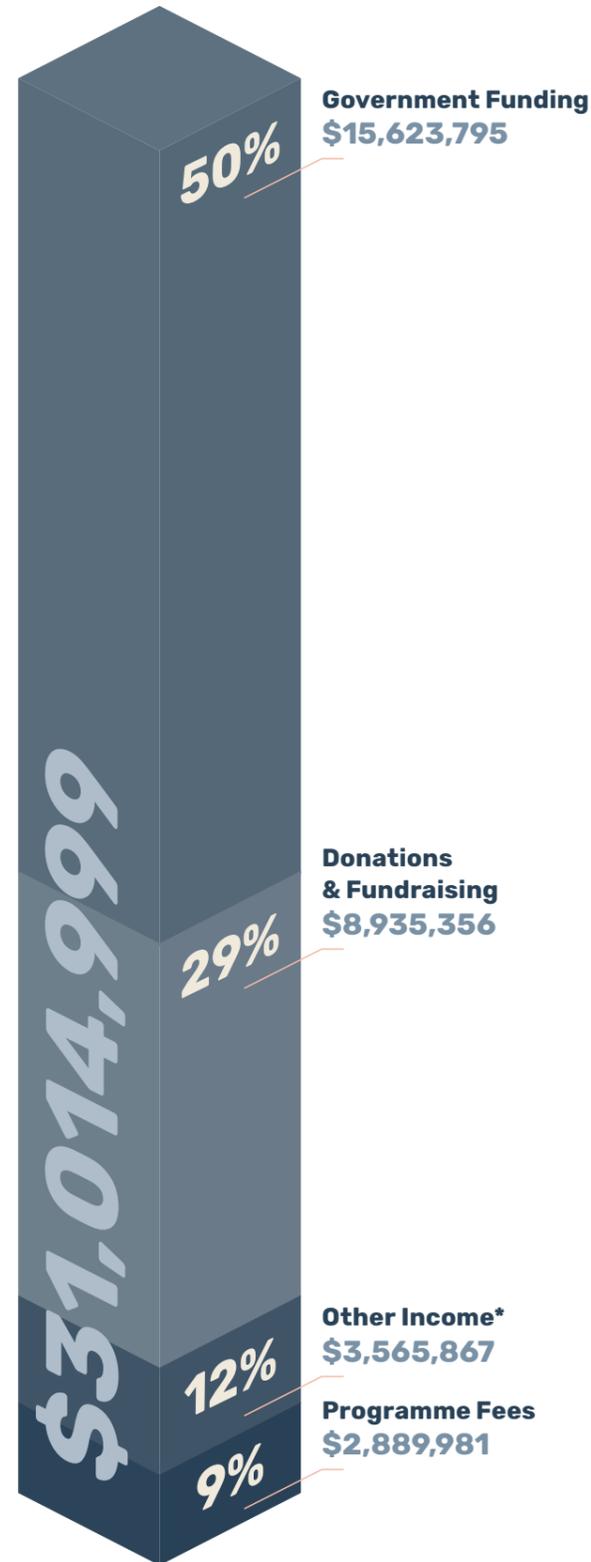
Please refer to some 2020 financial highlights and charts:

- TOUCH comprising TOUCH Community Services Ltd and TOUCH Family Services Ltd received about 50% 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 \$31 million.

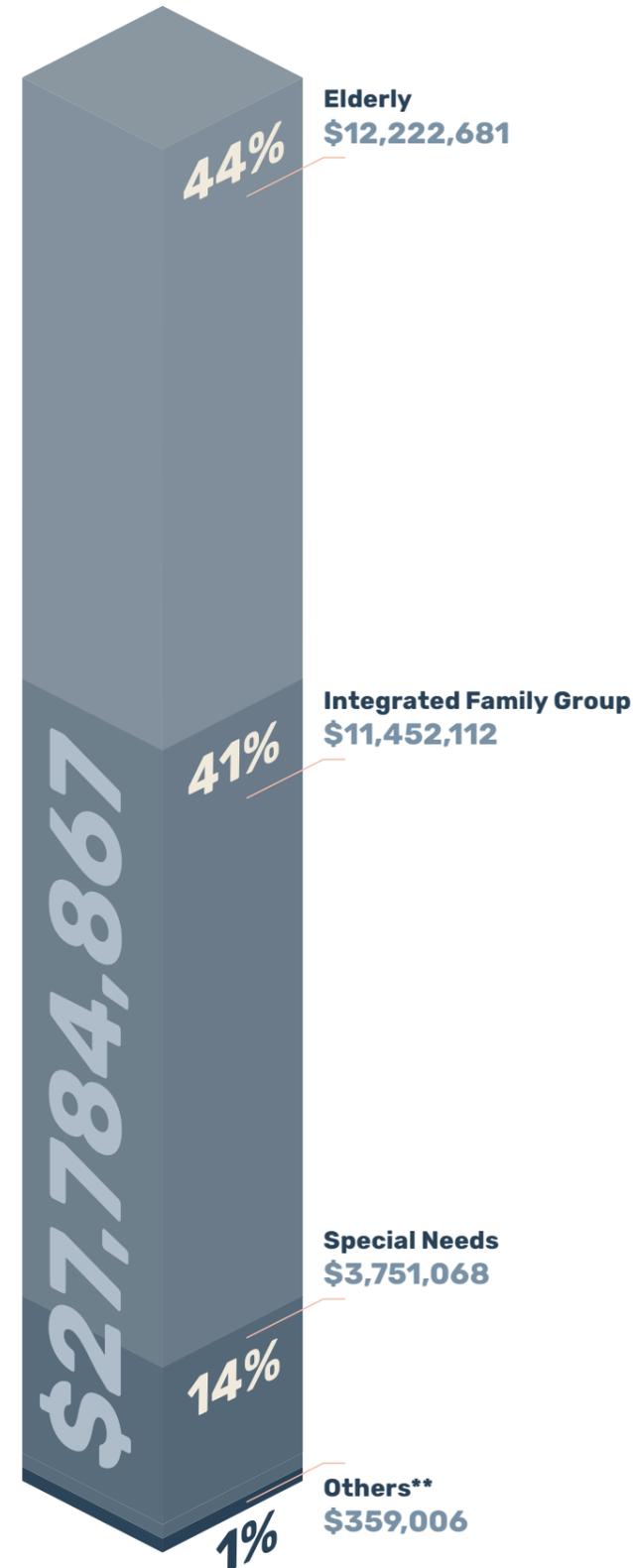
*Other Income includes the Job Support Scheme

**Others includes Healthcare Needs and Professional Deputies & Donees

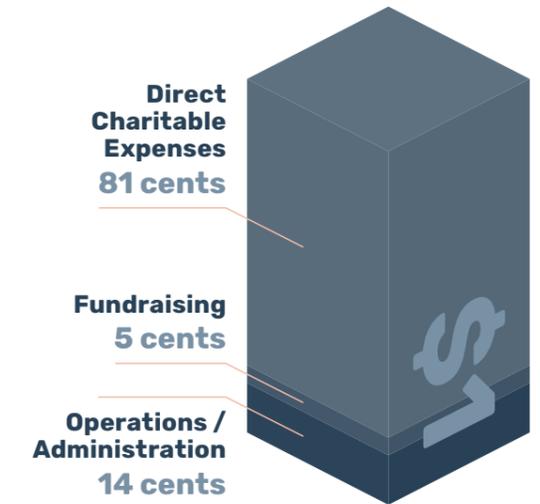
2020 Sources of Income



2020 Distribution of Expenditure



2020 Breakdown of Charity Dollar



2020 Breakdown of Charity Dollar

For financial year 2020, 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 2020, TOUCH had a surplus of \$3,230,132.

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 staff are representatives of the Organisation, staff must practise honesty and integrity in fulfilling responsibilities and comply with all applicable laws and regulations.

Donations to External Parties

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

Business Continuity Planning

TOUCH is committed to securing business continuity to ensure that essential services and corporate practices will be maintained in the event of a significant disruption affecting its operations, and to safeguard the interests of its key stakeholders, reputation, brand and value creating activities, and that normal services and corporate practices to be restored. It is our policy to have in place plans that are regularly reviewed and tested. We will ensure all persons connected with the delivery of services are fully aware of their roles and responsibilities in ensuring business continuity.

Whistle Blowing Policy

A. Purpose

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

B. Scope

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

C. Policy

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

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

Volunteer Management

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

- Volunteer Vision and Strategic Planning
- Volunteer Recruitment and Selection
- Orientation and Training
- Deployment and Supporting Volunteers
- Supervision
- Evaluation
- Recognition

Volunteer Management Policy

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

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

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

Board Structure – Terms of Reference

Background – Code of Governance (COG) Description

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

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

Audit

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

Programmes and Services

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

Fundraising

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

Appointment / Nomination

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

Human Resource

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

Finance

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

Investment

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

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

² Audit Committee: The Treasurer or Finance Committee Chairman should not concurrently chair the Audit Committee.

³ Finance Committee assists the Board in its oversight responsibilities relating to financial issues.

⁴ HR policies could cover areas such as recruitment, remuneration, benefits, training, development actions, performance appraisal and disciplinary actions.

Corporate Information

Names of Members and the Date of Appointment

Caleb Chan	16 July 2001
Cheng Huey Teng	4 March 2021
Tan Hui Sin	16 March 2011

Bankers

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

Lawyers

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



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

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

Integrated 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 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 Child Care (Hougang)

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

TOUCH Child Care (Clementi)

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

TOUCH 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 Early Childhood Intervention

Add : Blk 603 Hougang Ave 4
Singapore 530603
Tel : +65 6513 5856
Email : vanny.low@touch.org.sg

TOUCH Family Support

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

TOUCH Leadership & Mentoring

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

TOUCH Marriage Support

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

TOUCH Mental Wellness

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

TOUCH Parenting

Add : 149 Lor Toa Payoh
Singapore 310149
Tel : +65 6252 2861
Email : familylife@touchfamily.org.sg

TOUCH Young Arrows

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

TOUCH Youth 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
Care Line : +65 6804 6555

TOUCH Cluster Support (Kallang)

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

TOUCH Cluster Support (Yishun)

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

TOUCH 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

Governance Evaluation Checklist – TOUCH Community Services Ltd

(for the period January 2020 to December 2020)

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

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



Governance Evaluation Checklist – TOUCH Family Services Ltd

(for the period January 2020 to December 2020)

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

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



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