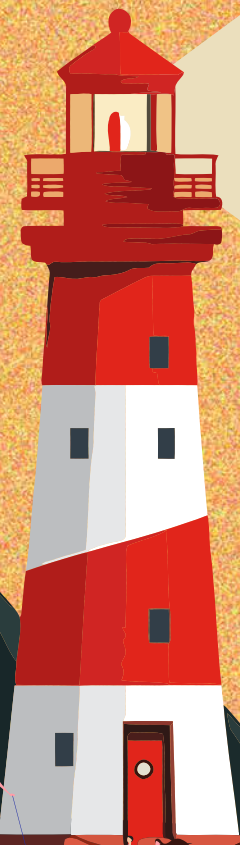




SERVING COMMUNITIES

BUILDING LEGACIES



ANNUAL REPORT 2023

TOUCH Community Services Ltd | TOUCH Family Services Ltd

Vision 2030

Strong Families. Caring Generations. Enabled Communities.

Mission

To Inspire Hope and Impact Lives, because People Matter.

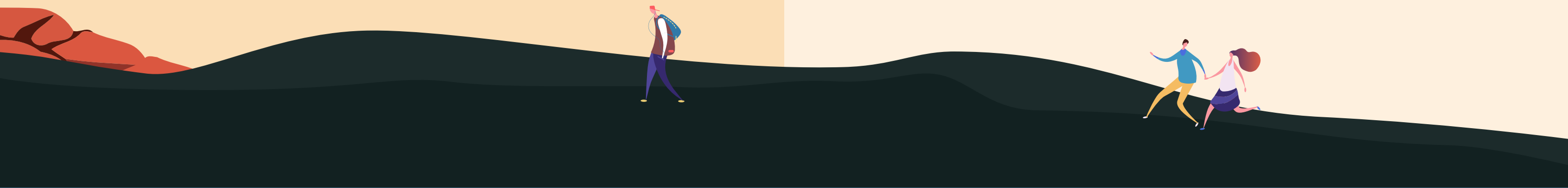
Our Story

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.

About TOUCH

TOUCH Community Services Ltd (TOUCH) is a not-for-profit charitable organisation officially registered in 1992. It was granted charity status and became a full member of the National Council of Social Service on 12 December 1994. TOUCH is an Institution of a Public Character (IPC) under the Charities Act, and this status was renewed on 1 October 2021 through to 30 September 2024.

Since 1992, TOUCH Community Services has served people of all ages, races and religions to see sustainable change and transformation in their lives. We believe in the worth and potential of every individual to grow, participate and contribute in the community – be they a child or youth at-risk, a family in need, a caregiver, a person with special or wellness needs or a senior. In the year under review, TOUCH served over 297,000 individuals.



TOUCH Heartbeat

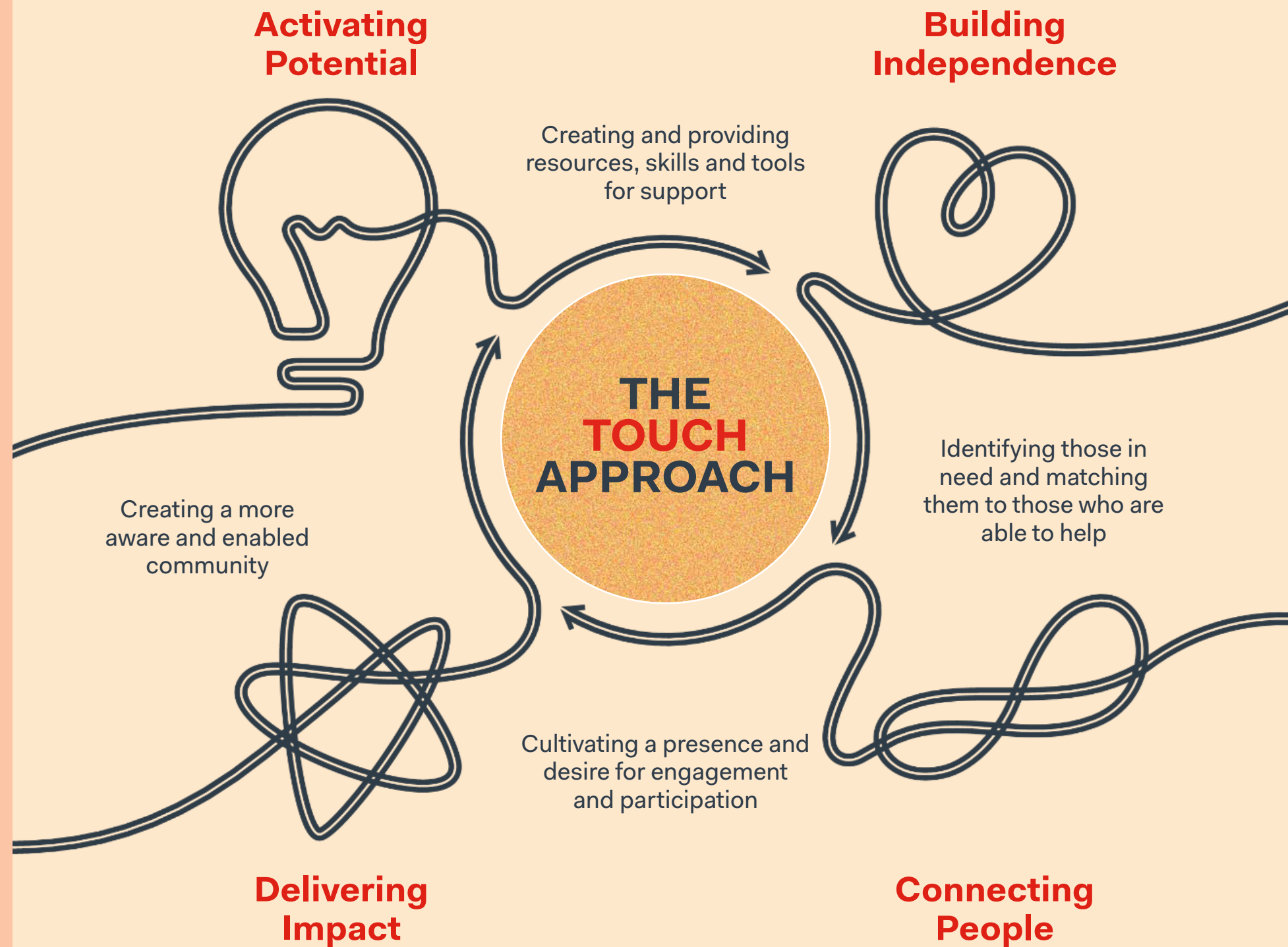
At TOUCH,

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

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

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

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



Chairman's Message

The year 2023 was a significant one for TOUCH as it transitioned into its 31st year of serving the community. This journey to serve the community and activate the potential of our beneficiaries has always been an integral part of the TOUCH Heartbeat.

It has been an honour for me to continue in the inspirational footsteps of Mr Lawrence Khong, who stepped down as Founding Chairman on 1 December 2023. Mr Lawrence Khong has been instrumental in inspiring and mobilising the community to volunteer their service to the needy and disadvantaged. He has also supported and resourced TOUCH which enabled the organisation to grow, value-add and contribute to the professionalism in the social service sector. We are deeply grateful for his visionary leadership which has led TOUCH to where it is today.

SERVING COMMUNITIES, UPLIFTING LIVES

With the support of partners and over 17,800 volunteers, we served over 297,000 individuals and families in 2023, and are honoured to have journeyed with them and witness their successes along the way.

We met Mdm Rosilah in 2012. As a single mother, she had to single-handedly raise and provide for her two daughters. Living in a two-room rental flat, Mdm Rosilah dreamt of owning her own home and providing a better environment for her daughters to grow up in. However, faced with mounting debt, job insecurity and two young children to raise, Mdm Rosilah had to seek help from multiple social service agencies and applied to various government welfare schemes, just to make ends meet.

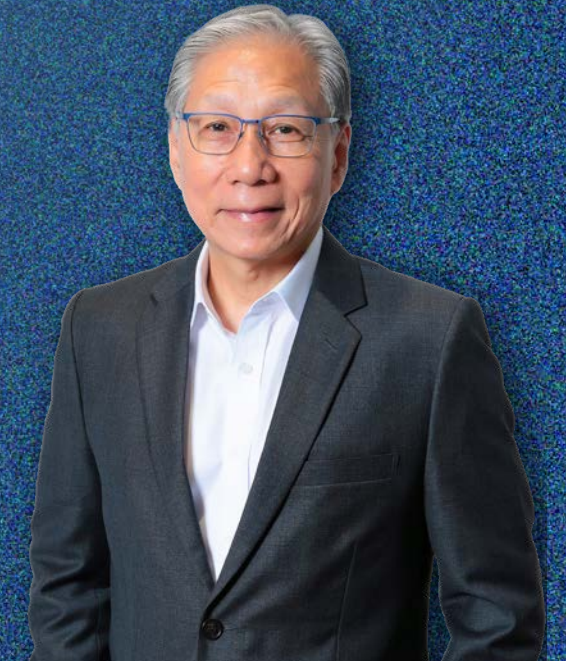
Despite being constantly stressed by finances and juggling her studies and parenting responsibilities, Mdm Rosilah displayed admirable grit and was determined to improve her family's situation. With support from TOUCH, she learnt to better manage her stressors and received mentoring to become a better parent. TOUCH also aided her with planning her finances, so that she could achieve long-term financial stability to attain her goal of buying her own flat.

Mdm Rosilah eventually found a full-time job in the social service sector – the very industry she aimed to work in because she wanted to pay it forward and give back to the community. With job security, she was finally able to gain financial independence. She worked hard to pay off her debts and saved enough in her Central Provident Fund (CPF) to buy a flat – a dream she has had for many years and finally fulfilled in 2023. She also received grants from TOUCH's Home Improvement Project (Aspire) to purchase essential items for her new home. Although the family's journey was tough, it inspired Mdm Rosilah's elder daughter, who is now 19, to pursue a course in community work at the Institute of Technical Education so that she can help others in the future.

EVERYONE CAN BE SOMEONE

At TOUCH, we strongly believe that with the right support and opportunities, everyone can be empowered to be someone – even those from disadvantaged backgrounds can rise above their circumstances and positively impact the lives of others. Stories like Mdm Rosilah's are an inspiration and spur us on to continue inspiring hope and impacting lives.

At TOUCH, we strongly believe that with the right support and opportunities, everyone can be empowered to be someone – even those from disadvantaged backgrounds can rise above their circumstances and positively impact the lives of others.



The work of uplifting lives in our community is an important one and we are collectively responsible for weaving this social fabric of Singapore. I am grateful for the support from our partners, donors, and volunteers all these years and invite you to continue this journey with us.

CONTINUING THE TOUCH LEGACY

Over these 31 years, TOUCH has built a legacy of doing good no matter the circumstances. I have been touched by the efforts and compassion of TOUCH's staff, the generous support of stakeholders, and the resilience of the people we serve.

I am excited to build upon this legacy and invite you to continue journeying with us as we continue to inspire hope and impact lives in the community.

Kwong Kin Mun
Chairman



Emeritus Chairman's Message

2023 was a year marked with many firsts, as well as awards affirming excellence in areas such as governance, an inclusive approach to hiring, and campaign implementation.

BUILDING THE TOUCH LEGACY

I am honoured to have witnessed the remarkable evolution of TOUCH – from its early days as a ground-up initiative led by passionate volunteers to serve disadvantaged families and latch-key children in Clementi, to a registered charity with the potential to uplift the community, and now, an award-winning multi-service charity which actively impacts the lives of over 297,000 individuals island wide.

TOUCH's legacy is not built overnight. It takes years of unwavering belief in our Vision pillars of 'Strong Families, Enabled Communities, and Caring Generations', which has anchored TOUCH's work in the community.

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GALVANISING THE COMMUNITY FOR GOOD

While TOUCH has continuously expanded its reach to support as many children, youth, families, seniors and persons with special and wellness needs as possible, we could not have done this alone. As the saying goes, 'No man is an island, no man lives alone.' We are grateful for the support from our corporate and community partners, donors and volunteers.

Through good times and even the not-so-good ones, your support remained steadfast, enabling us to meet real needs on the ground. Your trust and your contributions have enabled us to further our cause and uplift even more lives than we could have ever imagined.

RECOGNITION FOR EXCELLENCE

We continue to strive to be professional, accountable and deliver quality services to the people we serve. We are humbled by the awards TOUCH received in 2023 in recognition of our efforts.

TOUCH Family Services was awarded the Charity Governance Award and Charity Transparency Award, the highest honour for charities that have adopted the best standards of governance and affirms our commitment to upholding transparency and building public trust in the sector. In recognition of our inclusive practices, we were awarded the Enabling Mark (Gold), with JOURNEY receiving the Enabling Innovation Award. We also received the People's Association Community Spirit Award (Merit), in recognition of our contributions to support ageing in community.

Through good times and even the not-so-good ones, your support remained steadfast, enabling us to meet real needs on the ground. Your trust and your contributions have enabled us to further our cause and uplift even more lives than we could have ever imagined.



In addition, TOUCH's Seniors Caring for Seniors Programme was honoured at the Singapore Patient Action Awards under the Singapore Patient Support Group / Volunteer Group Award category. Two of our staff were also commended for their dedication and contributions with the Healthcare Humanity Award and one staff was awarded the MSF Outstanding Volunteer Award.

TOUCH also clinched the Distinction Award for Outstanding Campaign at the IPRS PRISM Awards 2023 for 'Everyone Can Be Someone', a campaign we launched to inspire giving and a vision of a community which progresses together.

THE JOURNEY FORWARD

I may have stepped down as Chairman, but I am excited to continue lending my support to TOUCH's new Chairman, Kin Mun, the Board and the leadership of TOUCH, to serve the community and bring us closer to Vision 2030.

Lawrence Khong

PBM

Founding Chairman till 30 November 2023

Chief Executive Officer's Message

The theme of this year's annual report is 'Serving Communities, Building Legacies', a reflection of our commitment to serve with excellence and uplift lives in the community.

In the year under review, our services and programmes met the needs of over 297,000 individuals, including children, youth, families, seniors, caregivers and persons with special and wellness needs. We launched programmes and services which continually support members of our community and uplifted lives. The year also marked milestone celebrations of TOUCH services that had served beneficiaries over the decades.

All that we do at TOUCH is guided by our strategic thrusts – the 5Ps: People, Programme, Partnership, Platform, Public.

PEOPLE: DEVELOPING POTENTIAL OF EMPLOYEES, BECAUSE THEY MATTER

As we plan for the organisation's growth, we also strive to enable every employee to grow in their potential and deliver impact in the community. To create better visibility of career progression for talent retention, we launched the TOUCH Career Pathway and implemented the Core and Technical Competency Framework to help employees identify realistic skillsets and capabilities they require to advance into the next phase of their career with the organisation.

At TOUCH, we value our staff. We strive to be an organisation where its employees are engaged and which they take pride in being a part of. I am encouraged that our annual Employee Engagement Survey saw an increased participation rate of 94 percent and a healthy engagement rate of 78 percent. Some 89 percent of staff agreed that they would recommend TOUCH as a great place to work at. The same percentage of staff shared that they were proud to work for TOUCH.

PROGRAMME: MEETING NEEDS IN THE COMMUNITY THROUGH RELEVANT RESOURCES

In our 31 years of service, we have witnessed the changing needs of the community as the social landscape evolved. We are committed to being agile and adaptable in the way we serve the community to ensure that our services and programmes remain relevant to the needs of families and individuals from all walks of life.

To better equip children and families in the digital age, TOUCH Cyber Wellness launched the First Device Campaign (FDC) in support of the Digital for Life movement. We see a child's first device as a milestone akin to learning to walk, riding a bicycle, or going to school for the first time. All of which require proper parenting and parental attention. With the FDC resources designed for both parent and child, we hope that parents can be empowered to prepare their young children for their first device and guide them in their digital journey.

An affirmation of our family work, we were appointed the Regional KidSTART Agency for Punggol and are humbled to have the opportunity to impact the lives of some 300 to 500 children and their families. By moving upstream to work with children and their families at an earlier stage, we provide vulnerable families greater resources and opportunities to attain social mobility and break the poverty cycle.

We also formed a Therapy Hub to further support children and adults with developmental and learning challenges. Our team of specialists designed and developed customised programmes for trainees with special needs from TOUCH Centre for Independent Living. They also developed and conduct specialised programmes for children with developmental and learning challenges and their parents.



In our 31 years of service, we have witnessed the changing needs of the community as the social landscape evolved. We are committed to being agile and adaptable in the way we serve the community to ensure that our services and programmes remain relevant to the needs of families and individuals from all walks of life.

Ramping up on community support for persons with special needs, we started the pilot run for RAISE (Building Resilience, Ability and Independence through Support and Empowerment), with the support of SG Enable. A holistic home-based training programme aimed at equipping adults with disabilities with essential life skills for daily living, community living or personal and social well-being, RAISE will also focus on caregiver support – an area which TOUCH is committed to strengthening.

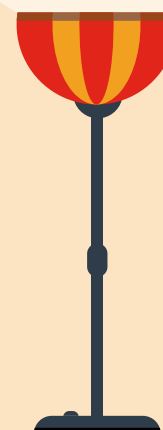
Caregivers is a demographic group that has been gaining more attention over the past decade, as caregiving needs in Singapore increase and evolve. Caregivers are known as the 'invisible workforce', and we want to build a community around them to remind them that they are not alone in their caregiving journey. To better focus our work on developing resources to support caregivers from all backgrounds, we started a

new service group, TOUCH Caregivers Support Group (TCG). TCG will equip caregivers of children, adult children with disabilities, spouses, and elderly parents with resources to support them in their role, and provide them with respite care to prevent caregiver burnout.

PARTNERSHIP: UPLIFTING LIVES THROUGH COLLABORATIVE EFFORTS

Many hands make light work and ideas can come to fruition when like-minded organisations, with their respective areas of strength and expertise, come together for the greater good. As such, TOUCH is constantly exploring collaborative partnerships across the people, public and private sectors to impact the lives of the people we serve.

Together with our campaign co-lead, the National Council of Social Service, we brought Beyond The Label (BTL) 2.0 into its second year to better



Chief Executive Officer's Message

Building strong families is a key aspect of TOUCH Vision 2030. We believe in investing in families because strong families form the bedrock of our society.

support persons with mental health conditions, and to build a more inclusive society. Since its launch in 2022, BTL 2.0 has impacted the lives of over 55,000 individuals, equipping them with skills on how to take care of their mental wellness as well as care for those around them.

We also stepped up our advocacy for youth with mental health issues through Supporting Youth in the Community (SYiNC), a pilot project by the President's Challenge and the Institute of Mental Health (IMH).

To engage seniors in an active lifestyle and champion a dementia-friendly society, TOUCH organised the Walk2Remember Walkathon together with the AMK Partners' Network. We are heartened that the initiative saw participants of all ages walking in support of the dementia community.

Volunteers are the backbone of charities and we appreciate the time and effort they dedicate to support our cause. Many of our corporate partners have mobilised their employees in various volunteering opportunities with TOUCH. From delivering meals to homebound seniors to mentoring children from lower-income families, our corporate volunteers have performed every task with sincerity and compassion.

We are always grateful for partnerships that create a positive, meaningful and sustainable ecosystem for the communities we serve.

PLATFORM: BUILDING SPACES FOR SUPPORT AND CONNECTION

While online platforms serve as accessible and convenient resources for communication and connection in this digital age, the human touch and face-to-face connection is second to none.

During the pandemic, we have witnessed the importance of repurposing physical locations for different groups to receive help and resources within a precinct. Taking a step in that direction, TCG introduced the Carer Lighthouse programme to TOUCHpoint@Geylang Bahru, an Active Ageing Centre for seniors, to initiate a local caregiver community. Moving forward, we endeavour to repurpose and create more locations to be activity nodes for the community.

Building strong families is a key aspect of TOUCH Vision 2030. We believe in investing in families because strong families form the bedrock of our society. In support of National Family Week and in partnership with the Ministry of Social and Family Development and the Prime Minister's Office, we launched the TOUCH Family Festival to celebrate families and provide a platform for them to spend time together and build stronger bonds.

We also raised awareness of social issues and encouraged community giving by bringing 'Everyone Can Be Someone', an online campaign launched during the pandemic, to the heartlands in the form of an interactive roving exhibition. This platform allowed members of the public to engage in fun activities, learn about our causes and pledge their support in various ways.

PUBLIC: UPHOLDING TRUST

As a social service agency, we are committed to upholding transparency and building public trust in the sector as we drive social impact. I am heartened that our focus on transparency and accountability was recognised with TOUCH Family Services being conferred the Charity Governance Award and Charity Transparency Award, the highest honour for charities that have adopted the best standards of governance.

TOUCH was also honoured with the Enabling Mark (Gold), a national-level accreditation

framework by SG Enable, for our best practices and outcomes in disability-inclusive employment.

While we have been prioritising corporate governance and developing sustainable people-focused solutions to uplift the community at large for years, we also want to do more for the environment as an organisation.

In 2023, we officially embarked on our ESG journey and amped up our efforts in environmental governance. Our first step was forming an ESG Committee and appointing Green Ambassadors in every department. Guided by the TOUCH Green Pledge, we placed paper recycling bins in our offices, switched out regular light bulbs and printers to energy-saving ones, and actively encouraged staff to keep the air-conditioning at 25 degrees and turn off lights when not in use. Food caterers at our corporate events were also selected for their sustainable practices.

As responsible stewards of the resources under our care, we look forward to continuing this journey, to grow, collaborate and develop sustainable solutions for the community.

SERVING COMMUNITIES AND BUILDING LEGACIES TOGETHER

Moving forward, there is still much to be done as the needs of the community continue to grow, evolve and become more complex. While we are determined to do better year after year to meet the needs of individuals and families under our care, we need the support of the larger community. Together, let's build Strong Families, Caring Generations and Enabled Communities!



James Tan
Chief Executive Officer

Board Structure

Lawrence Khong Kin Hoong
Emeritus Chairman*
(1 December 2023)

BOARD OF DIRECTORS#
For TOUCH Community Services Limited (TCSL) and TOUCH Family Services Limited (TFSL)

DIRECTORS

Kwong Kin Mun Chairman Banker (1 December 2023)	Christine Cheah Business Lead, Digital Transformation (2 March 2023)
Kenneth Au-Yong Lawyer (11 May 2010)	Christine Low Senior Business Advisor, Chemicals & Products (25 May 2023)
Wan Siu Khuan Business Owner (15 June 2015)	Glenn Seah Head of Legal, Compliance and Corporate Secretariat (25 May 2023)
Kuok Lay Hoon HR Consultant (28 June 2016)	Carol Ma Associate Professor, Gerontology Programmes (20 March 2024)
Tan Ee Shien Senior Consultant – Paediatrics & Genetics (18 May 2017)	
Cheng Huey Teng Principal (1 June 2021)	

BOARD COMMITTEES**

Audit	Wan Siu Khuan Glenn Seah
Programme & Services	Kenneth Au-Yong Tan Ee Shien Carol Ma
Fund Raising	Christine Low Wan Siu Khuan
Appointment, Nomination	Cheng Huey Teng Kuok Lay Hoon
Human Resources	Kuok Lay Hoon Kwong Kin Mun
Finance & Investment	Kwong Kin Mun (Treasurer) Christine Cheah

+ Lawrence Khong was the Founding Chairman of TOUCH until 30 November 2023, after which he has stepped down and taken on the title of Emeritus Chairman.
At the general meeting, one third of the directors shall retire from office and retiring directors can be re-elected as stipulated under the Articles of Association.
** Information correct as at 31 March 2024.

TOUCH Services

Wef April 2024



* Includes IA which reports functionally to Audit Committee.

TOUCH Executive Leadership



JAMES TAN
Chief Executive Officer



LEONG LAI CHENG
Chief Operating Officer



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



JULIA LEE
Group Head
Professional Deputies & Donees



EMILY LEONG
Group Head
Human Resources



JOYCE ANG
Group Head
Integrated Family



JUNE SIM
Group Head
Caregivers Support



WONG LI PENG
Group Head
Elderly



PEARL PEH
Group Head
Strategic Communications
Special Assistant to CEO



ANG CHIEW GEOK
Group Head
Special Needs

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 Executive Leadership Team to lead and manage the Organisation. The Board provides guidance to the Executive 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 Executive Leadership Team. The Executive 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 60.

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

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

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

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

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

Board Meeting Attendance Record			
Names	Attendance	Names	Attendance
Kwong Kin Mun	4/4	Glenn Seah	1/2
Lawrence Khong	3/3	<i>(appointed on 25 May 2023)</i>	
<i>(resigned on 30 Nov 2023)</i>		Kuok Lay Hoon	4/4
Au-Yong Kenneth	4/4	Tan Ee Shien	4/4
Carol Ma	-	Wan Siu Khuan	3/4
<i>(appointed on 20 Mar 2024)</i>		Eugene Seow	1/1
Cheng Huey Teng	4/4	<i>(resigned on 25 May 2023)</i>	
Christine Cheah	2/3	Tay Chin Kwang	0/1
Christine Low	1/2	<i>(resigned on 25 May 2023)</i>	
<i>(appointed on 25 May 2023)</i>			

Corporate Governance

The Directors are encouraged to attend training programmes, 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

With effect from 1 December 2023, Mr Kwong Kin Mun took over as Chairman of the Board of Directors from Mr Lawrence Khong. Mr Kwong Kin Mun brings with him extensive corporate experience, having spent the last 40 years in the banking and finance industry.

Mr Lawrence Khong has assumed the role of Emeritus Chairman.

TOUCH's Board of Director, Au-Yong Kenneth, who has been with the Board since May 2010, will continue to act as a legal advisor for TOUCH Professional Deputies and Donees (PDD). TOUCH has a team of PDD registered with the Office of Public Guardian and officially launched this

service in July 2019 to safeguard the interests of vulnerable adults in our society, helping them to make key decisions affecting a person's property, affairs and personal welfare.

At the annual general meeting of each year, one-third or the number nearest one-third of the number of directors shall retire. The directors to retire shall be those who have been longest in office since their last election. The retiring director shall be eligible for re-election. Any newly appointed directors shall hold office only until the next annual general meeting and shall then be eligible for re-election. There is a maximum term limit for the Board Treasurer of four years.

BOARD PERFORMANCE

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

ACCESS TO INFORMATION

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

RISK MANAGEMENT AND INTERNAL CONTROLS

The Board has overall responsibility of the charity's key risks to safeguard the charity's

interests and its assets. They have an oversight function, ensuring that processes are in place, adequate and effective in fulfilling the mission of TOUCH. The audit committee assists the Board in providing risk management oversight while the ownership of day-to-day management and monitoring of existing internal control systems are delegated to the Executive 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 Executive Leadership Team, referring to the Audit Universe of TOUCH.

In Risk Assessment, the following areas are considered:

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

FRAUD RISK MANAGEMENT

To promote consistent organisational behaviour 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 programmes 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 Executive 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.

2023 At A Glance

Starting from October 2023, TOUCH's financial year will be from the month of April in the current year to March in the following year. Hence, the report for 2023 reflects numbers from the expanded financial year **(January-December 2023 and January-March 2024)**.



17,851
volunteers



TOUCHED THE LIVES OF OVER
297,000
individuals



369,228
unique website page views



REACHED
998,266
users through Facebook campaigns



REACHED OUT TO SOME
29,321
email subscribers with marriage, family and wellness tips and resources on a monthly basis



ONLINE FOLLOWING:
15,041
Facebook followers
5,270
followers on Instagram
6,265
followers on LinkedIn



TOUCH CAREGIVERS SUPPORT GROUP SERVED
7,628
caregivers



TOUCH ELDERLY GROUP SERVED
8,796
seniors



FEATURED IN THE MEDIA
754
times



TOUCH INTEGRATED FAMILY GROUP SERVED
61,509
children, youths, parents and educators



TOUCH SPECIAL NEEDS GROUP SUPPORTED
1,720
special needs individuals and caregivers



TOUCH WELLNESS GROUP PROMOTED CYBER AND MENTAL WELLNESS TO
140,594
individuals



Corporate Highlights

The work of TOUCH involves supporting lower-income families and the vulnerable in the community, ensuring that no one under its care is left behind. As TOUCH enters a new decade of inspiring hope and impacting lives, it is grateful to partners and supporters who continue to journey with the organisation and meet the needs of its beneficiaries.

Appointment of New Chairman

As part of the Board renewal process, TOUCH Community Services Ltd and TOUCH Family Services Ltd appointed Mr Kwong Kin Mun as Chairman of the Board of Directors with effect from 1 December 2023. Mr Kwong Kin Mun, a longstanding member of the Board since 2015, took over from Founding Chairman, Mr Lawrence Khong, who has transitioned to the role of Emeritus Chairman.

For 31 years, Mr Khong has been instrumental in inspiring and mobilising the community to volunteer their service to the needy and disadvantaged. He has also supported and resourced TOUCH which enabled the organisation to grow, value-add and contribute to the professionalism in the social service sector. TOUCH is deeply appreciative of his inspirational leadership that has led the organisation to where it is today.

First Device Campaign

Launched the First Device Campaign (FDC) Singapore with NTUC First Campus as its Campaign and Community Partner. The launch event, supported by Google Singapore and graced by Mrs Josephine Teo, Minister for Communications and Information and Second Minister for Home Affairs, saw participation from some 95 parent-child pairs from TOUCH Child Care, NTUC First Campus, and members of the

public. The resources developed through FDC will empower parents with the knowledge and tools needed to introduce digital devices to their children and guide them in navigating the digital space safely. This strategic effort is designed to enable parents to actively engage in their child's digital lives, nurturing healthy online habits from an early age and reducing the risk of exposure to online harms.



The FDC launched was graced by Minister for Communications and Information and Minister for Home Affairs Mrs Josephine Teo.

Beyond the Label 2.0

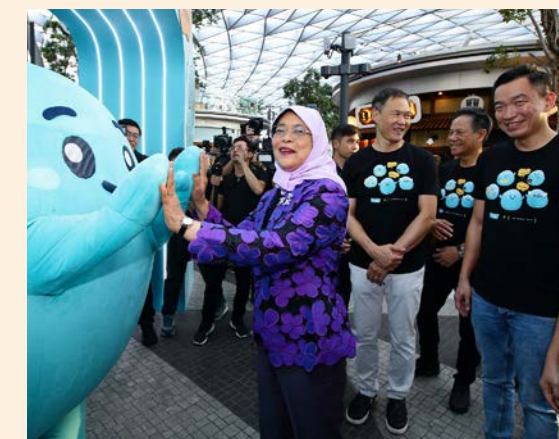
TMW spearheaded the Beyond The Label (BTL) 2.0 initiative in partnership with the National Council of Social Service (NCSS). Since its launch in 2022, BTL 2.0 has successfully reached over 45,000 students and 10,000 community members, providing them with valuable skills for managing mental wellness and supporting others with mental health issues.

The BTL campaign garnered a total reach of more than 8.7 million through online, broadcast, print and offline engagements.

The BTL mobile exhibitions expanded their reach from schools to encompass 25 community spaces and 26 corporate organisations.

A collaborative video podcast episode was introduced in partnership with The Daily Ketchup and BTL Ambassador, Devika Panicker, focusing on the perceptions of mental health in Singapore, coping mechanisms, and avenues for seeking assistance. This episode attracted 25,000 unique viewers and reached 65,000 impressions.

BTL Fest 2023, held at Jewel Changi Airport on 8 September, drew over 3,500 attendees. The event was graced by former President Halimah Yacob and witnessed by Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development Eric Chua.



Former President Mdm Halimah Yacob with BTL mascot Brave.



Fireside chat panellists at BTL Fest.



Special guests, emcees, performers and participants at BTL Fest 2023.

Corporate Highlights

Recognition for Organisational Excellence

TOUCH Family Services Ltd (TFSL) was awarded the **Charity Governance Award (CGA) and Charity Transparency Award (CTA) 2023** by the Charity Council for good transparency standards. This is the first CGA win for TFSL.

The CGA is the highest honour for charities that have adopted the best governance standards. It affirms TOUCH commitment to upholding transparency and building public trust in the sector. The two awards aim to promote good governance in the charity sector by acknowledging charities' excellent work and inspiring others to emulate their best practices.

The **Enabling Mark Awards** recognise the efforts of organisations and individuals for their best practices, outcomes and commitment to disability-inclusive employment. TOUCH Community Services was awarded the **Enabling Mark (Gold) 2023**, while JOURNEY by TOUCH was awarded the **Enabling Innovation Award**. The latter recognises committed employers who have put in place new projects, ideas or innovations in the organisation to improve the employment, employability or productivity of persons with disabilities. Ms Tan Wei Ling, Lifeskills Coach for TOUCH Centre for Independent Living, was awarded the **Exemplary Employee Award**, recognising employees with disabilities who have made commendable efforts and contributions at the workplace.



TOUCH management receiving the CTA & CGA awards.



TOUCH management receiving the Enabling Mark award.

Ms Tracy Lee, Senior Officer from TOUCHpoint@AMK 433, and Ms Han Ee Loo, Home Care Assistant from TOUCH Home Care, were awarded the Healthcare Humanity Award 2023 by the Courage Fund. The annual award pays tribute to exemplary healthcare workers, caregivers and volunteers who go the extra mile for people in need.



TOUCH CEO James Tan and award recipients, Ms Tracy Lee and Ms Han Ee Loo, with President Tharman Shanmugaratnam at the Healthcare Humanity Awards 2023.

Ms Julia Lee, Group Head of TOUCH Professional Deputies & Donees, was awarded the **Ministry of Social and Family Development (MSF) Outstanding Volunteer Award**, which recognises and honours the commitment and dedication of MSF's volunteers who have served in various areas of the Ministry.



Ms Julia Lee receiving the MSF Outstanding Volunteer Award from Minister for Social and Family Development, Mr Masagos Zulkifli.

TOUCH received the **Merit Award at the People's Association Community Spirit (PACS) Awards 2023** for its contributions to the Cheng San-Seletar Division through TOUCHpoint@AMK 433, which is part of TOUCH's community enablement efforts to support ageing in the community.



TOUCH management at the PACS Awards ceremony.

TOUCH's Seniors Caring for Seniors Programme was honoured under the **Singapore Patient Support Group/Volunteer Group Award category at the Singapore Patient Action Awards 2023**. The award acknowledges the outstanding patient support group or volunteer group that helped others in need and has contributed significantly to improving health and/or social care delivery.



Mr Alvin Ong, Manager of TOUCHpoint@Geylang Bahru receiving the Singapore Patient Support Group/Volunteer Group Award.

The **PRISM Awards by the Institute of Public Relations of Singapore (IPRS)** recognises industry-leading organisations and practitioners for excellence in communications practice. The 'Everyone Can Be Someone' Campaign by TOUCH won the Distinction award for Outstanding Campaign by a Non-Governmental Organisation or Not-for-Profit Organisation. First launched in 2021, this campaign aims to be a catalyst for a community that progresses together, where everyone is empowered and valued, and everyone, no matter their background or circumstance, can be someone.



TOUCH CEO Mr James Tan, COO Ms Leong Lai Cheng and Head of Strategic Communications Ms Samantha Wong receiving the award at the ceremony.

Corporate Highlights

Transforming for Organisational Excellence

In 2023, the Employee Engagement Survey saw a very strong **94% participation rate with a healthy engagement rate of 78%**. Over the past three years, there was an overall improvement in the core engagement questions. According to Culture Amp 2023 Benchmarking Report, TOUCH is close to the **top 10% among 70 non-profits** in the Asia Pacific region.

In response to employee feedback, TOUCH has been focusing its efforts to:

- ▶ Increase visibility of career progression for talent retention, and
- ▶ Increase learning and development opportunities for employees' growth and advancement

Delivering Impact Through Research

TOUCH collaborated with the Institute of Mental Health on a research project titled, *Do You M.I.N.D.? A school-based mental health literacy programme for youths: Barriers and facilitators to implementation*. The collaborative research project unpacked the intricacies of the Do You M.I.N.D.? programme by TOUCH Mental Wellness, the factors involved in implementing a successful programme, and key outcomes achieved. In the spirit of knowledge sharing, TOUCH's Impact & Research (I&R) team presented the research findings and discussed implications for practice at three local, overseas and international conferences, such as Singapore



Mr Joel Wong from TOUCH Mental Wellness, Ms Shazana Shahwan (IMH Research Division), and Ms Jennifer Koh from TOUCH's I&R team at the Singapore Mental Health Conference 2023.

Mental Health Conference 2023, attended by researchers and mental health practitioners.

Recognition for Volunteer Management

At the Singapore Volunteer Management Conference 2023, organised by the National Council of Social Service (NCSS) and Singapore University of Social Sciences, TOUCH's Head of Volunteer Management (VM), Victor Poh, a NCSS VM Champion since 2021, co-curated the sharing of VM best practices and knowledge within the sector and participated in other conversations on VM strategies in agencies.

During these engagement platforms, practical insights were gathered on effectively harnessing the expertise and contributions of



TOUCH's Head of Volunteer Management, Mr Victor Poh, recognised as a VM Champion.

volunteers. These insights, shared through a panel discussion and networking event, are seen as crucial in efforts to expand and scale up services for the organisations involved.

Our ESG Approach – Stewarding for a Sustainable Future

TOUCH is committed to serving those in need, building a community where everyone can be someone, and helping individuals be resilient and confident of the future. TOUCH is guided by the strategic pillars of 5Ps - People, Programme, Platform, Partnership, and Public. These 5Ps form the core of

sustainable development in the community that TOUCH serves. As responsible stewards of the resources under its care, TOUCH looks forward to continuing this journey, to grow, collaborate and develop sustainable solutions for the community.

JOURNEY Opened First-ever Showroom

JOURNEY, an award-winning brand under TOUCH, opened its first-ever showroom to showcase apparel and lifestyle products designed by its artists with special needs. Over 300 products are displayed in the 1,200 sq ft space, allowing customers to see and touch them before making a purchase. JOURNEY currently supports some 70 special artists who will earn an income from the sale of their art, and gain access to opportunities for collaborations that showcase their talent and tenacity.



Some JOURNEY products showcased at the showroom.

'Everyone Can Be Someone' Pop-up Exhibition

The 'Everyone Can Be Someone' pop-up exhibition drew over 20,000 visitors over two weekends in October and November at Westgate and Paya Lebar Quarters. The exhibition aimed to raise awareness of TOUCH's work and how everyone in the community can progress as one. It was also an opportunity for members of the public to come forward and play a part, whether through volunteerism or donating.



A family pledging their support at the exhibition.

Children reading books at the exhibition.

Partnerships with Corporates & the Community

LHN Group played a pivotal role as a new collaborator with TOUCH in 2023. The partnership commenced when LHN Group discovered TOUCH through JOURNEY and learned more about TOUCH's work in empowering persons with special needs. LHN Group has contributed significantly to JOURNEY and is actively planning a year-long volunteering initiative to assist TOUCH beneficiaries.



A representative from LHN Group presenting a cheque to TOUCH's Chief Transformation Officer, Mrs Anita Low-Lim, at TOUCH Centre for Independent Living.

Emerson Asia Pacific Pte Ltd emerged as a vital partner for TOUCH, demonstrating their commitment by adopting two TOUCH Young Arrows clubs over two years. Emerson sponsored a national day celebration, donated wheelchairs for seniors at various Active Ageing Centres by TOUCH and sponsored laptops for children in the Digitally Ready Families (DRF) programme.



Emerson volunteers with seniors at a TOUCH Active Ageing Centre.

JOURNEY partnered with **United Overseas Bank (UOB)** to produce a limited-edition Art X Fashion wearable series manufactured by **ANS.EIN**. JOURNEY launched its first-ever Art Wearables exclusive capsule collection in conjunction with the launch of the 42nd UOB Painting of the Year (POY) art competition.

The art wearables were co-designed by 10 UOB Painting of the Year artists and artists with special

needs from JOURNEY to raise appreciation of art and raise awareness for the differently-abled community. Each wearable is a unique representation, a celebration of inclusion and the creative talents of the artists. This fashion-for-a-cause collaboration with UOB and ANS.EIN has not only provided a platform for JOURNEY special artists to showcase their talents but also a chance for their voices to be heard and their stories to be shared with the wider public.



The UOB x ANS.EIN x JOURNEY showcase collection.



JOURNEY special artists posing in front of their artworks.

JOURNEY also partnered with **CapitaLand** for the Art Jam Science Park programme, in which artworks from seven special artists have been adapted onto picnic benches.

SG Enable's funding of the Aptitude Buddy Club programme, conducted by TOUCH Youth Enablement at ITE College West, aims to reduce barriers to social participation encountered by students with disabilities when transitioning from Special Education (SPED) schools into ITE (Mainstream) education. Co-opting ITE student leaders into the solution, the programme activities are engineered to develop functional and social skills required by students to thrive in their campus life.



Aptitude Buddy Club at ITE College West.



Citi volunteers with TOUCH beneficiaries and staff at TOUCH Family Festival.

The TOUCH Family Festival was launched in support of National Family Week and in partnership with Families for Life under the Ministry of Social and Family Development and Made for Families under the Prime Minister's Office. Some 1,500 Citi Singapore staff and 400 TOUCH beneficiaries attended the event.

As part of TOUCH Family Festival, an extension of TOUCH's long-standing partnership with Citi Singapore was celebrated and a new phase of volunteerism was announced through 'Project V'. This six-month partnership will see more than 1,300 volunteering opportunities, empowering Citi volunteers to make a significant impact by serving some 3,600 TOUCH beneficiaries.

AMK Partners' Network and TOUCH organised the Walk2Remember Walkathon to champion a dementia-friendly society. Over 500 participants, both young and old, including caregivers and their loved ones, walked in support of the dementia community at Bishan Ang Mo Kio Park.



Walk2Remember participants at the Walkathon.


TOUCH Caregivers Support Group

 **CONSISTENT GROWTH** for both **Facebook** and **Telegram** support groups with membership of **1,694** and **159** caregivers respectively. This saw an increase of 20% and 60% in membership respectively.

 Reached out to **3,299** **CAREGIVERS** through caregiving roadshows.

 **1,998** **CAREGIVERS WERE SUPPORTED THROUGH THE CARE LINE.**

The scope of the Care Line was expanded to support caregivers for persons with special needs and received around 12 calls from such caregivers.

 **220** **CAREGIVERS** recognised for their dedication and appreciated through Carer Resource Pack 2023.

TOUCH Caregivers Support Group

► In response to the growing demand for caregiving services, a new TOUCH service group called **TOUCH Caregivers Support Group** was established. This new service group incorporates TOUCH Caregivers Support (TCG), a service that was previously part of TOUCH Elderly Group. The objective of the new service group is to enhance TOUCH's caregivers support services in order to reach a larger number of caregivers in the community, including those caring for individuals with special needs.



TCG staff at a roadshow with Minister of Health Ong Ye Kung.

► A Carer Lighthouse programme was introduced as a pilot initiative to establish a local caregiver community at TOUCHpoint@Geylang Bahru. Seven caregivers participated in the 8-week course.




TCG clients at a Carer Lighthouse event.



TCG clients using the Carer Resource Pack during an outing to Bird Paradise



TOUCH Elderly Group

 **SERVED**
8,796
seniors

 **SUPPORTED BY**
15,086
volunteers

 **ENGAGED**
5,321
seniors through
activities by
TOUCH Active
Ageing

 **PROVIDED COUNSELLING
AND COMMUNITY
SUPPORT TO**
279
vulnerable seniors under
TOUCH Community Case
Management

 **DELIVERED**
661,426
meals to some
1,640
homebound seniors through
the Meals-on-Wheels
programme

TOUCH Active Ageing (TAA)



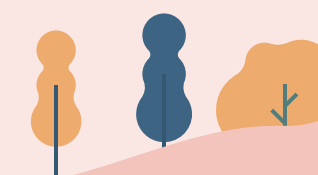
TAA clients at a Walk to Good Health event for Healthier SG.

► TOUCH Active Ageing (TAA) has utilised various community spaces at resident networks like void decks, multi-purposes halls and coffeeshops to increase its outreach and bring more accessibility to seniors residing farther away from its TOUCHpoints. Under the Silver Job programme, TOUCHpoints engaged 10 seniors or caregivers to be housekeepers, giving them an opportunity to earn an income to support their financial needs, especially for those facing challenges in meeting job requirements due to time and physical constraints.

► TOUCH has also been recognised as a community partner of Healthier SG, a national initiative aimed at empowering Singaporeans to lead healthier lives and improve their overall quality of life. This partnership began at the Healthier SG launch and Roadshow @ Bishan-Ang Mo Kio Park, with walking groups rolled out at all five AACs to promote the physical and mental well-being of seniors.



Staff and residents from TOUCHpoint@AMK 433's Healthcare Support Group, applying what they have learnt at a supermarket.



TOUCH Community Case Management (TCCM)

- ▶ TOUCH Cluster Support was renamed TOUCH Community Case Management (TCCM) to better reflect its new scope of services and offerings. The TCCM team conducted a needs assessment survey at Block 20 and 22 Jalan Tenteram to understand the needs of the community.
- ▶ TCCM's North team together with the DBS Cybersecurity team, took five clients to Northpoint for grocery shopping. An outing to Bird Paradise was also organised for frail and isolated elderly and their caregivers.
- ▶ A collaboration with TOUCH Family Support on Project Aspire benefitted four seniors through funding, enabling the purchase of essential household appliances and furniture, as well as the provision of fumigation services.
- ▶ Participated in the Advanced Care Planning Roadshow by the Agency for Integrated Care, where a booth was set up to offer onsite advice and information on ACP.



TCCM clients and caregivers at an outing to Bird Paradise.

TOUCH Day Rehabilitation Centre (TDRC)

- ▶ TOUCH Day Rehabilitation Centre (TDRC) has formally started the process for National Healthcare Group Polyclinics (NHGP) to refer clients to TDRC's Musculoskeletal (MSK) Clinic. The Community MSK Clinic saw an increase in the number of NHGP clients, serving 39 clients in 2023, up from eight in 2022. NHGP clients accounted for 201 out of 937 MSK service counts in 2023.
- ▶ Hosted physiotherapists from Ang Mo Kio and Yishun Polyclinic on 19 July 2023 for site visits to TOUCHpoint@AMK433 and the Community MSK clinic. The collaboration with NHGP has enabled TDRC to provide prompt, affordable, and effective physiotherapy treatment to clients with MSK needs, aiming to reduce the likelihood of chronic pain, disability, and minimise the impact on their daily activities and quality of life.



TDRC MSK team with NHGP staff.

- ▶ TDRC launched the Shape Up pilot exercise class in collaboration with TOUCHpoint@AMK 433, aimed at improving seniors' fitness and achieving a healthy Body Mass Index. This collaboration supports the nation's Healthier SG initiative to empower individuals to take steps towards better health and preventive care.

TOUCH Home Care (THC)



Mr Pang and Mdm Ai Hua, TEG clients of HPC+.

to explore an alternative care model for frail and/or homebound seniors requiring assistance in carrying out Activities of Daily Living (ADL), so as to better support seniors to age-in-place. It aims to delay and prevent nursing home admissions by providing Instrumental Activities of Daily Living (iADL) support to clients and respite to their caregivers.

REABLEMENT PROGRAMME

- ▶ Advocated for a mindset shift in the approach to care, emphasising the importance of empowering seniors to take ownership of their goals in order to delay frailty and reduce premature utilisation of home care services. The Reablement Programme, funded by the Tote Board Community Health Fund was featured on strategic platforms like the MOH work plan seminar, a NUHS partnership event, and a Grantee interview by Tote Board. THC has also collaborated with community care partners and hospitals like NUHS and TTSH ICH.
- ▶ TOUCH Home Care (THC) played a key role in the implementation of an enhanced Home Personal Care (HPC+), a pilot programme by the Ministry of Health and the Agency of Integrated Care and supported by the Tote Board Community Health Fund. THC recruited 78 clients, including 25 nursing-home-eligible individuals, and provided over 3,000 hours of HPC+ services. This initiative was established

TOUCH Integrated Family Group

 **TOUCH ADOPTION SUPPORTED A TOTAL OF**

1,431

lives through

63

home study reports,

30

workshops, and other initiatives

 Received **96.6%** **SATISFACTION RATING FROM**

31,000

attendees of TOUCH Adventure's adventure-based learning programmes

 **TOUCH MARRIAGE SUPPORT PREPARED**

123

couples for marriage and supported 100 individuals in enriching their marriage during the year

 **10,610** **PARENTS WERE EQUIPPED** with parenting knowledge through TOUCH Parenting's programmes


 **PROVIDED QUALITY PRESCHOOL CARE AND EDUCATION TO**

186

children from

62

families across the two TOUCH Child Care centres

 **TOUCH COUNSELLING & INTERVENTION** ensured that

100%

of children from vulnerable families in the SPARX programme met the minimum school attendance requirement

 **SUPPORTED** **430**


children and youth through weekly educational activities and mentoring support with the help of


491


regular volunteers across

25

TYA Clubs


 **TOUCH YOUTH ENABLEMENT** served **1,247** youths across ITE College Central, East and West

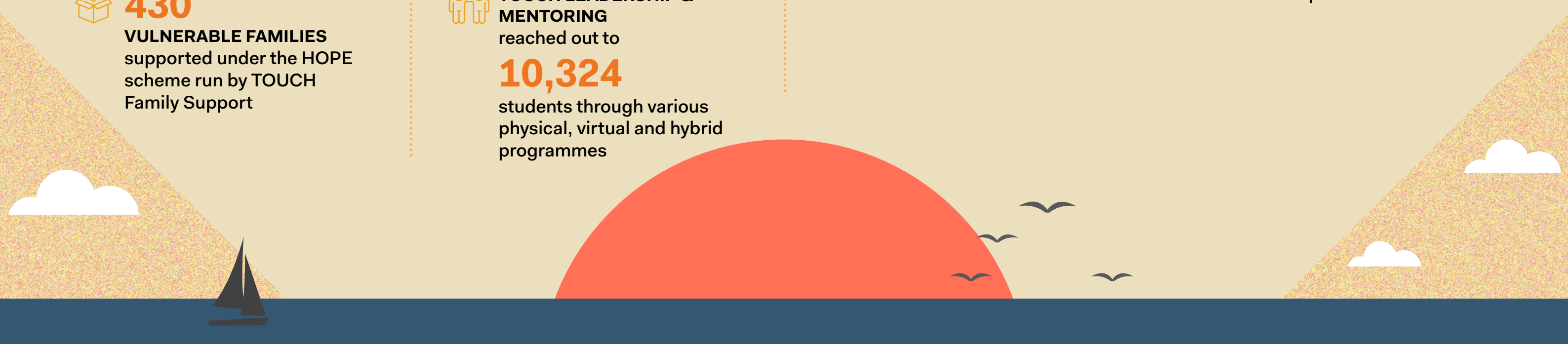
 **430** **VULNERABLE FAMILIES** supported under the HOPE scheme run by TOUCH Family Support

 **TOUCH LEADERSHIP & MENTORING** reached out to

10,324

students through various physical, virtual and hybrid programmes

 **RECEIVED** **1,576** enquiries through TOUCHline and Help123



TOUCH Adoption

► After the Adoption of Children's Act 2022 was passed in May 2022, pre-adoption and disclosure briefings were made mandatory to equip and prepare potential adoptive parents for their adoption journey. Though the Act is not operationalised yet, TOUCH Adoption has begun conducting the following briefings in preparation for the new requirements:

- Pre-adoption briefing for Related and biological adoption
 - Pre-adoption briefing for Unrelated and relative adoption
 - Disclosure briefing for Related and biological adoption
 - Disclosure briefing for Unrelated and relative adoption
- TOUCH Adoption continues to run the children's workshop "My Story to Tell" for 7 to 9-year-old children to empower young adoptees to identify their emotions and share their adoption stories with others.



An adopted child placed in a loving forever family.

► TOUCH Adoption held its first annual year-end gathering with the adoptive families at Waterfront Plaza and Gardens by the Bay after a 3-year hiatus due to the pandemic. The event provided a platform for all adoptive families to build relationships and bonds and share memories.

TOUCH Adventures (TA)



Children at a TA camp.

► TOUCH Adventures (TA) teamed up with Sports SG to organise a three-day camp for young athletes from South East Asia. In 2023-2024 March, TA achieved a milestone of 120 programme engagements. Over the course of these programmes, TA connected with 55 new schools and organisations. Despite the increase in programmes, the team successfully established strong ties with the schools and the community.

TOUCH Child Care (TCC)



Parents huddle together at a TCC parent function.

► Vanessa Lee, the Head of Preschool Services and former Principal of TOUCH Child Care (Clementi), was nominated for the ECDA Promising Centre Leader Award 2023.

► TOUCH Child Care (Clementi) was chosen to be featured in Beanstalk, an ECDA Magazine, for a Teachers' Day Special, recognising its exemplary care for children with special needs.

► TCC also resumed Parent Functions at the centres to promote parent-child bonding and foster a sense of community within the class. This initiative encourages parents to be actively engaged in their child's preschool experience.

TOUCH Counselling & Intervention (TCI)

► TOUCH Youth Intervention was renamed TOUCH Counselling & Intervention (TCI) to better reflect its expanded scope of work, serving both youths and families.

► Successfully completed counselling intervention for the remaining 19 out of 57 clients who registered for the final iteration of SPARKX.

► DigitalMINDSET saw a substantial growth, registering 119 clients, a significant increase from previous years. It completed its 4th DigitalMINDSET Learning Journey with Jardine MINDSET, providing youth clients with insights into the operations of businesses such as Starbucks and 7-Eleven.



- ▶ TCI conducted four successful Digital-MINDSET group sessions, two public runs and two school closed groups, averaging 15-18 clients per public run.
- ▶ The work of DigitalMINDSET was presented at the Singapore Mental Health Conference to contribute to knowledge sharing within the sector.
- ▶ From its inception in August 2019 to July 2023, DigitalMINDSET has shown significant impact and research results. It has successfully closed 138 cases and partially closed 70 cases, with only one case closed unsuccessfully. The results indicated 89.5% of clients have seen an improvement in their Pathological Gaming Index and 75.6% of clients have seen an improvement in their Difficulties in Emotional Regulation Scale scores.
- ▶ Conducted 503 access and counselling sessions for 50 families from January 2023 to March 2024 through its Trauma Access programme. The programme offers access services to parents and their children who are placed in alternative care arrangements, such as foster care, Voluntary Children's Homes (VCHs), or with kin/voluntary caregivers, due to incidents of family trauma. This service allows parents and their children to bond in a supervised and safe environment with professional facilitation as the family works towards mending relationships and reunification. During this period, 25 cases were successfully closed, with an additional four families receiving counselling support under TCI.



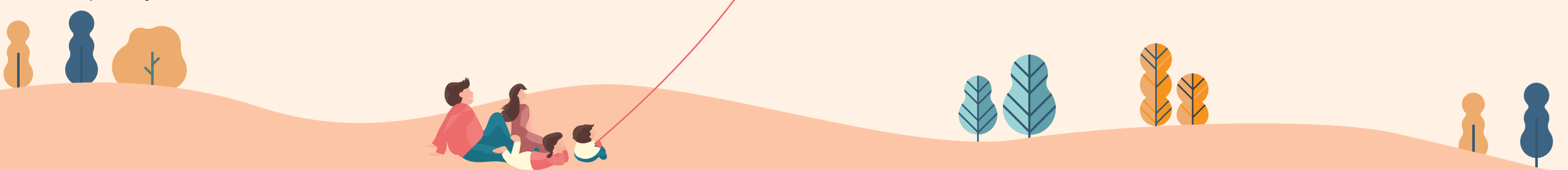
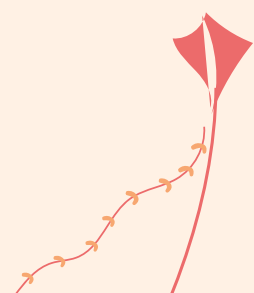
Participants at a DigitalMINDSET session.

TOUCH Family Support (TFS)



Members of the public being engaged at a Community Outreach event in Yishun.

- ▶ TOUCH Family Support (TFS) has been designated as the Regional KidSTART Agency for Punggol and is scheduled to commence operations in April 2024. The KidSTART initiative is aligned with TOUCH Family Support's proactive strategy to engage with low-income children and families at an earlier stage. TFS aims to provide greater resources and opportunities for these families, with the ultimate goal of achieving positive impacts on the children's lives. This approach is expected to contribute to the creation of more stable family units, thus breaking the cycle of poverty and paving the way for improved outcomes over three generations.
- ▶ TFS was awarded MSF ComLink funding to carry out Project 123! for 10 clients in Kreta Ayer/ Bukit Merah. The programme, which enrolled 10 clients in November 2023, successfully completed Cycle 3 for 24 clients. Notably, 83.3% of participants gained employable skills, 58.3% found employment, and 45.8% remained employed for six months or longer. Project 123! focuses on motivating lower-income families to pursue employment opportunities by offering upskilling and employability improvement initiatives.
- ▶ TFS also organised three community outreach events in Yishun to understand the needs and challenges of lower-income residents and how to better support them.



TOUCH Leadership & Mentoring (TL&M)



TOUCH motivators at a National Day Parade celebration.

- ▶ TOUCH Leadership & Mentoring (TL&M) organised the Community Problem Solving Challenge Season 1 and 2 as part of its W.A.K.E. (Wake up. Anticipate. Kickstart. Elevate.) initiative designed to develop creative solutions to address community needs. The challenge involved Secondary 2-3 students from five schools.
- ▶ Launched the Achievers' Leadership Programme, aimed at nurturing a new generation of community youth leaders by enabling tertiary students to attain the National Youth Achievement Award.
- ▶ TL&M has been actively participating in the annual National Day Parade (NDP) since 2001, and 2023, marked its 23rd year as a key show partner. Over 460 TOUCH motivators from various Institutes of Higher Learning (IHLs) dedicated over 76,800 hours to training and rehearsals, and engaged approximately 29,000 members of the audience in each show.

TOUCH Marriage Support (TMS)

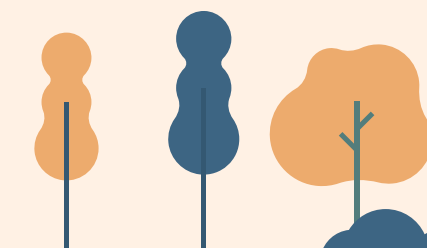


A group photo at the JOY programme.



Attendees of SEAL pose for a group photo.

- ▶ TOUCH Marriage Support (TMS) celebrated its 25th year of strengthening marriages. As one of the pioneering social service agencies offering marriage preparation to the public, TMS has successfully equipped over 4,000 couples for marriage since its establishment in 1998. In 2023, TMS provided marriage preparation for 123 couples and offered marriage enrichment support to 100 individuals.
- ▶ Entrusted with the task of training 148 solemnisers and marriage guides under the pilot programme *Journey with You (JOY)*, initiated by the Ministry of Social and Family Development in collaboration with the Registry of Marriages. This programme pairs marrying couples with solemnisers and marriage guides for a one-year mentoring journey.
- ▶ TMS conducted the pilot run of *SEAL of Life (四道人生)*, a five-week programme designed to promote healthy connections and foster a stronger sense of purpose within the community. SEAL, which stands for Saying Thanks, Expressing Love, Asking & Releasing Forgiveness, and Letting Go/Living a Legacy, aims to support individuals in their personal growth and relational well-being.



TOUCH Parenting

- ▶ As an MSF Appointed Parenting Support Provider (PSP) for the Toa Payoh and Jalan Besar region, TOUCH Parenting provides a wide range of evidence-based parenting education to families in the Toa Payoh and Jalan Besar region and beyond.
- ▶ Partnered with various schools and organisations to conduct Family Education programmes and over 1,400 parenting sessions, providing support to numerous parents in their parenting journey, including organisations such as McDonald's, DBS and Faith Community Baptist Church.
- ▶ Collaborated with the Ministry of Education (MOE) for their "Beyond Schooling Series", serving as panellists and moderators for live Facebook sessions.



Attendees at a parenting session.

TOUCH Young Arrows (TYA)

- ▶ TYA reached over 160 new children across 25 Clubs and recruited more than 150 new volunteers. As a result, its total reach extended to 430 children and 491 regular volunteers in 2023.
- ▶ To increase social mobility for vulnerable families, TOUCH Young Arrows (TYA) collaborated with TOUCH Family Support (TFS), developing a clearer workflow to address the child and family needs of participants in TYA's mentoring programme. As a result of this collaboration, TYA's Community Engagement Team has been empowered to conduct a preliminary evaluation of family needs.
- ▶ Developed the Values and Social-Emotional Learning curriculum based on the CASEL framework. Volunteers were trained to carry out the curriculum effectively.
- ▶ Collaborated with SHINE to bring the Reading Odyssey programme to the younger children of TYA. This effort doubled the reading impact among the children.

- ▶ Organised holiday enrichments across STEM, Arts, and Sports domains, as well as planned Family Day and Family Excursion events to provide opportunities for family bonding. Through corporate partnerships, outings, Christmas parties, and fulfilling gift wishes were made possible.



TYA children at an ice-cream making workshop as part of holiday enrichment.

- ▶ Digitally Ready Families (DRF), a collaboration between TYA and TOUCH Cyber Wellness, successfully completed its two-year run, thanks to the President's Challenge awarded fund, which has benefitted 138 lower-income families. This initiative aimed to better equip families to navigate technology together.



School children participating in the DRF programme.

TOUCH Youth Enablement (TYE)

- ▶ TOUCH Youth Enablement (TYE) expanded the ADAPT mentoring programme to six classes in Aptitude @ ITE College Central, reaching out to 295 students. The programme is designed to build the mental and emotional resilience of youth, to increase their motivation and develop their confidence to be future-ready. It aims to enhance students' self-efficacy through the acquisition of new skills, empowering them to play a positive role in the community.
- ▶ Mobilised 92 students from Aptitude @ ITE College Central to organise the inaugural Aptitude Carnival as part of the Service Learning programme for ADAPT.
- ▶ The Aptitude Buddy Club (ABC) mentoring programme, which was previously available only at Aptitude @ ITE College East, has been expanded to Aptitude @ ITE College West. This expansion involved the recruitment of 76 students, consisting of 39 with Special Educational Needs (SEN) and 37 Peer Support Leaders (PSL).
- ▶ The ABC programme is a befriending-cum-training support programme aimed at students with disabilities enrolled in ITE to ease their transition from SPED and mainstream schools to ITE by developing functional and social skills required for independent adulthood.



Aptitude Carnival held at ITE College Central

TOUCH Special Needs Group



SERVED A TOTAL OF

592

trainees and caregivers of TOUCH Centre for Independent Living



73

SPECIAL ARTISTS were enabled to earn an income through JOURNEY



REACHED OUT TO

864

individuals through TOUCH Silent Club's workshops and programmes



ENGAGED

264

trainees and their caregivers through TOUCH Ubi Hostel's programmes and activities

TOUCH Special Needs Group (TSNG) Family Day

► On 29 July 2023, clients from TOUCH Centre for Independent Living, TOUCH Ubi Hostel, and TOUCH Silent Club, along with their families, gathered for an outing to celebrate family unity and values. The event included activities such as reminiscing about favourite foods and places, as well as engaging in a game of Jenga to strengthen familial bonds. Each family committed to upholding three key values together, contributing to the strengthening of their relationships.

This marked the first joint event between families from TOUCH Silent Club and those

from TOUCH Centre for Independent Living and TOUCH Ubi Hostel. The event highlighted the unity and communal support among caregivers from diverse backgrounds, all while caring for members with special needs. TSNG aspires to establish this joint family event as an annual tradition to foster unity and support among caregivers from TOUCH Silent Club, TOUCH Centre for Independent Living, and TOUCH Ubi Hostel. The goal is to continue celebrating the strength and resilience of these families, making this gathering a cherished and recurring highlight yearly.



TSNG Family Day attendees pose for a group photo.

TOUCH Centre for Independent Living (TCIL)

- ▶ TOUCH Centre for Independent Living (TCIL) conducted a 'Leathercraft with Me' workshop at the Enabling Lives Festival on 3 December 2023, as part of the International Day of Persons with Disabilities. The workshop, co-facilitated by TCIL staff and clients, focused on leather crafting and taught participants how to saddle stitch, allowing each participant to create a simple leather cardholder. The event marked the first time TCIL clients engaged with the public through leathercraft, fostering meaningful interactions and raising awareness about persons with disabilities.
- ▶ TOUCH SpecialCrafts (an art programme under TCIL) organised a 12-session Artist Programme focusing on Chinese ink painting for selected special artists of TCIL BM and TUH clients. Through this programme, TCIL aims to nurture special artists and equip them with skills to create commercially viable prints or paintings for sale, providing them with an alternative source of income and recognition for their talents.



A TUH client with his work at the Artist Programme.



TCIL clients at the 'Leathercraft with Me' workshop.



TOUCH Silent Club (TSC)

- ▶ TOUCH Silent Club (TSC) commemorated its 30th anniversary in December 2023, alongside its founders, Mr David Wee and Mrs Wee Bee Hong, and the deaf community. TSC was founded in 1993 to address the educational needs of the deaf community. It originated as a tuition programme to assist deaf students who faced academic challenges because of insufficient support in educational institutions and the wider community.



TOUCH COO Leong Lai Cheng and TSC Founders Mr David Wee and Mrs Wee Bee Hong celebrating TSC's 30th anniversary with the deaf community.

TOUCH Ubi Hostel (TUH)

- ▶ TOUCH Ubi Hostel (TUH) has been actively working to promote volunteerism and raise awareness about serving Persons with Intellectual Disabilities (PwIDs) through collaborations with Youth Corps Singapore (YCS). TUH and YCS initiated a three-month-long volunteering programme called 'Become a Learning Companion @ TUH'. This programme aimed to equip youth volunteers with the necessary knowledge and skills to engage with TUH's trainees with intellectual disabilities. Ten volunteers participated in two training sessions conducted by TUH and YCS, preparing them to assist TUH's life skills coaches in weekly training programmes focused on developing the personal social skills of TUH's trainees.
- ▶ TUH and YCS organised a Twinkling Trails excursion during the Christmas season for a group of 23 volunteers. The volunteers accompanied trainees on a guided walking trail along Orchard Road, where they enjoyed the Christmas lights and participated in mini station activities.

- ▶ TUH and YCS collaborated on the *Stretch & Connect* programme which focused on the mental well-being of TUH trainees and involved younger volunteers who may not have prior experience engaging with PwIDs. The programme aims to raise awareness for the special needs community while providing a relaxed, light-hearted stretch and walk activity for the participants.



A group photo taken during the Stretch & Connect programme.

TOUCH Wellness Group



TOUCH CYBER WELLNESS
conducted talks, workshops and programmes for
132,092
educators, students and members of the public



REACHED OUT TO
8,502
people through TOUCH Mental Wellness' mental
health workshops and programmes

TOUCH Cyber Wellness (TCW)

- ▶ TOUCH Cyber Wellness (TCW) was selected to participate in YouTube's Priority Flagger Programme as a community partner. The programme, designed to equip government agencies and Non-Governmental Organisations (NGOs) with effective tools to report content that violates community guidelines, will see TCW contributing by identifying and flagging content related to harassment, cyberbullying, suicide, self-harm, and eating disorders. This collaborative effort is aimed at bolstering TCW's ability to represent the interests of schools and families, with a focus on curbing the proliferation of harmful content that could jeopardise the well-being of individuals. By actively flagging such content, TCW plays a pivotal role in fostering a safer online environment for all, while advocating for responsible and positive digital citizenship.
- ▶ TCW hosted Deputy Prime Minister Heng Swee Kiat and Minister Tan Kiat How at the TCW booth in the Digital For Life Festival 2023, organised by Infocomm Media Development Authority

(IMDA), in October and November. Participants discovered more about their parenting approach through an interactive quiz and learnt practical tips on navigating the digital world with their little ones through the First Device Campaign.

- ▶ To promote cyber wellness in schools, TCW conducted some 118,600 assembly talks and 7,400 classroom workshops.



DPM Heng Swee Keat at the TCW Booth at the DfL Festival 2023 interacting with TCW staff to understand more about the First Device Campaign.

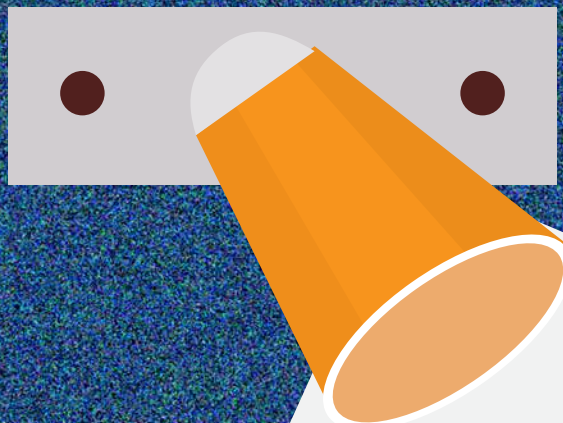
TOUCH Mental Wellness (TMW)

- ▶ TOUCH Mental Wellness (TMW) played a key role in boosting community-based psychosocial support through its involvement in Supporting Youth in the Community (SYiNC), a pilot initiative led by the President's Challenge and the Institute of Mental Health (IMH) targeting youths aged 13 to 19. As one of IMH's four SYiNC partners offering stepped care mental health services in the community, TMW handled 42 referrals, registered 28 youth participants, and successfully resolved seven cases.
- ▶ On 31 July, 2023, TMW hosted then-President Mdm Halimah Yacob at Gateway Theatre to provide updates on the project. During the event, TMW presented the SYiNC team's achieved outcomes, showcased success stories of former clients through pre-recorded videos, conducted a group session using art and virtual



Former President Mdm Halimah Yacob at Gateway Theatre with the SYiNC team.

reality for attendees to observe, and facilitated a private conversation between the former President and the youth participants.



TOUCH Professional Deputies and Donees (PDD)



MORE THAN

20%

increase in the total number of enquiries from 371 to 454



ADVANCE CARE PLANNING (ACP) ENQUIRIES INCREASED BY

85%

from 48 in 2022 to 89



81

ACP completed

33%

conversion from public enquiries to completed ACP

Raising Public Awareness of End-of-Life Matters

COLLECTIVE IMPACT, A COMMUNITY IN ACTION

LAW AWARENESS WEEKS@CDC 2023

ADVANCE LEGAL PLANNING ON WILLS AND END-OF-LIFE MATTERS

MONDAY, 27 NOVEMBER 2023
7.00PM - 8.30PM

HO SHU PING
MODERATOR

TAN SHEN KIAT
CEO
KITH & KIM LAW CORPORATION

DR ADELIN LAM
SENIOR CONSULTANT
TAN YOCK SENG HOSPITAL

JULIA LEE
SENIOR DIRECTOR
TOUCH COMMUNITY SERVICES

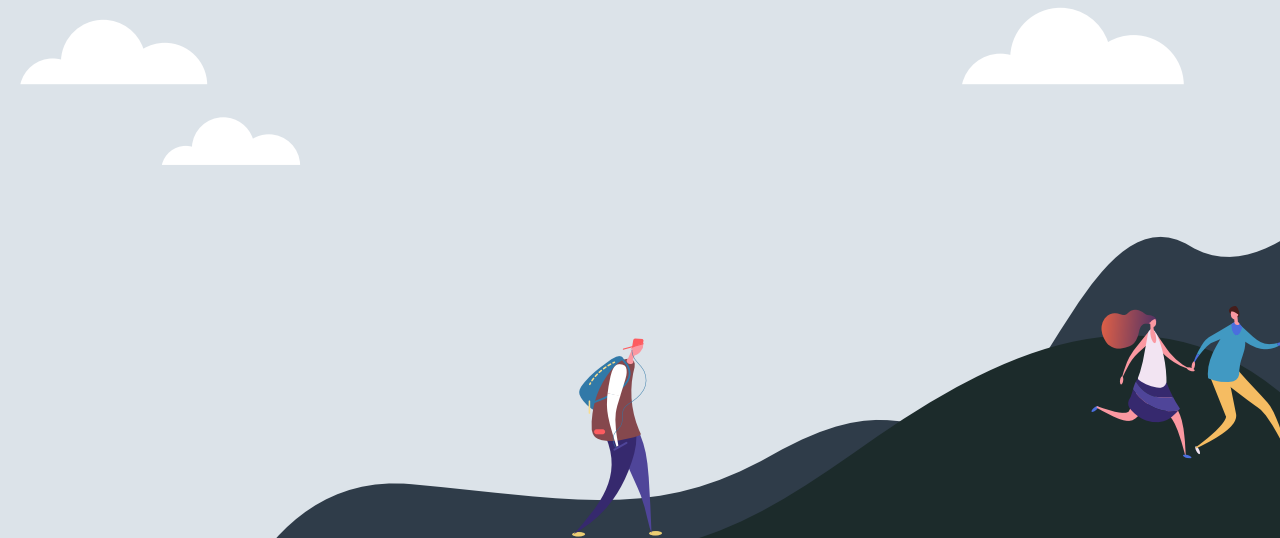
COMMUNITY DEVELOPMENT COUNCIL
Aggregate Build Connect

PRO BONO SG
JUSTICE FOR ALL

Logos of partner organizations: Central Singapore Community Development Council, NorthWest, South East, South West Community Development Council, People's Association, NUS, Centre for Pro Bono & Clinical Legal Education Faculty of Law, SMU, Pro Bono Centre, SUSS, SCCA, Pro Bono.

- ▶ Amplified awareness of TOUCH PDD's services through multiple workshops, roadshow booths, media engagements and sponsored ads on Facebook.
- ▶ Group Head of TOUCH PDD, Ms Julia Lee, participated a panel discussion on 'Advance Legal Planning on Wills and End-of-Life Matters', held as part of the Law @ CDC 2023 webinar, hosted in conjunction with the Law Awareness Week. A collaboration between Pro Bono SG (PBSG) and the five Community Development Councils (CDCs), and supported by the

People's Association (PA); National University of Singapore (NUS) Faculty of Law; Singapore University of Social Sciences (SUSS) School of Law; Singapore Management University (SMU) School of Law; and the Singapore Corporate Counsel Association (SCCA), the event aimed to raise public awareness of end-of-life matters and encourage proactive legal planning.



Facts & Figures 2023

Starting from October 2023, TOUCH's financial year will be from the month of April in the current year to March in the following year. Hence, the report for 2023 reflects numbers from the expanded financial year (January-December 2023 and January-March 2024).

Services	No. of Staff (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular* & ad-hoc**)		Lives Touched	
	2023	2022	2023	2022	2023	2022
TOUCH Community Services Ltd						
TOUCH Caregivers Support Group (TCG)***						
TOUCH Caregivers Support	4 FT	3 FT	0* 2**	1* 0**	7,628	3,860
TOUCH Elderly Group (TEG)						
TOUCH Active Aging	30 FT 2 PT	23 FT 2 PT	346* 2,967**	282* 1,632**	5,321	3,566
TOUCH Community Case Management	8 FT	8 FT	16* 0**	10* 0**	279	140
TOUCH Day Rehabilitation Centre	4 FT 1 PT	4 FT	0	0	366	316
TOUCH Home Care	108 FT 3 PT	114 FT	4,427* 7,330**	3,604* 3,787**	2,830	2,518
TOUCH Integrated Family Group (TIFG)						
TOUCH Adoption	4 FT 1 PT	4 FT 1 PT	0* 2**	0* 4**	1,431	1,204
TOUCH Adventures	6 FT	4 FT 1 PT	0	0	31,000	17,400
TOUCH Child Care	28 FT	36 FT 3 PT	0	5* 29**	825	800
TOUCH Counselling & Intervention	9 FT	9 FT	9* 0**	19* 0**	1,893	1,540
TOUCH Family Support	14 FT	9 FT	1* 72**	4* 29**	2,258	521
TOUCH Leadership & Mentoring	6 FT	13 FT	485* 54**	458* 18**	10,324	6,888
TOUCH Marriage Support	2 FT 5 PT	1 FT 5 PT	55* 0**	28* 0**	1,225	973
TOUCH Parenting	5 FT	6 FT 1 PT	0	0	10,610	10,348
TOUCH Young Arrows	9 FT	10 FT 1 PT	491* 368**	472* 732**	696	799
TOUCH Youth Enablement***	10 FT	-	42* 5**	-	1,247	-
TOUCH Special Needs Group (TSNG)						
TOUCH Centre for Independent Living	23 FT 4 PT	20 FT 1 PT	35* 914**	28* 58**	592	480

Services	No. of Staff (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular* & ad-hoc**)		Lives Touched	
	2023	2022	2023	2022	2023	2022
TOUCH Silent Club	2 FT	2 FT	34* 54**	24* 47**	864	798
TOUCH Ubi Hostel	8 FT 1 PT	13 FT 1 PT	51* 12**	12* 29**	264	141
TOUCH Wellness Group (TWG)						
TOUCH Cyber Wellness	6 FT 1 PT	5 FT	0* 19**	5* 0**	132,092	105,208
TOUCH Mental Wellness	21 FT 1 PT	17 FT	4* 13**	0* 116**	8,502	10,875
TOUCH Professional Deputies and Donees	1 FT 1 PT	1 FT 1 PT	0* 6**	0	5,283	554
Corporate Functions/Events/Programme	No. of Staff (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular* & ad-hoc**)		Individuals Reached	
	2023	2022	2023	2022	2023	2022
Corporate Functions	63 FT 1 PT	58 FT 2 PT	-	-	268	451
Special Projects	11 FT	6 FT	5* 32**	4* 38**	3,422	2,962
Reach through TOUCH resources	-	-	-	-	2,792	40,782
Fundraising with Partners	-	-	-	-	65,346	66,349
TOTAL	382 FT 21 PT	368 FT 21 PT	6,001* 11,850**	6,006* 7,896**	297,358	279,724

Remarks

- * Regular Volunteers include individuals who:
 - served at least 4 times a year and
 - contributed to at least 24 hours of volunteer service a year

- ** Ad-hoc Volunteers include individuals who:
 - served on a one-off project (of a few days or up to 10 weeks) on an ad-hoc basis

*** Updates to services in the list:

- A new TOUCH service group, TOUCH Caregivers Support Group, was formed in view of increasing needs on the ground and a focus on caregiving. The new service group comprises TOUCH Caregivers Support, a service previously under TOUCH Elderly Group.
- The new service, TOUCH Youth Enablement, was formed under TOUCH Integrated Family Group to better focus efforts on empowering at-risk youth to reach their full potential and become active contributors to society.

- Staff headcount figures are accurate as of March 2024.
- The safe resumption of high elements activities led to a steep climb in the number of camps, resulting in more students reached.
- The increase in numbers was largely due to PDD booth engagements at a roadshow organised by the Agency for Integrated Care (AIC) and the Office of the Public Guardian (OPG).
- Corporate Functions include CE Office, Communications, Finance, Human Resources, Operations & Facilities Management, Partnership & Volunteer Management, and Transformation Office.
- Special Projects include JOURNEY and Therapy Hub.
- Reach through TOUCH resources refers to the families reached via the First Device Campaign toolkit distributed to parents through preschool and primary school contact distribution, social media marketing and roadshows.

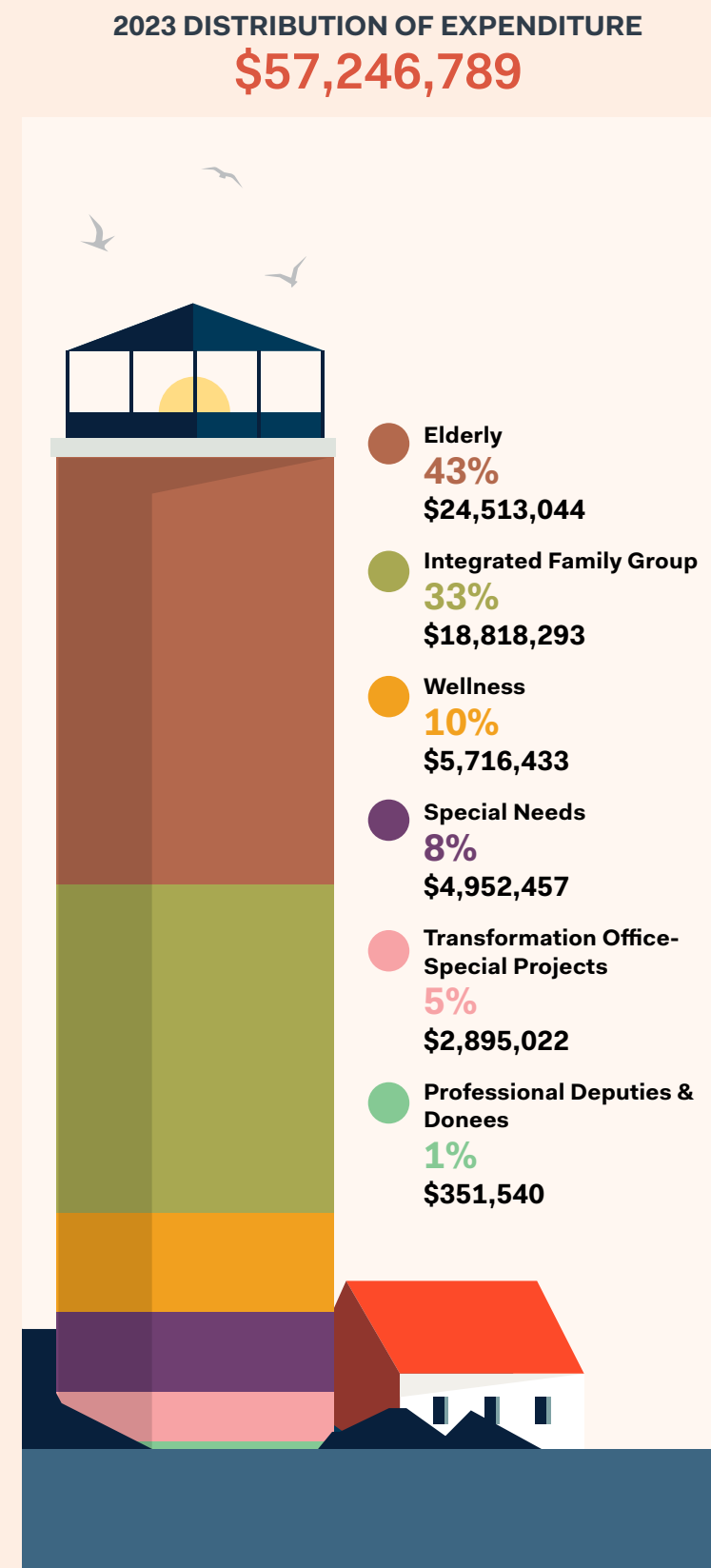
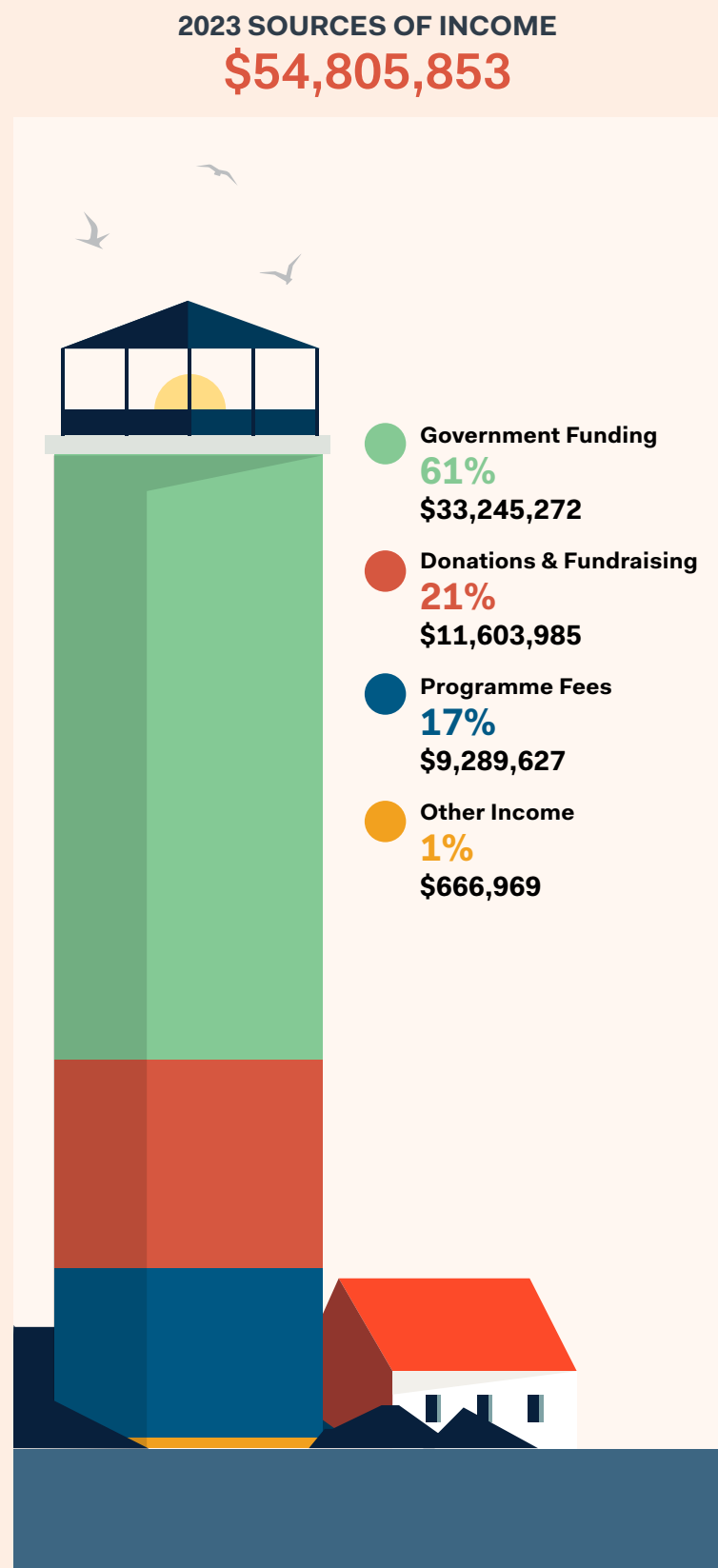
Financials

Starting from October 2023, TOUCH's financial year will be from the month of April in the current year to March in the following year. Hence, the report for 2023 reflects numbers from the expanded financial year (January-December 2023 and January-March 2024).

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 2023 financial highlights and charts:

- TOUCH comprising TOUCH Community Services Ltd and TOUCH Family Services Ltd received about 61% 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 \$54,805,853



2023 BREAKDOWN OF CHARITY DOLLAR

For financial year 2023, out of every \$1.00 spent, 83 cents for TOUCH went directly to fund programmes and activities that benefitted our clients. Refer to chart below.

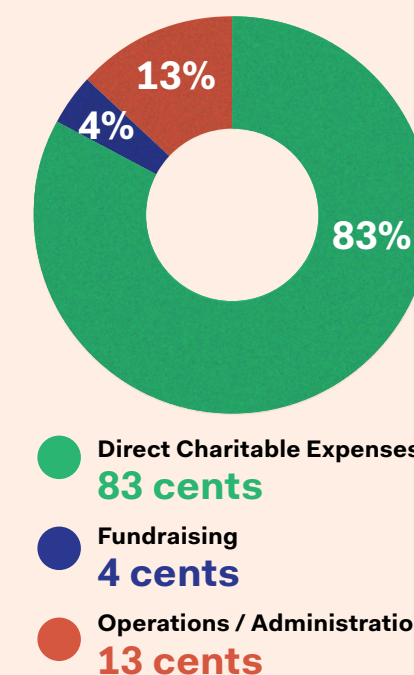
The Indirect Charitable Expenses comprises fundraising and operations / administration costs.

Direct Charitable Expenses:
Includes programme and 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 2023, TOUCH had a deficit of \$2,440,936.



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 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 Executive 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 to promote a harmonious working relationship and a conducive working environment. As staffs are representatives of the Organisation. Staff must practise honesty and integrity in fulfilling responsibilities and comply with all applicable laws and regulations.

DONATIONS TO EXTERNAL PARTIES

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

BUSINESS CONTINUITY PLANNING

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

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

WHISTLE BLOWING POLICY

A. Purpose

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

B. Scope

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

C. Policy

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

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

VOLUNTEER MANAGEMENT

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

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

VOLUNTEER MANAGEMENT POLICY

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

Volunteers play a key role in not just achieving the organisation's vision in enabling community and building a caring generation but also providing the essential social interaction for our beneficiaries as such interactions were done remotely via online platforms or phone calls, during the circuit breaker. The organisation recognises the importance of having high quality volunteer management practices. Annual volunteer surveys are being conducted so as to review and enhance our VM processes to make volunteering experiences more meaningful as the social landscape evolves.

ANTI-MONEY LAUNDERING AND COUNTER TERRORISM FINANCING POLICY

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

Board Structure – Terms of Reference

BACKGROUND – CODE OF GOVERNANCE (COG) DESCRIPTION

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

Board Structure	Tier	Status
1. Audit	All tiers	Charities / IPCs
2. Programmes and Services	Intermediate	Charities / IPCs
3. Fund-raising	Intermediate	Large Charities / IPCs
4. Appointment / Nomination	Enhanced	Large Charities / IPCs
5. Human Resource	Enhanced	Large Charities / IPCs
6. Finance	All tiers	Charities / IPCs
7. Investment	Advanced	IPCs

1. Audit Committee

The Audit Committee facilitates the external and internal audit of the organisation for the Board to obtain independent information about the organisation's activities. The Treasurer or Finance Committee Chairman should not concurrently chair the Audit Committee. The Audit Committee's responsibilities include the following:

- i. To oversee the financial reporting and disclosure process and monitor the choice of accounting policies and principles.
- ii. To review the audit plans and reports of the external auditors and internal auditors and considers the effectiveness of the actions taken by management on the auditors' recommendations.

- iii. To conduct periodic internal checks or key processes to ensure compliance with the established procedures, and report to the Board on the findings and recommendations for improvements.
- iv. To analyse, monitor and review the key risks that are associated with the organisation at least once a year.
- v. To oversee regulatory compliance and whistle blower guidelines (where applicable)
- vi. To report to the Board of any financial irregularities, concerns, and opportunities.
- vii. To liaise with auditors or any significant matters arising.

2. Programmes and Services Committee

The Programme / Services Committee often comprises Board members who are most familiar with the approaches and operations of the organisation's programmes or services. Depending on its make-up and programmes, this committee's most common responsibilities are:

- i. To oversee new programme development, and to monitor and assess outcomes of existing programmes are in line with the vision, mission, and objectives of the organisation.
- ii. To review programme evaluations and updates of the progress and outcomes of programmes and services and ensure relevance to the evolving social service sector.

3. Fund Raising Committee

The Fund-raising Committee's task not simply to raise money. Instead, it is responsible for overseeing the organisation's overall fund-raising and the fund-raising done by the

Board. To accomplish this, it must undertake the following responsibilities:

- i. To work with staff to establish fund-raising plan that incorporates series appropriate vehicles, such as special events, direct mail, fundraising campaigns, etc.
- ii. To work with fund-raising staff in their efforts to raise money.
- iii. To identify and solicit funds from external sources of support.
- iv. To take the lead in certain types of outreach efforts, such as chairing a dinner/dance committee or hosting fund-raising events, etc.
- v. To be responsible for involvement of all Board members in fund-raising, such as having Board members themselves make some monetary contributions, and
- vi. To monitor fund-raising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective and transparent.

4. Appointment / Nomination Committee

In some ways the most influential of all the committees, the Committee (sometimes called the Nominating Committee/Governance Committee) is responsible for the general affairs of the Board. While the specific tasks of this committee vary greatly from organisation to organisation, they usually include some or all the following responsibilities:

- i. To review the composition of the Board annually to ensure that the Board has an appropriate balance of independent Board members and to ensure an appropriate balance of expertise, skills, attributes, and ability among the Board members.

- ii. To identify potential board member candidates and explores their interest and availability for board service.
- iii. To nominate individual to be elected as members of the board.
- iv. To take the lead in succession planning.
- v. To nominate board members for election as board officers.
- vi. To design and oversee a process of board orientation, training, and self-evaluation.

5. Human Resource Committee

The functions of the HR Committee include the following:

- i. To review, monitor and make recommendations to the Board on the human resources strategy and policies that pertain to staffing, compensation, benefits, and related issues of strategic importance that directly affect TOUCH's ability to recruit, develop and retain key staff needed for it to achieve its mandate.
- ii. To approve documented HR policies, including recruitment and talent acquisition, learning and development, HRIS, performance management as well as disciplinary measures.
- iii. To ensure a fair process of determining the remuneration of staff to assist the organisation in attracting, retaining, and motivating staff.
- iv. To ensure compliance with applicable employment laws, guidelines, code of governance, standards and practices.
- v. To review the Code of Conduct for staff and volunteers (where applicable).

Board Structure – Terms of Reference

6. Finance Committee

The Finance Committee (sometimes known as Budget and Finance Committee) is often led by the Board Treasurer. The committee's tasks are as follows:

- i. To review budgets initially prepared by staff, to help develop appropriate procedures for budget preparations, and ensure consistency between the budget and the organisation's plans.
- ii. To ensure regular and accurate monitoring and accountability for funds and report to the Board on any financial irregularities and concerns.
- iii. To recommend financial guidelines to the Board (such as to establish a reserve fund, etc).
- iv. To work with staff to design financial reports and ensure that reports are accurate and timely.
- v. To advise the CEO and other appropriate staff on financial priorities and sustainability, as applicable.

7. Investment Committee

To direct and monitor the investment of the assets of the charity for the sole interest of the beneficiaries. The Committee is to discharge its duties with due care, skill and diligence as a prudent investor would under natural circumstances. The specific responsibilities of the Committee include the following functions:

- i. To determine the charity's financial needs to ensure that those needs can be met by cash flows derived from operations, new donations, and investments.
- ii. To determine the charity's risk tolerance and investment time horizon in consultation with the management and the Board.
- iii. To ensure that the investment objectives, policies, and guidelines are consistent and appropriate.

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

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

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

Corporate Information

NAMES OF MEMBERS AND THE DATE OF APPOINTMENT

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

BANKERS

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

AUDITORS

Foo Kon Tan LLP
1 Raffles Place #04-61, One Raffles Place Tower 2
048616 Singapore

DESCRIPTION OF GOVERNING INSTRUMENTS

Memorandum & Articles of Association

UNIQUE REGISTRATION NUMBER (UEN)

200104673R

REGISTERED ADDRESS OF CHARITY

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



Directory of Services & Locations

TOUCH Community Services (Headquarters)

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

TOUCH ELDERLY GROUP

TOUCH Active Ageing (Geylang Bahru)

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

TOUCH Active Ageing (TOUCHpoint@AMK 433)

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

TOUCH Active Ageing (Wellington)

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

TOUCH Active Ageing (Yishun 162)

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

TOUCH Active Ageing (Yishun 436)

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

TOUCH Caregivers Support

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

TOUCH Day Rehabilitation Centre

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

TOUCH Home Care (Ang Mo Kio)

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

TOUCH Home Care (Jurong)

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

TOUCH Home Care (Toa Payoh)

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

TOUCH INTEGRATED FAMILY GROUP

TOUCH Adoption

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

TOUCH Adventures

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

TOUCH Child Care (Clementi)

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

TOUCH Child Care (Hougang)

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

TOUCH Counselling and Intervention

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

TOUCH Family Support

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

TOUCH Leadership & Mentoring

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

TOUCH Marriage Support

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

TOUCH Parenting

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

TOUCH Young Arrows

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

TOUCH Youth Enablement

Aptitude Centre @ ITE College Central
Add : Block K, #05-12, 2 Ang Mo Kio Dr,
Singapore 567720
Aptitude Centre @ ITE College East
Add : Business Block, Basement 1, 10 Simei Ave,
Singapore 486047
Tel : 65449158
Aptitude Centre @ ITE College West
Add : Student Activity Centre, Block 3 Level 3,
1 Choa Chu Kang Grove, Singapore 688236
Email : aptitude@touch.org.sg

TOUCH SPECIAL NEEDS GROUP

TOUCH Centre for Independent Living (Ubi)

Add : Blk 352 Ubi Avenue 1
#01-989 Singapore 400352
Tel : +65 6741 6364
Fax : +65 6741 5404

TOUCH Centre for Independent Living (Bukit Merah)

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

TOUCH Silent Club

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

TOUCH Ubi Hostel

Add : Blk 301 Ubi Ave 1
#01-295 Singapore 400301
Tel : +65 6744 9712
Fax : +65 6744 4529

TOUCH WELLNESS GROUP

TOUCH Cyber Wellness

Add : 3615 Jalan Bukit Merah
Gateway Theatre Level 5
Singapore 159461
Tel : +65 6709 8400
Email : cyberwellness@touch.org.sg

TOUCH Mental Wellness

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

TOUCH PROFESSIONAL DEPUTIES AND DONEES

TOUCH Professional Deputies and Donees

Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162
Tel : +65 6317 9996
Email : enquirypdd@touch.org.sg

Governance Evaluation Checklist

TOUCH Community Services Ltd

(for the period 1 January 2023 to 31 March 2024)

S/N	Code Guidelines	Code ID	Response	Explanation
Board Governance				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there Board members holding staff appointments?		No	
2	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
3	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied	
4	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	
	Are there Board member(s) who have served for more than 10 consecutive years?		Yes	
5	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13	Complied	
6	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
Conflict of Interest				
7	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
8	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
9	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
10	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				
11	The Board approves documented human resource policies for staff.	5.1	Complied	
12	There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
13	There are processes for regular supervision, appraisal and professional development of staff*.	5.5	Complied	
	Are there volunteers serving in the charity?		Yes	
14	There are volunteers management policies in place for volunteers*.	5.7	Complied	
Financial Management and Controls				
15	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
16	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
17	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	

S/N	Code Guidelines	Code ID	Response	Explanation
18	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	
19	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits?		Yes	
20	The charity has a documented investment policy approved by the Board	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes	
21	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year?		Yes	
22	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
23	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied	
	Are Board members remunerated for their Board services?		No	
	Does the charity employ paid staff?		Yes	
24	No staff is involved in setting his or her own remuneration.	2.2	Complied	
25	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff also serves on the Board 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 staff receives more than \$100,000 in annual remuneration each	8.4	Complied	
26	The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied	
Public Image				
27	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	

* Please refer to GEC Footnote

Governance Evaluation Checklist

TOUCH Family Services Ltd

(for the period 1 January 2023 to 31 March 2024)

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

S/N	Code Guidelines	Code ID	Response	Explanation
15	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits?		No	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes	
16	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year?		No	
Disclosure and Transparency				
17	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied	
	Are Board members remunerated for their Board services?		No	
	Does the charity employ paid staff?		Yes	
18	No staff is involved in setting his or her own remuneration.	2.2	Complied	
19	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff', who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff' also serves on the Board 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 staff' receives more than \$100,000 in annual remuneration each	8.4	Complied	

* Please refer to GEC Footnote



WWW.TOUCH.ORG.SG

TOUCH Community Services Ltd

TOUCH Family Services Ltd