

# **The Helping Hand**

"Come to me, all you who are weary and burdened, and I will give you rest" (Matthew 11:28)

HANDS OF HOPE

# RESTORING LIVES TOGETHER



**ANNUAL REPORT FY2024** 

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**OUR STORY** 

# **ABOUT** THE HELPING **HAND**

Since 1987, The Helping Hand (THH) has been a beacon of hope and restoration, journeying with over 3,000 ex-offenders seeking a fresh start. As a Christian halfway house, our mission is to guide individuals through a holistic journey of healing, transformation, and reintegration into society.

What began in a humble semi-detached home on Chancery Lane has, by God's grace, grown into a purpose-built facility at 819 Upper Serangoon Road, with the capacity to house up to 116 residents. Today, we work in close partnership with the Singapore Prison Service, supporting men as they transit from incarceration to community life.

## **OUR TIMELINE STORY**

## 1987

The Helping Hand is a Christian halfway house founded by Robert Yeo who was a former heroin addict.

1990

Moved to premises at 819 Upper Serangoon Road.

## 1988

Moving service was introduced as part of residents' work therapy.

Started official partnership with SCORE and Singapore Prison Service.

# OUR VISION (20)

To transform ex-offenders to live Christ-centered lives by creating a safe and empowering place where they can grow in their faith, rebuild their lives, and develop the skills and knowledge they need to live full and meaningful lives.

# OUR MISSION (G)

To provide a holistic approach to healing and transformation where residents can develop the skills and knowledge they need to live productive and fulfilling lives.

## **OUR VALUES**

We HONOR God in our daily work activities through honest, open communication with one another guided by the spirit of humility and make conscious efforts to work in harmony and unity.

We always embrace **ADAPTABILITY** in our work culture to keep our spiritual and life skills teaching relevant and to delight our customers.

We are committed to **NURTURE** and help one another to have a fulfilling spiritual walk with God, find purpose and joy in our work and encourage one another to be physically fit.

We are **DEVOTED** to help ex-offenders to lead a changed life and inculcate a "Can Do" attitude through Christ who strengthens us.

1997

**Enhancement of** 4-Fold Therapy model - Spiritual, Work, Social, and Physical therapies.

2010

Halfway House Service Model introduced.

2020

**Urban Farming** was introduced as a work initiative.

Scan to watch our Corporate Video





1995

2006

Opened doors to all ex-offenders (expanded beyond ex-drug users.

2015

Vision and Mission enhanced with Core Values.

2024

Hands Cafe was launched as the first cafe within a halfway house in Singapore.

# CHAIRPERSON'S MESSAGE



#### **MAY LOH**

This past year, we've been reminded of God's faithfulness to THH.

Our focus shifted from onboarding new board members to strengthening leadership and programmes. As our work therapy model in social enterprises was under review, we expected a revenue dip—but by God's grace, we closed the year with a healthy budget and reserves remained at a sensible level.

As part of the review, Management undertook a Residents' Survey in end 2024 which highlighted the need to reframe key aspects of the programme. The Board is looking forward to working with management as they design a new framework. Both Board and management will jointly participate in a retreat to plan for 2026–2029. Please pray for God's wisdom as we workshop therapy models and plan strategically for long term challenges in the work of rehabilitation and reintegration.

Prayer is key and the strongest means of support you can give. THH relies on your prayers and the diverse gifts and sacrifices of our volunteers and supporters. I have been moved by the volunteer support of groups from different churches' prison ministries, open-minded employers and volunteer bible study leaders and counsellors. On behalf of my Board members and the management team, we thank God for each of you and the different ways you serve God's family at The Helping Hand.

# CEO'S MESSAGE



#### **MICHAEL CHEAH**

The Helping Hand remains committed to being a beacon of hope, firmly rooted in faith and family. By God's grace, we continue to foster a nurturing environment where individuals can find healing, forgiveness, and the courage to rebuild their lives.

As we reflect on the past year, I am deeply grateful for how God has sustained The Helping Hand in our mission. The findings from our 2024 Resident Needs Survey affirm what we have long observed in our work: that faith and family are central to motivating recovery and sustaining transformation among our beneficiaries. These pillars continue to guide our approach, reminding us that no one should face their journey alone.

In 2024, we launched new initiatives that offered fresh opportunities for our residents. The opening of our Bakery Café not only created a safe space for skills training and work therapy but also became a bridge to engage the wider community.

Our partnership with Agape Services has also marked a milestone, as they provide employment opportunities rooted in understanding our residents' recovery journeys. Together, these initiatives showcase our ongoing commitment to rehabilitation, reintegration, and the dignity of work.

We are also deeply thankful for our community partners and volunteers who walk alongside our residents, demonstrating that every life is worth believing in and supporting. Your presence reminds our residents that they are never alone; that love and acceptance extend beyond their past, and that restoration is indeed possible.

Looking ahead, we will focus anew on strengthening our beneficiaries' relationships with God and their families. We believe these connections are essential for lasting change and breaking cycles of addiction and incarceration. By partnering with like-minded organisations and continually enhancing our programmes, we aim to deepen our impact and broaden the circle of care.

As you read this report, I invite you to keep our team and beneficiaries in your thoughts and prayers. Please pray for strength, perseverance, and wisdom for our dedicated staff. Pray also for our residents, that they may experience God's grace as they go through their journey of renewal. If you feel inspired, we would love for you to partner with us, whether through your time, expertise, or resources, to help build a more just and compassionate society together.

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# **BOARD OF DIRECTORS**

NAME	DESIGNATION	MEMBER SINCE	TERM	OCCUPATION
May Loh	Chairperson	17 Apr 2018	1 May 2023 to AGM 2025	Partner, Albright Stonebridge Group
Timothy Hia Yi Liang	Vice Chairman	13 Aug 2020	1 May 2023 to AGM 2025	Partner, Latham & Watkins LLP
Lam Toa-Yee Eugene	Honorary Secretary	1 May 2022	20 Apr 2024 to AGM 2026	SVP, Human Resources, ST Engineering
Loke Wai Yin	Honorary Treasurer	1 May 2022	20 Apr 2024 to AGM 2026	Retired
Kwok Wai Keong	Member	18 Nov 2022	20 Apr 2024 to AGM 2026	Retired
Jimmy Sng Hoon Haw	Member	1 May 2023	1 May 2023 to AGM 2025	Partner, PWC Risk Services Pte Ltd
Michelle Cheo Hui Ning	Member	1 May 2023	1 May 2023 to AGM 2025	Deputy Chairperson, Chief Executive Officer & Executive Director of Mewah International Inc
Lim Ai Ling	Member	20 April 2024	20 April 2024 to AGM 2026	Coaching & Consultancy Work

# **COMMITTEE MEMBERS**

## **AUDIT & RISK COMMITTEE MEMBERS**

- 1 Jimmy Sng Hoon Haw (Chairman)
- 2 Ang Hao Yao
- 3 Sim Hui Ting

## **FINANCE & HUMAN RESOURCE COMMITTEE MEMBERS**

- 1 Kwok Wai Keong (Chairman)
- 2 Loke Wai Yin
- 3 Lim Ai Ling
- 4 Yvonne Chan (from 18 March 2024)

## **PARTNERSHIP & OUTREACH COMMITTEE MEMBERS**

- 1 Michelle Cheo Hui Ning (Chairman)
- 2 Nicolette Hendricks
- **3** Karyn Qua
- 4 Prof. Kenneth Goh
- 5 Sabrina Tan

# **LEADERSHIP TEAM**

NAME	DATE JOINED	OCCUPATION
Michael Cheah	17 Apr 2023	CEO
Richard Khalil	1 Jun 2002	Head, Chaplaincy
Janyn Sen	13 Jun 2023	Head, Corporate Services
Trevor Wong	16 Feb 2024	Head, Operations Management
Benjamin Ong	13 Jan 2025	Head, Social Work

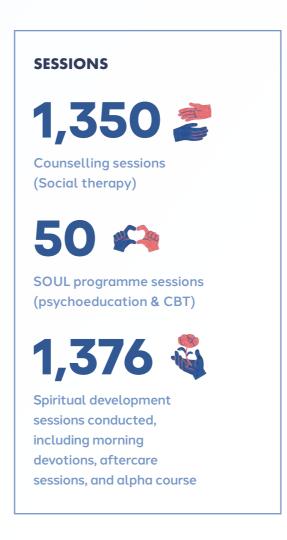
**ANNUAL REPORT FY2024** 

# **ORGANISATIONAL CHART**



#### **IMPACT HIGHLIGHTS**

# **IMPACT METRICS**



Opportunities for physical wellness and community engagement

#### Including:

- 1 Yellow Ribbon Run
- 2 Ride & Run to Restore
- 3 Friendly Futsal Matches with SINDA Youth
- Beach Clean-Up Community Service

165

Newly emplaced and re-emplaced residents supported in FY2O24 through our 4-Fold Therapy Programme

#### **WORK THERAPY**

- Moving Services 51%
- Kitchen 14%
- Building & Facilities
  14%
- Agape Laundry & Cleaning
- Urban Farming 6%
- Security
- 3%
- Bakery & Café
  2%
- Furniture Retail



6,710

Hours of work therapy conducted monthly



\$116,963

In monthly employment value

# **OUR 4-FOLD** THERAPY MODEL









#### A HOLISTIC APPROACH TO RECOVERY

At the heart of The Helping Hand's rehabilitation model lies the 4-Fold Therapy—designed to restore individuals holistically through spiritual growth, social connection, purposeful work, and physical wellness. In FY2024, a resident needs survey affirmed the centrality of faith and family in motivating recovery. Notably, 80% of residents cited family as their primary reason for wanting to change.



# **SPIRITUAL DEVELOPMENT**

#### **ANCHORING HOPE AND IDENTITY**

At THH, we believe that true transformation begins from within. Spiritual Therapy provides daily opportunities for residents to reconnect with God, discover their identity in Christ, and deepen their faith journey. Through intentional spiritual disciplines and community support, residents are encouraged to pursue lasting inner change and hope.

260 Morning Devotion, Bible Study & **Prayer Meeting** Sessions

364 Aftercare Spiritual Sessions

Church Service Sessions

Alpha Course Sessions

#### **CORE COMPONENTS**

- Morning small-group devotions
- 2 Prayer meetings and chapel services
- Bible studies in both **English** and Mandarin
- One-on-one pastoral care and prayer
- **5** Aftercare support: church befrienders and overcomers who journey with residents post graduation
- 6 Alpha Course: First batch launched in February 2025

#### **LOOKING AHEAD**

Partnering with Alpha Singapore, we will run the Alpha Course twice yearly to nurture spiritual foundations in an accessible and engaging way.

## **AH HAI'S STORY** FROM ADDICTION TO **ADVOCACY**



"NOW, I'M TOTALLY A **CHANGED PERSON. I'M** LIVING A NEW LIFE AND **SHOWING OTHERS THAT CHANGE IS POSSIBLE."** 

- Ah Hai

After repeated incarcerations and family strain, Ah Hai encountered faith while in prison. Upon release, he joined THH where spiritual practices and social support became catalysts for change. Today, Ah Hai is free from addiction and serves as a prison counsellor, offering hope to others.



#### **RESTORING RELATIONSHIPS AND BUILDING COMMUNITY**

We are created for connection—and at THH, Social Therapy is designed to help residents rebuild trust, strengthen family ties, and cultivate healthy peer relationships through intentional, structured programmes.

#### **CORE COMPONENTS**

#### **Counselling Sessions**

A new Counselling Topics Guideline was introduced in Jan 2025 to help volunteer counsellors better address the individual needs and goals of residents.

#### **Home Visits**

Strengthening family bonds through scheduled visits and ongoing support.

#### **Family Day Gatherings**

Held quarterly, these dinners allow residents to invite loved ones for meaningful fellowship with the THH community. Reintroduced in December 2024 during Christmas, Family Day has since become a cornerstone of community building.

#### **Community Service**

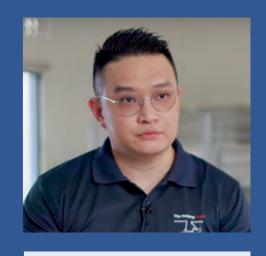
**Creating opportunities** for residents to give back and grow in empathy and responsibility.

#### **SOUL Programme**

Focus group discussions explore vital recovery themes:

- Building hope
- 2 Identifying values and goals
- 3 Developing healthy relationships and support systems
- 4 Emotional regulation and self-awareness
- **5** Forming healthy habits
- 6 Identifying triggers and learning to say no

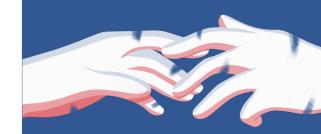
# **IVAN TAN'S STORY** FROM ADDICTION TO **ADVOCACY**



"THE POSITIVE SUPPORT **OF FAMILY MEMBERS PLAYS A CRUCIAL ROLE IN STRENGTHENING A RESIDENT'S PSYCHOLOGICAL RESILIENCE** AND DETERMINATION TO OVERCOME DRUG **ADDICTION."** 

— Ivan Tan, Social Work Associate at THH

After losing his mother, Ivan struggled with drug use for eight years. With the help of his mentor, Sophia, and through counseling, he faced his addiction and rebuilt his life. Now drug-free, Ivan is a Social **Work Associate at THH and plans** to pursue a degree in Social Work. He hopes to help others by sharing his message that it is never too late to ask for help.



#### **LOOKING AHEAD**

We recognise that family support is vital for long-term rehabilitation. In Feb 2025, we launched our first Family Support Group to create a safe and supportive space for families to share challenges, strengthen bonds, and walk alongside their loved ones.

#### We aim to:

- Expand monthly Family Support activities to encourage sustained engagement.
- 2 Further refine counselling sessions with guided themes for deeper impact.
- 3 Enhance the SOUL Programme through Alumni-led Overcomer Sharing Sessions, creative enrichment activities such as sketching and storytelling, and pre and post-programme surveys to assess impact and guide improvement.

#### **IMPACT METRICS**

1,350

**Individual Counselling Sessions** 

**50** 

**SOUL Programme Sessions** 

#### **ANTHONY & NANCY'S STORY**

#### A RECIPE FOR RESOLVE AND RESILIENCE

Anthony Rozario was emplaced at THH in May 2025. A skilled cook, he applied his culinary talents in the kitchen while undergoing our 6-month programme. But his journey was anything but easy—spanning over 30 years of poly-substance abuse, incarceration, and relapses.



Through it all, his wife Nancy stood by him. "Treat me like a friend," she told him—encouraging openness and honesty. She visits regularly and joins Anthony at monthly Family Support Group sessions. Today, Anthony is determined to break the cycle—for Nancy, for his ageing mother, and for himself. With renewed confidence and the support of THH, he is pressing forward toward lasting reintegration and restoration.



# STRENGTHENING THE BODY FOR DAILY LIVING

Physical wellbeing is an essential pillar of long-term reintegration. At The Helping Hand, Physical Therapy supports residents in developing healthier lifestyles, building confidence, and fostering community through structured physical activities.

"THE COMMUNITY'S SUPPORT, TIME,
AND PRESENCE REMIND US WE ARE NOT
ALONE. THROUGH EVENTS LIKE RIDE &
RUN TO RESTORE, WE FIND HOPE AND
THE RIGHT COMMUNITY TO REBUILD OUR
LIVES TOGETHER."

— Kumar, Staff at THH

#### **CORE COMPONENTS**

#### **Cycling Workshop Series**

"Life Behind Bars": Conducted in partnership with Break the Cycle and supported by the OSCAR Fund (Temasek Foundation), this hands-on series teaches residents essential cycling skills and bike maintenance, while fostering resilience, teamwork, and friendships with volunteer cyclists and coaches from Saddlewerkz.

#### **Recreation Room (Billiards)**

Promotes relaxation, peer bonding, and emotional wellbeing through informal play and social interaction.

#### **Participation in External Events**

Residents are encouraged to join community events including:

- 1 Yellow Ribbon Run
- 2 Ride & Run to Restore
- 3 Cycling sessions with Break the Cycle
- 4 Futsal friendly matches with SINDA Youth
- 5 Beach Clean-Up Community Service

#### **Daily Exercises & Games**

Residents engage in regular physical activity—such as workouts and team games—held in the gym and parade square, supporting strength, discipline, and camaraderie.

#### **LOOKING AHEAD**

In FY2025, THH will strengthen its Physical Therapy offering with:

- Movement Therapy: Gentle mobility and stretching sessions tailored to residents' varying physical abilities.
- On-site Physiotherapy: Support for residents with chronic pain, injury recovery, or age-related conditions.
- 3 Upskilling of volunteer counsellors and staff on mental health wellness and SafeTalk (suicide alertness).





# CULTIVATING SKILLS, PURPOSE, AND RESPONSIBILITY

Work is central to rehabilitation at THH. Through structured work assignments, residents develop practical skills, accountability, and a renewed sense of dignity and purpose.

Each resident is placed in a specific work area, depending on their skills, interests, and rehabilitation goals.

#### **SOCIAL ENTERPRISES**

## **BAKERY & HANDS CAFÉ**

#### **SKILLS**

- Baking
- Food Hygiene& Safety
- Packaging
- 4 Customer Service

# **MOVING SERVICE**

#### **SKILLS**

- 1 Logistics Planning
- 3 Workplace Safety
- 2 Teamwork
- 4 Customer Service

## **URBAN FARMING**

IN PARTNERSHIP WITH TOMATOTOWN

#### **SKILLS**

- 1 Hydroponic Farming
- 2 Harvesting
- 3 Packaging
- 4 Last-mile Delivery to Supermarkets

## **FURNITURE**

IN PARTNERSHIP WITH MYSEAT.SG

#### **SKILLS**

- 1 Woodworking
- 2 Finishing
- 3 Customer Interaction

#### **WORK INITIATIVES**

## **KITCHEN**

#### **SKILLS**

- 1 Daily Meal Preparation
- Food Hygiene & Safety
- 2 Time Management
- 4 Teamwork

## **SECURITY**

#### **SKILLS**

- 1 Internal Site Monitoring
- 2 Safety Protocols
- 3 Operations Coordination

# BUILDING & FACILITIES MAINTENANCE

#### **SKILLS**

- 1 Infrastructure Upkeep
- 2 General Maintenance
- 3 Groundskeeping

## **LAUNDRY & CLEANING**

IN PARTNERSHIP WITH AGAPE SERVICES

#### **SKILLS**

- 1 Structured On-the-job Training in Laundry
- 2 Office Cleaning

#### **LOOKING AHEAD**

In FY2025, THH will be re-evaluating and rebalancing the rehabilitation aspect of Work Therapy. The focus will be on strengthening the development of residents' work attitude, skills, and knowledge as integral parts of their rehabilitation journey. Stay tuned for more updates!

# RONNIE'S STORY DIGNITY THROUGH GRACE

Ronnie entered the Agape L.O.V.E. traineeship programme with uncertainty but quickly found a space where grace and empathy were lived out daily.



Even when physical demands made it difficult for him to continue, he recalls being told: "If you ever change your mind, you're welcome back anytime." That gesture of dignity left a lasting mark.

Today, Ronnie works as a housekeeper at his local church, where he continues his journey of restoration with a renewed sense of purpose. His story reminds us that grace and second chances can restore not only the ability to work—but also a person's self-worth.

#### **DANIEL'S STORY**

#### LOVE THAT WALKS WITH YOU

For Daniel, the traineeship was more than just practical training—it became a deeply personal encounter with God's love.

"There was a co-worker I had argued with before." Daniel recalls.

"ONE DAY HE CAME BY AND SHOWED
GENUINE CONCERN. IN THAT MOMENT,
I FELT GOD'S LOVE BREAKING THROUGH
WHAT USED TO BE CONFLICT."

— Daniel

He also experienced grace from leadership.
Although unable to commit to a full-time role,
he was still offered a part-time position—a
quiet affirmation of his dignity and value.

What touched him most was the continued care: "My supervisor still checks in on me. That makes me feel seen, remembered, and loved." Daniel's journey illustrates how the love of Jesus extends beyond past mistakes—walking with us long after a programme ends.

#### **LOOKING AHEAD**

In FY2025, THH will continue to refine each therapy component by integrating:



Trauma-informed care practices



Eldercare responsiveness for aging residents



Structured reintegration pathways

(that include vocational certification, transitional employment, and aftercare support)



OUR GOAL IS NOT JUST
REHABILITATION, BUT
RESTORATION OF IDENTITY,
RELATIONSHIPS, AND
PURPOSE.

#### **OUR COMMUNITY PARTNERS**

### **METRICS**

#### **COMMUNITY PARTNERS**

21

Organisations & Churches

(include Singapore Prison Service, Yellow Ribbon, Prison Fellowship Singapore, Agape Services, TomatoTown, MySeat.sg, Break the Cycle, Alpha Singapore, BRMC & 13 Other Churches).

# **221 Volunteers**

50

2

Counsellors

Cycling Volunteers

Urban Farm Volunteers

110

Bible Study, Sermon Speakers, Aftercare

**Volunteers** 

**30** 

15

Event Volunteers 14

Alpha Course Volunteers

# **TESTIMONIES**



"THE CYCLING WORKSHOPS AND EVENT PLAY A CRUCIAL ROLE IN PROVIDING EX-OFFENDERS WITH THE SUPPORT AND RESOURCES NECESSARY IN THEIR REINTEGRATION JOURNEY."

 Partner from Ride & Run to Restore 2024 "THIS EVENT IS VERY IMPACTFUL FOR EX-OFFENDERS AS THEY GET TO EXPERIENCE SOMETHING DIFFERENTLY COMPARED TO WHAT THEY ARE CURRENTLY DOING IN THE HALFWAY HOUSE."

 Volunteer from Ride & Run to Restore 2024

# 2024 HIGHLIGHTS





















# **2024 HIGHLIGHTS**



















TRAINING & DEVELOPMENT

# HSM + MODEL ROLLOUT

In mid-2024, the Singapore Prison Service (SPS) introduced the new Halfway House Service Model Plus (HSM+) to all halfway houses, with implementation beginning in Jan 2025.



This enhanced model aims to better equip halfway house partners with the resources and structure to support emplaced residents throughout their reintegration journey.

Overall, HSM+ marks a significant step forward in strengthening aftercare support—promoting meaningful engagement during residency and smoother reintegration into the community post-discharge.

### **STAFF RETREAT 2024**



#### **TEAM REFLECTION AND ALIGNMENT**

In July 2024, the THH team gathered in Batam for a meaningful staff retreat—a time of rest, fellowship, and alignment.

#### THE RETREAT INCLUDED:



Morning devotions and evening worship services



Team bonding through games and shared meals



A facilitated reflection session by Ms. Lim Ai Ling

Here, staff collectively reflected on THH's organisational values and identified key behaviours to stop, start, and continue as a team

This time away deepened relationships and renewed our shared sense of purpose and mission.

# PROGRAMME EVALUATION & DEVELOPMENT

Throughout FY2024, THH focused on programme improvement in partnership with SPS and community stakeholders.

#### **NOTABLE DEVELOPMENTS INCLUDE:**

- 1 Preparation and launch of the Alpha Course
- **2** Launch of Family Support Groups
- 3 Continuation and enhancement of Family Day Gatherings

These initiatives are aligned with our commitment to holistic resident care and family reintegration.

# PERSONAL DATA PROTECTION & CYBERSECURITY TRAINING

In mid-2024, staff underwent training sessions focused on data protection and cybersecurity awareness.

#### **KEY AREAS COVERED**

- How data breaches occur and common types of personal data handled
- 2 The individual's role in safeguarding personal and beneficiary information
- 3 Scam identification and response (e.g., phishing, social engineering)
- 4 Cybersecurity threats such as mobile malware attacks and safe practices

These sessions reinforce THH's commitment to protecting sensitive information and maintaining a secure digital environment.

# **OHFSS**

In 2024, THH's leadership team participated in the Organisational Health Framework for Social Services (OHFSS) survey by NCSS. The framework provided valuable insights into our organisational strengths and areas for growth.

#### **KEY OBSERVATIONS**

- Strong performance in governance and financial sustainability
- Identified opportunities for improvement, particularly in digitalisation and systems strengthening

THH will continue to use these findings to inform strategic planning and operational development.



# CORPORATE GOVERNANCE FRAMEWORK

#### **OUR BOARD**

The Board of The Helping Hand works closely with the management team to set the organisation's strategic direction.



Its key responsibilities include providing oversight to ensure compliance with the Charities Act, applicable laws, and regulations, and upholding THH's mission and objectives.

The Board meets quarterly, with additional meetings convened when necessary. To strengthen governance, the Board has established three key committees to support its oversight functions:



# AUDIT AND RISK COMMITTEE (ARC)

Oversees compliance with the Charity Governance Code and monitors risk management practices.



# FINANCE AND HUMAN RESOURCE COMMITTEE (FHR)

Safeguards the financial health and people-related matters of the organisation.



# PARTNERSHIP AND OUTREACH COMMITTEE (POC)

Supports strategic fundraising efforts and enhances public awareness of THH's work.

These committees allow Board members to contribute more deeply in focused areas and provide a platform to assess their alignment and readiness for broader governance roles in support of THH's Vision.

# **BOARD TENURE**& ATTENDANCE

Board members are not remunerated for their Board services in the financial year. All current Board members have served for less than 10 consecutive years. THH does not have any related entity and none of the board members have general control and management of the administration of THH.

NAME	DESIGNATION	MEETING ATTENDANCE
May Loh	Chairman	••••
Timothy Hia Yi Liang	Vice Chairman	
Lam Toa-Yee Eugene	Honorary Secretary	
Loke Wai Yin	Honorary Treasurer	••••
Kwok Wai Keong	Member	••••
Jimmy Sng Hoon Haw	Member	
Michelle Cheo Hui Ning	Member	
Lim Ai Ling (from 20 April 2024)	Member	

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# **BOARD COMMITTEE MEETINGS: ATTENDANCE**

### **AUDIT & RISK COMMITTEE MEMBERS**

Jimmy Sng **Hoon Haw** 

Ang Hao Yao

Sim Hui Ting

### **FINANCE & HUMAN RESOURCE COMMITTEE MEMBERS**

Kwok Wai Keong

Loke Wai Yin

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Lim Ai Ling

**Yvonne Chan** 

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### **PARTNERSHIP & OUTREACH COMMITTEE MEMBERS**

Michelle Cheo Hui Ning

Eunice Phua

**Nicolette Hendricks** 

Karyn Qua

**Prof Kenneth Goh** 

Sabrina Tan



### **GOVERNANCE** & COMPLIANCE

THH remains committed to upholding high standards of compliance with all laws and regulatory guidelines applicable to charities, as outlined in the Code of Governance.

In FY2024, the Board and its Committees worked closely with the Management Team to ensure full adherence to the Tier 2 requirements of the Governance Evaluation Checklist (GEC), as mandated for all Institutions of a Public Character (IPCs).

**CALL FOR ACTION** CODEID DID THE CHARITY IF YOU HAVE INDICATED "NO" SCORE PUT THIS PRINCIPLE OR 'PARTIAL COMPLIANCE", INTO ACTION? PLEASE EXPLAIN.

#### PRINCIPLE 1: THE CHARITY SERVES ITS MISSION AND ACHIEVES ITS OBJECTIVES

1.1

Clearly state the charitable purposes (For
example, vision and mission, objectives,
use of resources, activities, and so on)
and include the objectives in the charity's
governing instrument. Publish the stated
charitable purposes on platforms (For
example, Charity Portal, website, social
media channels, and so on) that can be
easily accessed by the public.

Develop and implement strategic plans to

Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report

Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.

1.2 Yes 2 achieve the stated charitable purposes. 2 1.3 Yes the outcome and impact of its activities. 1.4 **Partial** The annual work plan to Compliance be further refined and

#### PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT

2.1

2.2

2.3

2.4

The Board and Management are
collectively responsible for achieving
the charity's charitable purposes. The
roles and responsibilities of the Board
and Management should be clear
and distinct.

The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.

Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas\*, where relevant to the charity:

a. Audit

b. Finance

\*Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.

Ensure the Board is diverse and of an appropriate size, and has a good mix of skills,knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.

Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at a minimum of once every three years.

Yes 2

the Board's monitoring

Management retreat.

formalised at Board and

of progress will be

2

2

2

2

2 Yes

Yes

Yes

2.5 Yes

CALL FOR ACTION	CODEID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	IF YOU HAVE INDICATED NO OR PARTIAL COMPLIANCE, PLEASE EXPLAIN.	SCORE	CALL FOR CODE ID DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	IF YOU HAVE SO INDICATED NO OR PARTIAL COMPLIANCE, PLEASE EXPLAIN.
Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will	2.6	Yes	-	2	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	- 2
take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer					Ensure that no Board member is involved in setting his/her own 3.3 Yes remuneration directly or indirectly.	- 2
(or an equivalent position may be considered after at least a two-year break.  ii. Should the Treasurer leave the position for less than two					Establish a Code of Conduct that reflects the charity's values  and ethics and ensure that the Code of Conduct is applied appropriately.  3.4 Yes	- 2
years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.					Take into consideration the ESG factors when conducting the charity's activities.  Compliance	To develop 1 and formalize an ESG policy.
Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. No staff	2.7	Yes	-	2		un ESa policy.
should chair the Board and staff should not comprise more					PRINCIPLE 4: THE CHARITY IS WELL-MANAGED AND PLANS FOR THE FUTURE	
than one-third of the Board.  Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	-	2	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.  a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	- 2
The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.  For all Board members:  a. Should the Board member leave the Board for less than	2.9a	Yes	-	2	Implement appropriate internal controls to manage and monitor 4.1b Yes the charity's funds and resources. This includes key processes such as:  i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and	- 2
two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.  b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive					iii. System for the delegation of authority and limits of approval.  Seek the Board's approval for any loans, donations, grants,  or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	- 2
years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of					Regularly identify and review the key risks that the charity is 4.3 Yes exposed to and refer to the charity's processes to manage these risks.	- 2
service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).  c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.					Set internal policies for the charity on the following areas and regularly review them:  a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);  b. Board strategies, functions, and responsibilities;  c. Employment practices;	- 2
For Treasurer (or equivalent position) only:  d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions	2.9d	Yes	-	2	<ul> <li>d. Volunteer management;</li> <li>e. Finances;</li> <li>f. Information Technology (IT) including data privacy management and cyber-security;</li> <li>g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board);</li> <li>h. Service or quality standards; and</li> <li>i. Other key areas such as fund-raising and data protection.</li> </ul>	
on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.					The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	- 2
PRINCIPLE 3: THE CHARITY ACTS RESPONSIBLY, FAIRLY	Y AND WI	TH INTEGRITY			The charity should also measure the impact of its activities,  4.6 Yes	- 2
Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	-	2	review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	

SCORE

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at the charity.

CALL FOR ACTION	CODEID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	IF YOU HAVE INDICATED NO OR PARTIAL COMPLIANCE, PLEASE EXPLAIN.	SCORE
PRINCIPLE 5: THE CHARITY IS ACCOUNTABLE AND TRA	NSPAREN	т		
Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and	5.1	Yes	-	2

5.2

5.3

5.4

5.5

5.6a

5.6b

5.7

6.3

PRINCIPLE 6: THE CHARITY COMMUNICATES ACTIVELY TO INSTIL PUBLIC CONFIDENCE

Yes

Yes

Yes

Yes

Yes

<ul><li>a. Number of Board meetings in the year; and</li><li>b. Each Board member's attendance.</li></ul>
The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charit subsidiaries) for each of its three highest-paid staff, who each

The charity should disclose the following in its annual report:

ity's receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.

Implement clear reporting structures so that the Board,
Management, and staff can access all relevant information,
advice, and resources to conduct their roles effectively.

a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.

Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's

governing instrument. Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.

Yes

Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its

cause to maintain or increase public support, show appreciation to supporters, and so on).

and respond constructively. Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.

Listen to the views of the charity's stakeholders and the public

Yes

Yes

Yes

**POLICIES** 

2

2

2

2

2

2

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### **PERFORMANCE BONUS MODEL**



The performance bonus model was restructured, with implementation beginning in FY2025, to establish a more marketcompetitive and performance-driven system that better aligns individual payouts with the organisation's overall success.

#### The revised model aims to:

- Ensure equitable compensation by linking bonus payouts to individual base salaries and calibrated performance ratings, promoting a fairer distribution of rewards.
- 2 Align with market practices by offering competitive bonus levels across job grades, supporting efforts to attract and retain talent.
- 3 Strengthen alignment with organisational performance by removing restrictive caps in the bonus pool, allowing greater flexibility to recognise exceptional contributions.

#### **FINANCE POLICIES**



To ensure transparency, financial prudence, and full compliance with the Commissioner of Charities (COC) and other financial regulatory requirements, the Management Team—under the oversight of the Finance Committee updated the Finance Policy in FY2024.

- Receipt of Grants
- Procurement Approval Matrix
- **Prepayments to Suppliers**
- **Payroll Processing**
- 5 Fixed Assets Capitalisation Policy

### **DIGITAL TRANSFORMATION**



The Management Team and Board recognise the importance of leveraging technology to enhance organisational efficiency and support THH's rehabilitative mission. In FY2024, THH took a significant step forward by digitalising its HR processes, supported by the NCSS Techand-GO! grant.

A key milestone was the implementation of a Human Resource Management System (HRMS)—a centralised platform that replaces manual, paper-based processes with a mobileenabled self-service system. Staff can now easily apply for leave, view leave balances, and access payslips anytime, anywhere.

Beyond convenience, this initiative also contributes to staff upskilling, equipping them with digital competencies essential for today's workplace.

### **RESERVES POLICY**



THH is committed to maintaining a prudent reserves policy to ensure sufficient working capital for the continuity of operations and the sustainable development of its core activities over the long term.

Based on current projections, THH's reserves are estimated to cover slightly more than one year of operating expenses and payroll, providing a reasonable buffer for financial stability.

#### WHISTLEBLOWING



THH is committed to upholding high standards of integrity and ethical conduct. In support of this commitment, a whistle-blowing policy is in place to provide employees, volunteers, and external parties with a clear and confidential channel to report, in good faith, any suspected misconduct, legal violations, or breaches of THH's Code of Conduct.

The policy covers serious concerns that may significantly impact the organisation, including but not limited to fraudulent activity, financial misreporting, unlawful acts, and unethical behaviour. All reports are treated with strict confidentiality, to the extent possible, to safeguard the integrity of investigations.

Importantly, the policy protects whistleblowers who report concerns in good faith from retaliation, intimidation, or any adverse consequences.

Details of the policy are documented in THH's HR Policies and accessible to all staff. Reports of suspected improprieties can be made directly to: chairman@thehelpinghand.org.sg

#### PRIVACY POLICY



At the heart of THH's mission is the rehabilitation and reintegration of exoffenders into society. In fulfilling this responsibility, we recognise the critical importance of safeguarding the personal data of our beneficiaries. THH is committed to maintaining high standards of confidentiality and ensuring that all personal data collected is handled with care and in strict compliance with Singapore's data protection laws, best practices, and the fundamental rights of individuals.

To uphold these standards, THH has implemented a Data Protection Policy and Data Breach Response Policy. All staff are required to undergo annual data protection training, ensuring continued awareness and compliance.

We also conduct regular reviews and assessments to strengthen our data protection practices and remain aligned with evolving legal and ethical standards. This proactive approach reflects our deep commitment not only to rehabilitation but also to the holistic wellbeing, dignity, and privacy of those we serve.

#### ENTERPRISE RISK MANAGEMENT



THH's Management Team, in collaboration with the Audit and Risk Committee (ARC), continues to adopt an Enterprise Risk Management (ERM) framework to systematically identify, assess, and manage risks.

This ensures the sustainability of operations and the achievement of strategic objectives. Key risks are regularly reviewed and addressed to keep the framework current and effective, recognising that the operating environment is dynamic and risk profiles continually evolve.

#### **DISCLOSURE**

#### **CONFLICT OF INTEREST POLICY**

THH has in place a Conflict of Interest Policy, supported by operating procedures to proactively avoid and manage both actual and perceived conflicts of interest.

This policy is read and acknowledged by all members of the Board, Board Committees, and management staff upon appointment, and reaffirmed annually during their term of service. New employees are also required to review and acknowledge the policy during their onboarding process.

In the event a conflict of interest arises, the individual must make a full disclosure and abstain from any related discussions and decisions, including voting on the matter.

To safeguard against conflicts of roles, employees of THH are not permitted to serve on the Board or its Committees. Furthermore, all Board and Committee members serve on a voluntary basis and are not remunerated for their contributions.

The Conflict of Interest Policy also governs the procurement process. Board members and employees must declare any personal or external business interests that may conflict with their duties at THH. Individuals with such affiliations are required to recuse themselves from participating in tenders, procurement decisions, or purchase proposals involving related entities.

### **REMUNERATION DECLARATION**

All Board and Committee members serve on a voluntary basis and do not receive any remuneration for their services or contributions to THH's governance activities.

During the financial year, there were no staff members who are related to any Board or Committee member and whose remuneration exceeded \$50,000.

The remuneration of the organisation's highest-paid key executives who received more than \$100,000 annually is disclosed as follows:

Remuneration range\*: \$100,000 - \$200,000

No. of staff: 2

\*Remuneration comprises basic salaries, bonuses, annual wages supplements, variable components, and contributions to the Central Provident Fund.

# DONOR IMPACT & FINANCIAL SUMMARY

## **FUNDRAISING**

THH adheres to fundraising guidelines set by the Charities Act, ensuring that all efforts are conducted with transparency, accountability, and integrity.

#### **KEY PRACTICES IN 2024**

#### **Expense Threshold**

All fundraising activities were carried out in accordance with best practices, with total fundraising expenses kept within 30% of the total receipts from fundraising and sponsorships in FY2O24.

#### **No Commercial Fundraisers Engaged**

THH did not engage the services of commercial fundraisers, in line with our commitment to ethical fundraising.

#### **Respect For Donor Intent**

Where donors designate their contributions for specific programmes or services, THH ensures that the funds are used strictly for the intended purpose. In rare cases where a reallocation is proposed, THH seeks and obtains the donor's written consent before proceeding.

THH is committed to cultivating a strong culture of philanthropy and building enduring partnerships that enable the organisation to grow and thrive. Recognising the importance of financial sustainability, THH continues to diversify its funding sources to ensure a stable and resilient financial foundation.

# FUNDRAISING ACTIVITIES IN 2024

#### **CHARITY GOLF 2024**

Held on August 2024

- 1 A total of \$565,763 was raised for General Fund
- 2 Expenses of \$78,291 was incurred
- 3 Fundraising efficiency: 14%

#### **RIDE TO RESTORE 2024**

Held on April 2024

- 1 A total of \$164,115 was raised for General Fund
- 2 Expenses of \$18,810 was incurred
- 3 Fundraising efficiency: 12%

#### **Allocation of Donations**

Unless otherwise specified by the donor, all donations are directed to THH's General Fund to support overall programme delivery and operations.

#### **Financial Recording and Transparency**

THH maintains rigorous standards in recording and tracking all donations received.
All contributions are accurately entered into the accounting system, reinforcing our commitment to financial transparency and accountability.

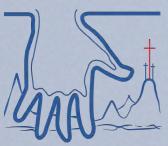
Looking ahead, in addition to its signature fundraising events—Charity Golf and Ride to Restore—THH will actively pursue new partnerships to expand its network of supporters and collaborators. These efforts aim not only to strengthen fundraising capacity but also to broaden THH's reach and deepen its impact within the community.

Fund-raising Efficiency Ratio (%)	13%	12%
	120/	170/
Total Employee Cost	3,718,754	2,964,167
registered charities (S\$) No. of Employees	107	111
Donations, Grants and Sponsorships given to other	-	-
Other Information		
	.,	-,
Total Funds and Liabilities	10,860,415	9,884,238
Total Liabilities	1,946,302	1,667,419
Total Non-Current Liabilities	448,140	718,226
Total Current Liabilities	1,498,162	949,193
Liabilities	, ,	, ,,,,
Total Funds and Reserves	8,914,113	8,216,819
Endowment Funds	-	-
Total Unrestricted Funds Total Restricted Funds	8,665,644 248,469	7,818,250 398,569
Funds Total Unrestricted Funds	9 665 644	7 010 350
	,,	-,,
Total Assets	10,860,415	9,884,238
Others	48,375	6,532,937 31,872
Cash & Deposits	1,115,226 8,362,200	1,036,952 6,532,937
Inventories Accounts Receivable	- 1 115 22 <i>6</i>	35,559 1,036,953
Investments	-	490,767
Other Tangible Assets	658,382	879,946
Land and Buildings	676,232	876,205
Assets		
BALANCE SHEET		
Total Expenditure	5,798,466	4,888,918
Other Expenses	4,129,694	2,931,310
Total Charitable Activities/Programme Expenses	1,571,671	1,877,647
Overseas (include Direct and Support Costs)	-	-
Local (include Direct and Support Costs)	1,571,671	1,877,647
Charitable Activities/Programme Expenses		
Fund-raising Expenses	97,101	79,961
Expenses		
capital in nature	-	-
Of the total receipts, please state the total amount which is	_	_
Total Receipts	6,776,060	5,475,908
Other Income	229,873	208,085
Programme Fees	2,336,198	2,306,378
Investment Income / (Loss)	(58)	21,523
Government Grants	3,610,344	2,483,317
Total Donations in Kind	11,741	33,681
Non Tax-Deductible	11,741	33,681
Tax-Deductible (Applicable to IPCs only)	-	-
Donations in Kind		
Total Donations in Cash	587,962	422,924
Non Tax-Deductible	120,721	80,068
Tax-Deductible (Applicable to IPCs only)	467,241	342,856
Donations in Cash		
RECEIPTS		
	JAN'24 TO MAR'25	JAN'23 TO DEC'23
FINANCIAL SUMMARY OF PAST TWO (2) FINANCIAL PERIODS	FY2024*	FY2023

<sup>\*</sup>Note: The financial year end of The Helping Hand has been changed from 31 December to 31 March. The current financial period covers the period from 1 January 2024 to 31 March 2025.

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# **The Helping Hand**

"Come to me, all you who are weary and burdened, and I will give you rest" (Matthew 11:28)