



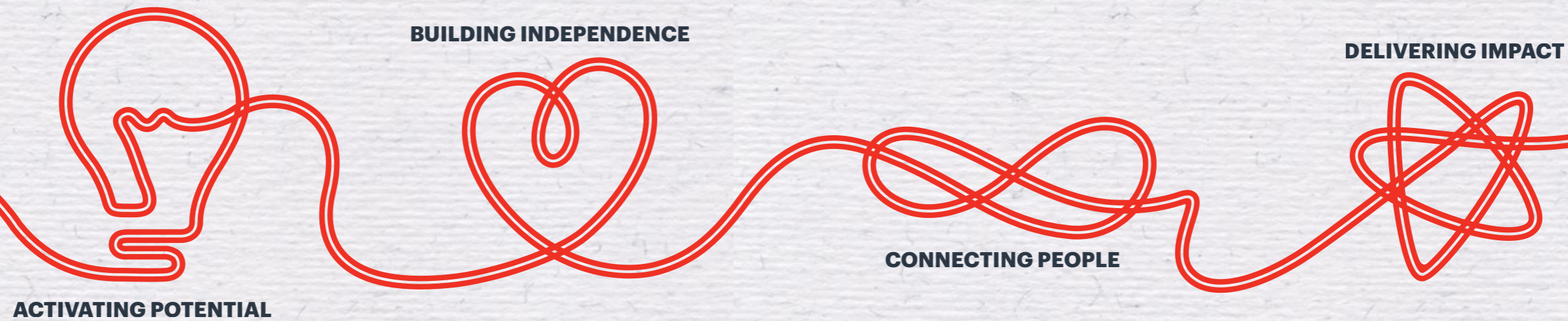
A *Journey* of
HOPE and
TRANSFORMATION

TOUCH REPORT 2021



TOUCH Community Services Ltd

TOUCH Family Services Ltd



A JOURNEY OF HOPE AND TRANSFORMATION

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

Vision 2030

Strong Families. Caring Generations.
Enabled Communities.

Mission

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

Our Story

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

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

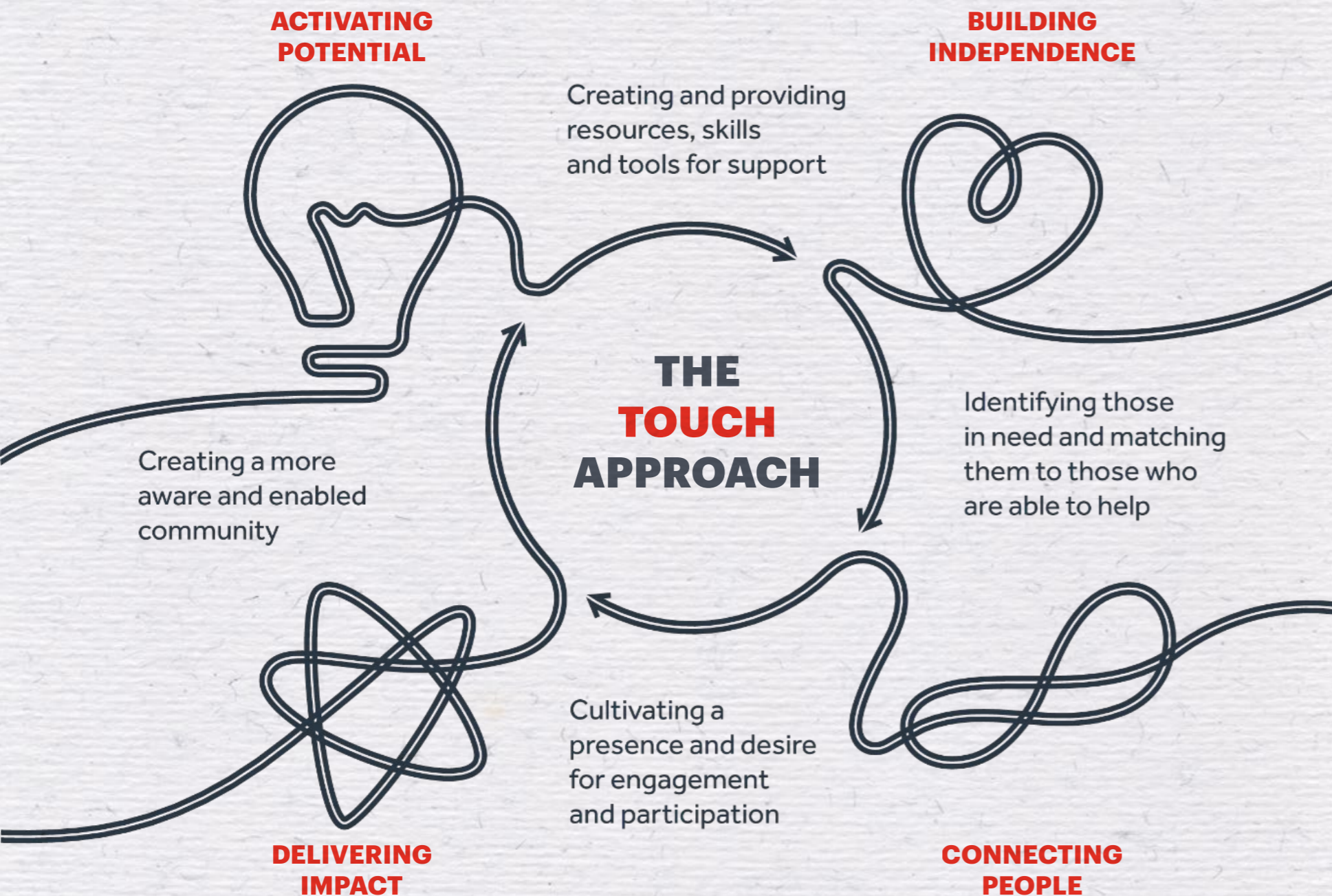
What started out as a simple attempt to mentor 45 children and help them develop to their full potential has today become a multi-service organisation that serves a diverse range of clients, from children to the elderly and those with special needs.



About TOUCH

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

Since 1992, TOUCH Community Services has served people of all ages, races and religions to see sustainable change and transformation in their lives. We believe in the worth and potential of every individual to grow, participate and contribute in the community – be they a child or youth at-risk, a family in need, a person with special or healthcare needs or a senior. In the year under review, TOUCH served over 229,000 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 2021 saw TOUCH Community Services deliver targeted initiatives to transform lives, strengthen families and enhance capability building within the social service sector.

Everyone Can Be Someone

In the wake of shifting demographics and social changes brought about by the uncertainties of the pandemic, it was heartening to see TOUCH Champions, from all backgrounds, forging partnerships with us to ensure that no one was left behind. Together, we strived to nurture a community that progresses together, where each person is empowered and valued, and where everyone, no matter their background or circumstance, can be someone.

One such Champion is 42-year-old David Chin who has been a Meals-On-Wheels volunteer with TOUCH for two years. Last year, he roped in his family members to also play their part by helping with meals distribution to frail elderly during the pandemic. David then went a step further and became a champion for elderly causes. He galvanised support from his network of friends, family and supporters to raise funds and awareness for elderly-related causes.

A Journey of Empowerment

Likewise, it has been inspiring to witness our clients, empowered with support and resources, overcoming life's challenges with insurmountable grit and courage.

55-year-old Mr Roslan was his family's sole breadwinner. However, due to a serious back injury he sustained on the job, which resulted in limited mobility, he has been unable to work and provide for his family since early 2020.

Nonetheless, Mr Roslan possesses a positive attitude and is keen to recover and return to the workforce. With financial assistance from TOUCH, which helped with Mr Roslan's family's daily living expenses and his young son's medical bills, Mr Roslan could focus on upskilling and expanding his job competencies to increase his chances of securing a job which is less physically laborious. Today, Mr Roslan is more digitally savvy and is excited about his future career prospects.

Apart from working with TOUCH to expand his job competencies, Mr Roslan and his family participated in TOUCH's Digitally Ready Families (DRF) programme, made possible with our collaboration with community and corporate partners. DRF empowered Mr Roslan's family to thrive in the digital age and equipped him and his wife with strategies to parent their teenage daughters. Through effective communication, Mr Roslan has been able to keep his daughters' device use in check. He shared that his daughters are now more disciplined in their device use and lead better and healthier lifestyles. The family also enjoys a better relationship than before.

The stories of David and Mr Roslan are encouraging and spur us on to do more for the community. They remind us of the impact that every person – be it a donor, volunteer, corporate or community partner – can make in the lives of individuals and families within the community.

Recognition for Progressive Workplace, Exemplary Staff and Contributions to Community Wellbeing

As we seek to serve with compassion and excellence, we are grateful and humbled by the accolades received in 2021.

TOUCH was conferred the Special Recognition Award (Social Service Sector) as part of the Kincentric Best Employers Awards 2021 for our efforts at developing human capital, attracting talent, and igniting sustainable change through innovation.

We were also awarded the Enabling Mark (Silver) 2021 in recognition of our best practices and outcomes in disability-inclusive employment.

In addition, the work of Neighbourhood Care Networks at TOUCHpoint@AMK 433 was recognised at the Singapore Patient Action Awards under the Singapore Community Engagement Initiative Award for its contribution to the overall wellbeing of residents and the community. One of our nurses also received the Nurses Merit Award (NMA) by the Ministry of Health for her exceptional performance and contribution in elevating the nursing profession.

Thank you for your trust and commitment to TOUCH. As we enter the third decade of serving the community, I have no doubt that we will make an even greater impact in the lives of many. Together, let's mould Singapore into a compassionate nation built upon Strong Families, Caring Generations and Enabled Communities.


Lawrence Khong
 PBM





CHIEF EXECUTIVE OFFICER'S MESSAGE

2021 saw many stakeholders in the community step forward to meet pressing needs. Corporate and community partners, as well as volunteers, worked together to sustain lives and adapt to new ways of serving the community amidst the challenges posed by the pandemic.

The year also saw the launch of impactful programmes which continually transformed and uplifted lives. We launched a campaign that encapsulates an aspiration for the community to progress together, an inaugural family conference which brought together social service professionals on topics at the heart of every family, and milestone celebrations of TOUCH services that had served beneficiaries through the decades.

At TOUCH, this journey of hope and transformation was borne out of the strategic thrusts that have anchored our work, guided by the 4Ps – People, Programme, Platform, Partnership.

We value our People

We see talent development as an intentional and ongoing journey. Through employee engagement and the upskilling and development of our talent, we strive to enable every staff to grow in their potential and deliver impact in the community.

Through work of the Transformation Office, SMART goals training, structured coaching, development of career pathways, and enhanced HR processes were introduced to staff and middle managers. Internal capabilities related to research skills, programme design and monitoring were distilled and shared by the Impact & Research team through a series of Coffee Talk sessions.

Apart from building capabilities, we wanted to also ensure that staff could cope with the complexities of needs and increased demands on the ground, brought about by the pandemic. In the year under review, we launched the

Employee Assistance Programme, or EAP, for staff to have access to free private counselling with selected external service providers. The EAP is meant to help staff balance their personal lives with work and enhance their well-being in the workplace.

Despite the physical limitations put in place due to safe management measures, regular efforts were made to create appropriate and sufficient experiences for staff to feel engaged at work. Virtual town halls were conducted every quarter and virtual staff celebrations such as Staff Day and the Long Service Awards were key TOUCH platforms to disseminate happenings within the organisation.

For our efforts, we are heartened to win the Special Recognition Award (Social Service Sector) as part of the Kincentric Best Employers Award 2021. The award affirms the efforts that have been invested in driving transformation and collaboration within TOUCH.

We respond to needs through our Programmes

Many in our community faced challenges to maintain normalcy and stay physically, socially, and mentally well in the year under review. As such, being responsive to changing needs, and keeping an eye on the future were key considerations in designing our programmes.

On a national and community level, frameworks and practices were revised to better support the pressing needs of the community. For the Community Care sector, a new care model for the senior cluster operations (also known as Senior Activity Centres) would be put in place over the next three years to provide better health-and-eldercare services. The new national care model, Active Ageing Centres (AACs) would enable elderly clients to live and age well at home and in the community.

In 2021, TOUCH transited to the AAC mode of operation for Yishun 162 and 436 as well as TOUCHpoint@AMK 433.

The transition would be put in place over the next three years for other centres in Wellington and Geylang Bahru.

With an ageing society, there has been an increased need for holistic care to individuals and to meet the service gap in eldercare services. Individuals who do not have suitable proxy decision makers will need help should they lose mental capacity, or if their family is unable to support caregiving requirements. Efforts have also been made to enable seniors to remain active and independent within the community by helping them regain or maintain their ability to perform daily activities.

In TOUCH's multi-service work with children, youths, families, seniors and persons with intellectual disabilities, technology is a key enabler empowering our beneficiaries to age well and to learn better. The Digitally Ready Families (DRF) is a digital-readiness programme that aims to provide lower-income families with essential digital life skills. Through DRF, workshops and engagement channels were made available to both parents and their children, equipping them with skills to use basic digital platforms and cyber wellness resources to effectively manage their use of digital platforms. We are grateful for the collaboration amongst partners to ease digital adoption for vulnerable families, and in strengthening community support.

JOURNEY was started two years ago with the vision to support people with intellectual disabilities financially by providing them with an outlet for employment. The platform is today a sustainable business which celebrates inclusivity and Singapore art. Our special needs artists also made their international debut at the Milano Design Week with products from the JOURNEY x Supermama Social Wares Collection.

In view of increasing needs on the ground, TOUCH Professional Deputies and Donees, and TOUCH Day Rehabilitation Centre would be scaled up to serve more in the community. Previously administered as programmes,





“At TOUCH, this journey of hope and transformation was borne out of the strategic thrusts that have anchored our work, guided by the 4Ps – People, Programme, Platform, Partnership.”

both would become new TOUCH services and form part of the network of 23 TOUCH services in the community, with effect from 1 January 2022.

We develop Platforms to connect resources

In a year marked by challenges and changes, TOUCH's helplines were often listed on government directories and in the media as help resources. The TOUCHline and Help123 lines saw more than 600 callers seek support on issues such as mental health and excessive device use, while the TOUCH Care Line saw a 28.5% increase in calls on issues related to home personal care, home rehabilitation and Meals-on-Wheels food delivery.

As families adapt to the new normal and changing landscape, it has also become crucial for the community to discuss and identify family stressors which were brought to the fore. The inaugural TOUCH Family Conference served as a platform for the community to discuss existing and emerging issues affecting families and facilitated capability-building amongst social service practitioners.

We offered several programs on a hybrid platform to make our services more accessible for stakeholders. In reaching out to a younger demographic in providing mental wellness tips and information, content was curated by TOUCH Mental Wellness for social media platforms such as Instagram and TikTok, and a new virtual reality video on eating disorders for clients.

The benefits of technology were also brought to life through 'My Favourite Days', an Augmented Reality (AR) Storybook that was launched together with partners, Smart Nation and Digital Government Office; Meta; and MeshMinds.

The AR project conveyed the future of technology in an innovative and engaging manner for younger children, and more than 19,000 copies of the book were distributed to disadvantaged families through the National Library Board's Early READ programme.

The pandemic has highlighted the importance of repurposing physical locations for different groups to receive help and resources within a precinct. The first TOUCHpoint@AMK 433 was launched in 2019 to enable residents to support ageing in community. Moving forward, we endeavour to repurpose more locations to be activity nodes for the community.

We uplift lives through Partnerships

Together as a nation, many weathered the pandemic and its effects in the community in 2021. In a year with many challenges, TOUCH launched the 'Everyone Can Be Someone' campaign to convey a message of hope and encouragement to the community. The campaign encapsulates an aspiration for a community that progresses together, where everyone can be empowered and valued. This belief also underlies the belief and passion behind TOUCH's work for nearly 30 years.

As part of this campaign, TOUCH worked with more than 300 Champions from all walks of life. Together, the campaign provided a common platform through which we co-created solutions to meet evolving needs in the community.

Through the TOUCH leadership's involvement in various national taskforces and workgroups, we are honoured to contribute to national issues and solutions that would benefit more in the community. These include the Ministry of Health's Interagency Taskforce on Mental Health & Well-Being,

the Ministry of Communications and Information's Digital Readiness Council Steering Committee, the National University of Singapore's Social Service Research Centre, the National Healthcare Group Population Collective Leadership Council, Agency for Integrated Care's Community Care Technology Council, the Media Literacy Council, and Youth Alliance for Mental Health among others, as we look out for the needs of the vulnerable.

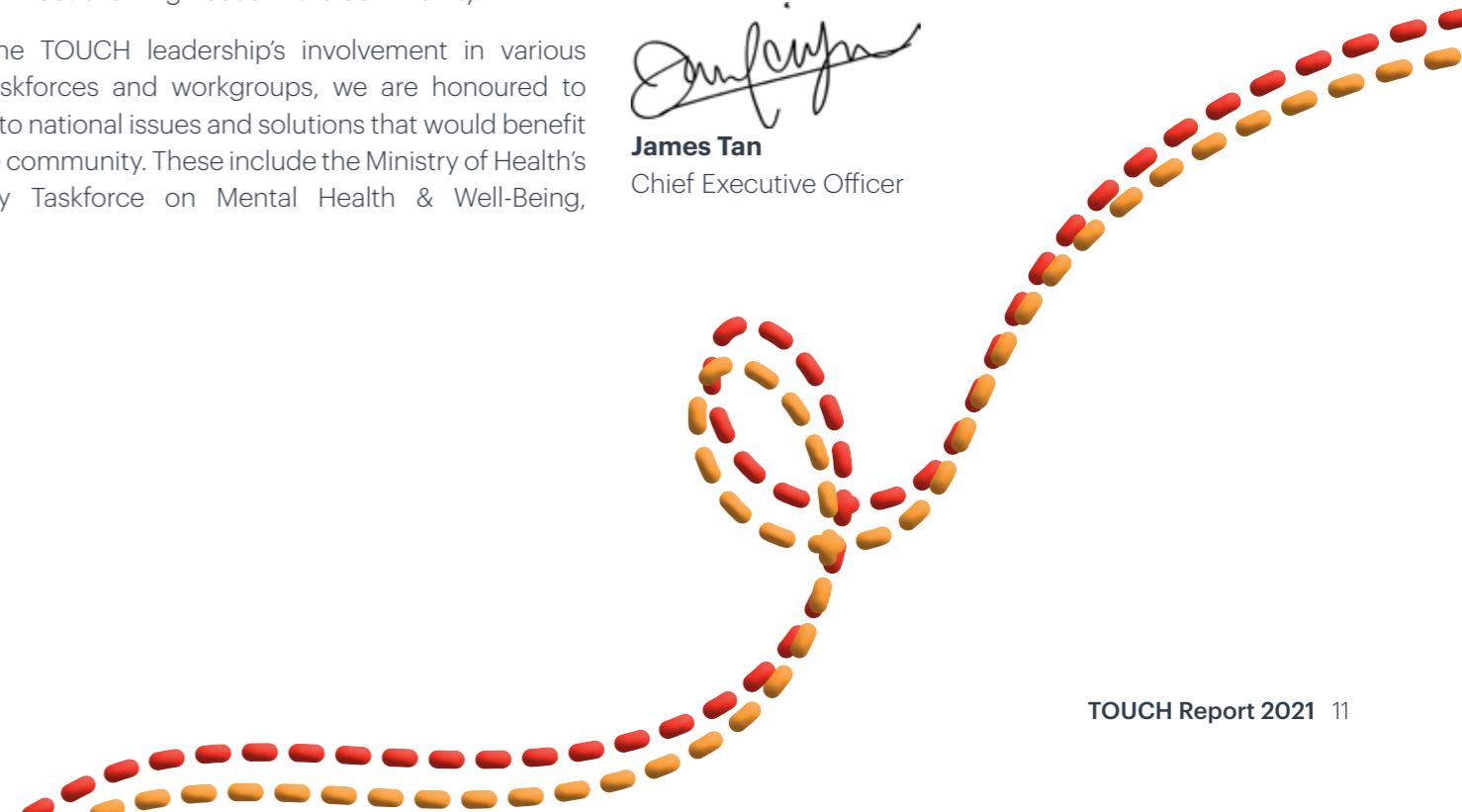
Join us on this journey of hope and transformation

Despite the challenges, 2021 was also a year when milestones were commemorated. TOUCH Adoption celebrated 20 years of partnering couples in building families, while TOUCH Cyber Wellness marked 20 years of championing cyber wellness education in Singapore through a symposium.

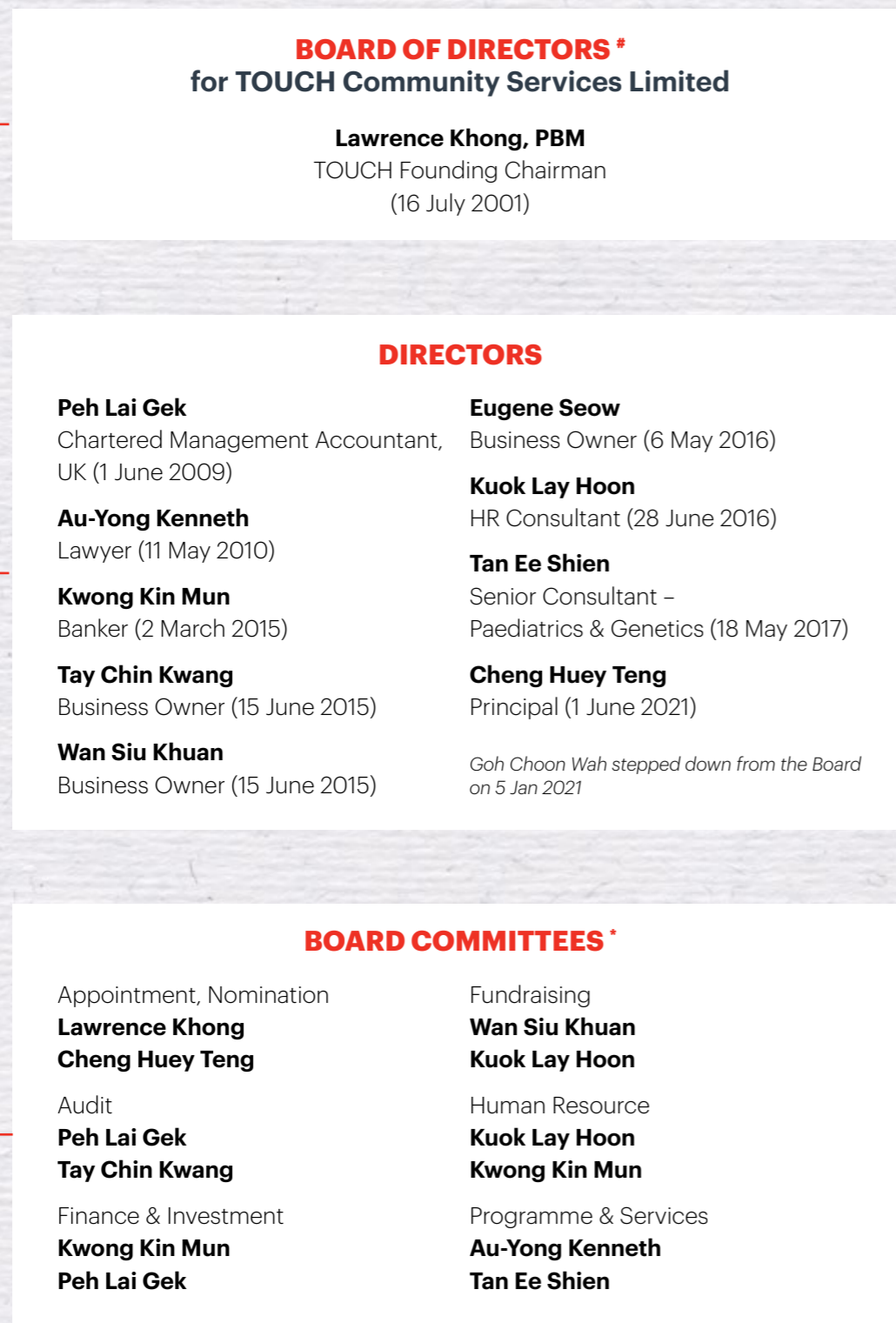
At the cusp of TOUCH's 30th anniversary in 2022, we are grateful for the constant support and stakeholders who have contributed to our work to inspire hope and transform lives over the decades. We look forward to continuing serving those in need and in building a community of individuals who are resilient and confident of the future.

I invite all TOUCH staff and our stakeholders – volunteers, donors and partners, to continue this journey with us, to grow, collaborate and develop sustainable solutions for our community.

James Tan
Chief Executive Officer



BOARD STRUCTURE



Leong Lai Cheng
Company Secretary
(25 February 2014)

* 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 2022.

TOUCH SERVICES



* New TOUCH Services wef 1 Jan 2022
** Renamed TOUCH Service

LEADERSHIP TEAM



James Tan
Chief Executive Officer



Leong Lai Cheng
Chief Operating Officer



Anita Low-Lim
Senior Director
TOUCH Integrated Family Group
Impact & Research
Partnership & Volunteer Management



Julia Lee
Senior Director
TOUCH Professional Deputies & Donees Social Work



Kevin Seow
Senior Director
TOUCH Elderly Group



Joyce Ang
Deputy Director
Partnership & Volunteer Management
Transformation Office



Teo Seok Bee
Deputy Director
TOUCH Integrated Family Group



Andrea Chan
Assistant Director
TOUCH Integrated Family Group



June Sim
Assistant Director
TOUCH Special Needs Group



Kelvin Lee
Assistant Director
TOUCH Elderly Group



Pearl Peh
Assistant Director
Communications



Rachel Yap
Assistant Director
Finance



Wong Li Peng
Assistant Director
TOUCH Elderly Group



Alvin Ong
Centre Manager
TOUCH Elderly Group



Ang Chiew Geok
Centre Manager
TOUCH Special Needs Group



Camilla Loh
Manager
Transformation Office



Stella Teo
Manager
Impact & Research

CORPORATE GOVERNANCE

Board's Conduct of its Affairs

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

The Board works with the Leadership Team to lead and manage the Organisation. The Board provides guidance to the Leadership Team and delegates the formulation of policies and the day to day management to the Chief Executive Officer, James Tan, who was appointed on 1 April 2016, and the Leadership Team. The Leadership Team remains accountable to the Board.

To assist the Board in the execution of its duties, the Board has delegated specific functions to the Board Committees. Each of these Committees operates within the Terms of Reference approved by the Board, a copy of which is on page 56.

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 with a quorum of at least three members. The annual general meeting was conducted virtually and important decisions which require Board approval were circulated in writing. The Board Committees meet at least one to three times a year.

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

Board Meeting Attendance Record	
Names	Attendance
Lawrence Khong	3/3
Au-Yong Kenneth	3/3
Cheng Huey Teng	1/1
Eugene Seow	3/3
Kuok Lay Hoon	3/3
Kwong Kin Mun	3/3
Peh Lai Gek	3/3
Tan Ee Shien	2/3
Tay Chin Kwang	2/3
Wan Siu Khuan	3/3

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

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

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

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

▣ Governance and Legal Information

- » Laws and regulations governing TOUCH
- » Board policies and key financial, human resource, fraud and whistle blowing policies

▣ Board Responsibilities

- » Board structure
- » Board committees and roles
- » Conflict of interest policy
- » Overview of stakeholder communication policy

▣ Key Contacts

- » Board of directors list
- » Key staff list

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

▣ Board Composition and Membership

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

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

TOUCH's Founding Chairman, Lawrence Khong, who has been with the Board since July 2001, continues to give inspirational leadership to TOUCH through

crafting and communicating its vision, and provided consistent guidance on strategies to implement the vision. Besides his leadership and clarity of vision, he has been instrumental in inspiring and mobilising the community to volunteer their service to the needy; he has also supported and resourced TOUCH which enabled the charity to grow, value-add and contribute to the professionalism in the social service sector.

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

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

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

▣ Board Performance

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

▣ Access to Information

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

▣ Risk Management and Internal Controls

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

TOUCH has outsourced its Internal Audit (IA) function that reports to the Audit Committee, independently. Annually, the IA function conducts a Risk Assessment to logically draft an Audit Plan that is presented to the Audit Committee for commissioning. Apart from Risk Assessment and Exposures, this audit plan also takes into consideration inputs from the Leadership Team, referring to the Audit Universe of TOUCH.

In Risk Assessment, the following areas are considered:

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

▣ Fraud Risk Management

To promote consistent organisational behaviour in order to prevent and detect fraud, TOUCH has developed a Fraud Risk Management Plan which provides guidelines and assigns responsibility when conducting investigations. Any irregularity that is detected or suspected must be reported immediately to the Chief Operating Officer (COO), who reports the irregularity immediately to the Audit Committee. The COO will be responsible to coordinate all investigations with the Chief Executive's Office and other affected areas, both internal and external.

▣ Audit Committee

The Audit Committee meets two times in the year, reviewing the state of governance, as well as ensuring that programs and services maintained a sound state of internal controls. The Audit Committee reviews the adequacy of the financial, operational and compliance controls for all the services, on a rotational three-year basis.

The Audit Committee ensures that the approved audit recommendations are adequately followed up by the Leadership team and is satisfied that the current state of internal controls is sufficient for TOUCH to achieve its objectives.

The Audit Committee has put in place a whistleblowing policy, whereby staff or any other person may raise concerns about possible improprieties in matters of financial reporting, fraudulent acts and other matters and ensure that arrangements are in place for independent investigations of such matters and appropriate follow up actions.

2021 AT A GLANCE



9,388
volunteers



Touched the lives
of over
229,000
individuals



Reached out to some
22,400
email subscribers
with marriage, family and wellness
tips and resources on a monthly basis



TOUCH Elderly
Group served
8,530
seniors



TOUCH Integrated
Family Group served
126,875
children, youths,
parents and
educators



TOUCH Special Needs
Group reached
3,272
individuals,
empowering people
with special needs,
their family and the public through
their programmes.

Online following:

13,194
followers on
Facebook

4,053
followers on
Instagram

2,125
followers on LinkedIn

Featured in the media

452
times

93,549
unique website
page views

Reached

1,302,557
users through Facebook campaigns



Promoted mental wellness to
4,586
individuals through TOUCH
Mental Wellness programmes



607
vulnerable families supported
by TOUCH Family Support

CORPORATE HIGHLIGHTS

Our work at TOUCH involves supporting every child, youth, family-in-need, senior and person with special or healthcare needs. No one under our care is left behind.

Due to the COVID-19 pandemic, many in our community have fought to stay physically and emotionally well in the year under review.

We are grateful to our partners and supporters who have helped us to address the physical, social and mental wellness of our beneficiaries during the pandemic.

Everyone Can Be Someone Campaign

The Everyone Can Be Someone campaign encapsulates TOUCH's core aspiration to see a society where everyone is empowered and valued, thus forming a community that progresses together.

More than 300 Champions from all walks of life have come together in this campaign to express support for TOUCH programmes and services that aim to effect change in people's lives.

A total of \$500,000 was raised in support of these programmes and services. The campaign also saw the launch of an award-winning animation video which has attracted 800,000 unique views on social media platforms and YouTube.



Champions attending the virtual briefing session to learn about how they can contribute to the campaign.

Inaugural TOUCH Family Conference

The conference theme, At the Heart of Every Family, sums up how TOUCH's work begins with the family unit – the basic building block of our society. The conference served as a platform for discussing existing and emerging issues affecting families whilst facilitating capability-building amongst social service practitioners.

The two-day hybrid conference was held at the Suntec Singapore Convention & Exhibition Centre and live-streamed to some 350 registrants. The conference was graced by Mr Edwin Tong, Minister for Culture, Community and Youth, and comprised a keynote address; a panel discussion which featured Minister of State for Social and Family Development, Ms Sun Xueling; and 17 breakout sessions presented by renowned experts from the social service, education and healthcare sector.

The conference also saw the launch of the second pilot of Digitally Ready Families (DRF) with programme partners and funders that included Meta (then-Facebook), Microsoft and the President's Challenge 2021.



Partners of DRF unveiling the initiative's logo at the launch.



Minister of State for Social and Family Development, Ms Sun Xueling, sharing insights at the panel discussion.

Virtual Staff Engagements

TOUCH held our very first virtual Staff Day. Some 310 staff members could choose to engage in any one of the following activities – perfume making, tote bag art jamming, terrarium building or a virtual escape room. As Singapore underwent Phase 2 (Heightened Alert) of the pandemic, Staff Day was a welcome relief that kept staff members motivated and engaged.

In addition, TOUCH continues to engage staff through quarterly Town Halls virtually amid the pandemic. Staff were kept abreast of the latest happenings in TOUCH and caught up with colleagues from other departments virtually.



TOUCH held its first-ever Virtual Staff Day, with activities such as terrarium building, perfume making, tote bag art jamming and a virtual escape room.

Recognition for Service and Operational Excellence

The **Kincentric Best Employers Singapore** programme celebrates workplace excellence by measuring and recognising leading employers that continuously spark change, inspire their people and accelerate business success. TOUCH received the Special Recognition Award (Social Service Sector) for efforts in developing human capital, attracting talent, and igniting sustainable change through innovation.

TOUCH was also recognised at the **Singapore Patient Action Awards 2021** by Tan Tock Seng Hospital for the development of Neighbourhood Care Networks at TOUCHpoint@AMK433. We were also a recipient of the Singapore Community Engagement Initiative Award for our successful neighbourhood-initiatives that have contributed significantly to the improvement of care and well-being of the local community.

In August, we received the **Enabling Mark (Silver) by SG Enable**, a national-level accreditation framework, that benchmarks and recognises organisations for their best practices, outcomes and commitment in disability-inclusive employment.

Ms Ong Wee Ying, Senior Staff Nurse at TOUCH Home Care, was awarded the **Nurses Merit Award** by the Ministry of Health for her exceptional performance, participation in professional development, and contribution to the nursing profession.



TOUCH was awarded the Enabling Mark (Silver) in recognition of its commitment to disability-inclusive employment.



Ms Ong Wee Ying providing home nursing support to a senior client.

Our Corporate Partnerships

CapitaLand Hope Foundation's efforts in engaging seniors included community projects such as their flagship 'Love our Seniors' project. The project involved volunteers from various corporate entities who served seniors through initiatives such as bread delivery, meal treats, and home improvement projects. Others like **Lumens Auto** generously provided a new van that would support the delivery of homecare services to the seniors. Collectively, these efforts enabled TOUCH's elderly to age-in-place within the community and reiterated the importance of the value of community.

TOUCH Young Arrows (TYA)'s Adopt-A-Club initiative enabled companies to volunteer their employees' time and expertise to activate the potential of children from lower-income/disadvantaged families. Through outings, academic coaching, values-driven activities, and leadership training programmes, the initiative brought on board partners such as **INFOBLOX SINGAPORE, NetLink NBN Trust, Sentosa Development Corporation** and **The Bank of Nova Scotia**.

The Healthy Lifestyle Challenge, organised in partnership with **Sun Life**, saw over 200 families and children supported by TYA and TOUCH Family Support learn practical ways to eat healthier meals. This is part of TOUCH's upstream work to equip the families with relevant health-related tips to better cope with multi-faceted issues and stressors in life.



BHP volunteers distributing essential household items to the seniors of TOUCH Senior Activity Centre.

The pandemic disrupted the economy as well as job opportunities available to Persons with Intellectual Disabilities (PWIDs). **State Street Foundation** stepped in to support job-skills training for PWIDs and ensured that trainees would continue to be upskilled and ready to contribute to society during an upturn. This partnership also ensured that PWIDs do not suffer from skills regression during an economic downturn.

In the year under review, many other corporate partners such as **abdrn, AIA Singapore, BHP, Citi Singapore, Changi Foundation, DBS, HongKong Land, Lien Foundation, and Majority Trust** had given of their time and resources. Their support and generous giving have enabled TOUCH to extend critical services to the lives under our care.

Transforming for Organisational Excellence



TOUCH is committed to employees' well-being and aims to create a healthy, harmonious, and happy workplace. The **Employee Assistance Programme (EAP)** was launched in 2021 to provide staff with free private counselling. The EAP augments our current in-house counselling service by partnering with selected external service providers.

TOUCH continually engages with staff to make our organisation a better place to work at. Engaged employees lead to a higher performing, more resilient organisation, and improves retention and innovation. The annual **Employee Engagement Survey** saw a very strong 87% participation rate; results show 75% were engaged with TOUCH, a

commendable rate considering how the pandemic had placed added demands on employees' job roles and ways of working.

To accommodate the growing demands and organisational needs of the future, TOUCH embarked on the **One-TOUCH project**. The One-TOUCH system aims to provide fast, responsive, on-demand access to information, reduce duplicate data and manual work and deepen stakeholder relationships. In Phase One, TOUCH saw the migration of the Donation, Volunteer and Event Management systems to help reduce cycle times, automatically generate information flows and improve efficiencies.

Engaging the Community Online

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

TOUCH's Facebook page saw 1,302,557 page views, a 183% increase in views from 2020. On Instagram, we have garnered 494,375 views, a 192% increase from 2020. There was a 91% increase of followers on LinkedIn, giving us a total of 2,125 followers.

TOUCH also reaches out monthly to some 22,400 email subscribers with marriage, family and wellness tips and resources.

GROWING THE POTENTIAL OF CHILDREN, YOUTH & FAMILIES



Satisfaction rating of **9.72** out of 10 for TOUCH Adoption by prospective adopters.



Received **97%** satisfaction rating for TOUCH Adventures' adventure-based learning programmes.



Launched the Play Group programme, with **29** children enrolled across the two TOUCH Child Care Centres.



Celebrated TOUCH Cyber Wellness' 20th Anniversary and held its first online symposium with over **1,000** attendees comprising educators, parents, children, youths, and community partners.



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



607 vulnerable families supported by TOUCH Family Support.



TOUCH Leadership & Mentoring reached out to **4,454** students through various physical, virtual and hybrid programmes.



Aptitude (in both ITE College East and Central) served **3,871** youths on campus and virtually.



TOUCH Marriage Support prepared **153** couples for marriage and **9** couples for re-marriage.



9,497 parents were equipped through TOUCH Parenting's programmes.



142 clients registered for the DigitalMINDSET programme under TOUCH Youth Intervention.



Supported **434** children from lower-income or single-parent families through weekly educational activities with the help of **522** regular volunteers across **25** TYA Clubs.

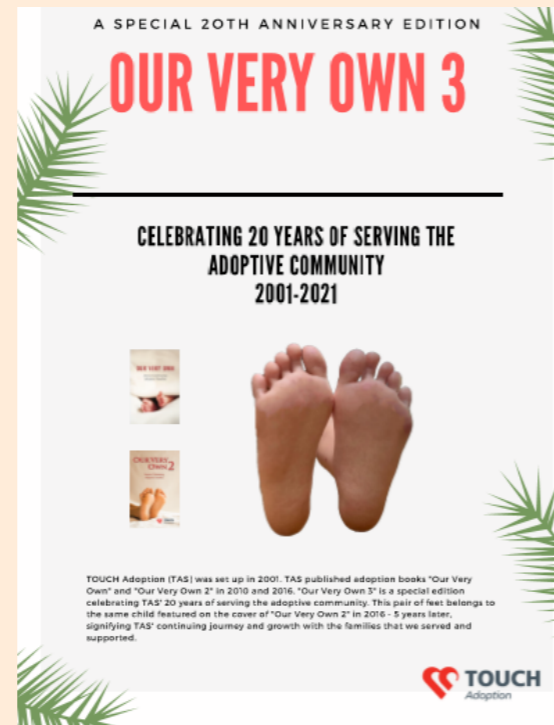


Received **1,469** enquiries through TOUCHLine and Help123, a **20.5%** increase from the previous year.

GROWING THE POTENTIAL OF CHILDREN, YOUTH & FAMILIES

TOUCH Adoption

- ▣ Celebrated its 20th anniversary by holding a virtual party, which saw attendees from Singapore and overseas.
- ▣ Launched a special edition of Our Very Own 3, which chronicles adoption milestones as well as clients' testimonies.
- ▣ Assessed 67 couples to be ready and suitable for adoption. These couples rated the experience with TOUCH Adoption 9.72 out of 10.
- ▣ Conducted 24 adoption workshops which saw 1,334 participants in total, to prepare prospective adopters for their role as adoptive parents as well as support adoptive parents in their ongoing parenting journey.
- ▣ Conducted three After Adoption Support Group sessions with 93 participants. The Support Group aims to equip, connect and empower adoptive parents in their journey. The sessions were held virtually and featured four adoptive families who shared their challenges and adoption journey with those in need of support.



TOUCH Adoption launched a special 20th anniversary edition of Our Very Own 3 to celebrate 20 years of serving the adoptive community.



Families sharing their words of appreciation for TOUCH Adoption for their services.

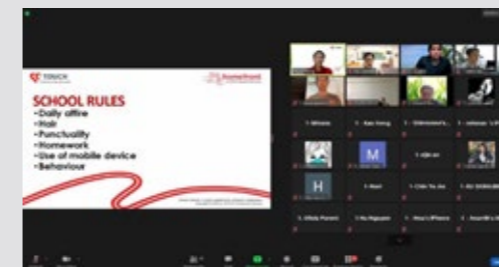


TOUCH Adventures (TA)

- ▣ Conducted its first Augmented Reality Amazing Race for Primary 3 students from West Grove Primary School. The use of interactive technology allowed students to more deeply appreciate natural environments in spite of travel constraints caused by the pandemic.
- ▣ Started the First Aid Academy in December 2021, after being accredited by the Singapore Resuscitation and First Aid Council for Basic Cardiac Life Support and Standard First Aid as a Training Centre. The First Aid Academy offers first aid lessons to various community partners in schools and nursing homes.



Students from West Grove Primary School participated in an Augmented Reality Amazing Race to develop a deeper appreciation of the environment



Parents attending the workshop conducted together with TOUCH Parenting on preparing their children for Primary 1.

TOUCH Child Care (TCC)

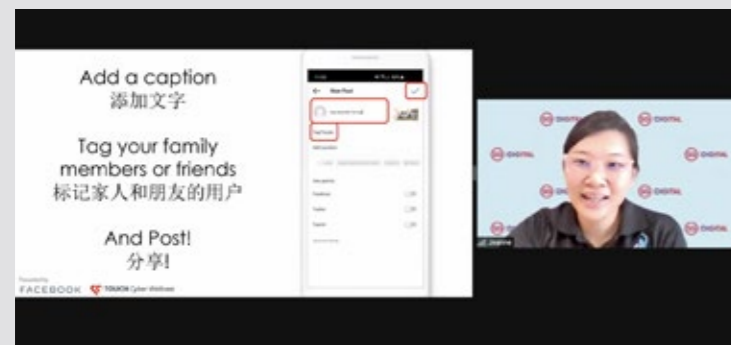
- ▣ Launched a Playgroup session with 29 children enrolled in 2021.
- ▣ Conducted a Parent Workshop for parents of 28 K2 children to enhance home-school partnership and equip parents with the skills and knowledge to seamlessly transition their child from K2 to Primary 1. Participants gave the workshop a 100% satisfaction rating.
- ▣ Students participated in World Kindness Day activities by distributing care packs to their neighbours.
- ▣ Refreshed the centres with a minor renovation as part of TCC's rebranding exercise.



TCC students, dropping off care packs at their neighbours' homes in commemoration of World Kindness Day.

TOUCH Cyber Wellness (TCW)

- ▣ Celebrated 20 years of championing cyber wellness education in Singapore.
- ▣ Organised the inaugural TOUCH Cyber Wellness Symposium in partnership with the Media Literacy Council. The symposium saw over 1,000 registrants comprising educators, parents, children, youths and community partners.
- ▣ Conducted webinars to educate and enable over 1,400 seniors to pick up digital skills and knowledge, especially on digital literacy and social media.
- ▣ Educated caregivers on the impact of cyberbullying as well as methods of youth support.
- ▣ Reached out to 89,276 youths, parents, counsellors, educators and seniors through in-person and online TCW school education and centre programmes.



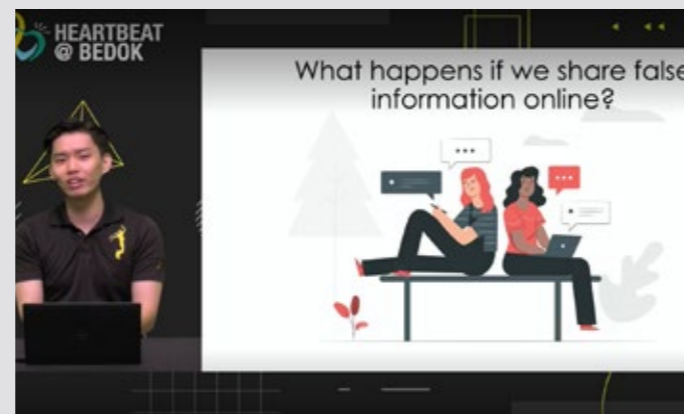
TCW collaborated with Facebook to conduct a second series of online webinars on IMDA's online Digital Pod.



TCW was invited to speak at SOS's symposium event on 11 September 2021.



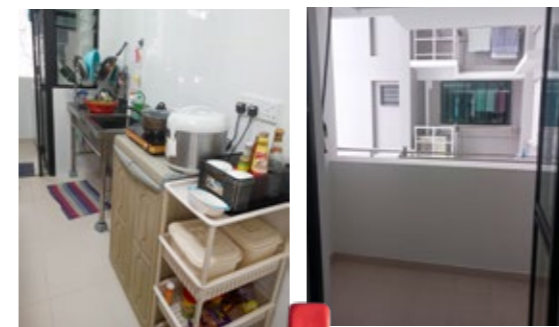
TCW, with support from MLC and IMDA, held its inaugural online symposium on 25 Sep 2021. The one-day symposium celebrates the service's 20 years of championing cyber wellness education in Singapore.



A webinar on digital literacy conducted by TCW for the seniors of Heartbeat @ Bedok.

TOUCH Early Childhood Intervention (TECI)

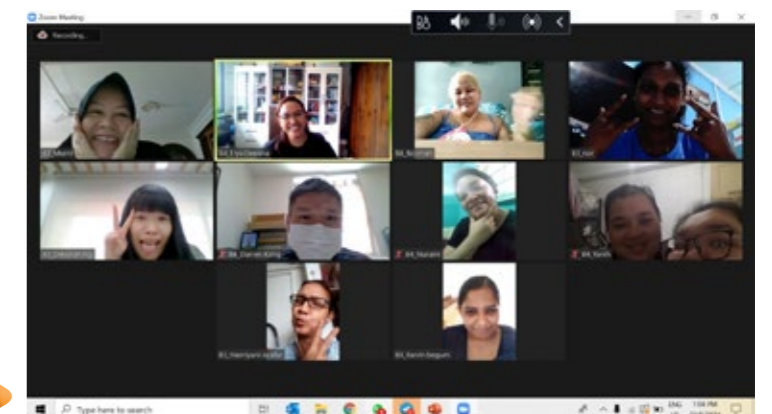
- ▣ TECI offers support for children with mild developmental delays or learning needs by providing them with targeted and affordable early intervention. This improves their developmental progress before they are placed in mainstream primary schools.
- ▣ Supported 66 pre-schoolers with mild to moderate learning or development needs.
- ▣ Update to 100% of parents agreed that they have benefited from the programme.



Before and after photos of the home improvement programme. The HOPE client, who is unemployed due to health reasons and a caregiver to two children said, "Thank you for building the kitchen cabinets." The family had no money to construct the windows and kitchen cabinets after they moved into their newly purchased flat. They now inhabit a safe environment, have proper kitchen storage space, and a proper space to cook.

TOUCH Family Support

- ▣ Project 123! is an employment programme funded by the President's Challenge. The programme aims to motivate lower-income families to take on employment by providing opportunities to upskill and improve employability. TOUCH Family Support saw 13 clients successfully secure employment within one year of the programme.
- ▣ Embarked on Project Aspire, a Home Improvement and Education Programme for 26 lower-income families. Resources and support were provided to create a better home environment for these families. This was followed by a sharing with the families about necessary organisation and budgeting skills.
- ▣ Mentored young lower-income families through the HOPE programme to enhance their ability to break out of the poverty cycle. 90% of participants were satisfied with the support provided by the mentors.



Group photo of participants and staff for Project 123! over Zoom.

TOUCH Leadership & Mentoring (TL&M)

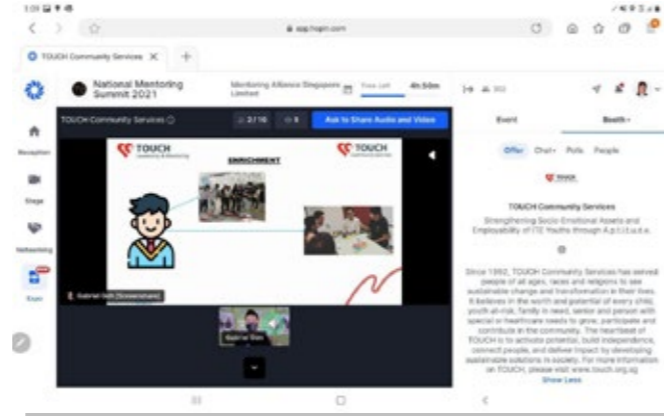


TOUCH is an organising committee member of the National Mentoring Summit. Pictured here are TOUCH Representatives with Ms Sim Ann, Senior Minister of State for the Ministry of Foreign Affairs and the Ministry of National Development.

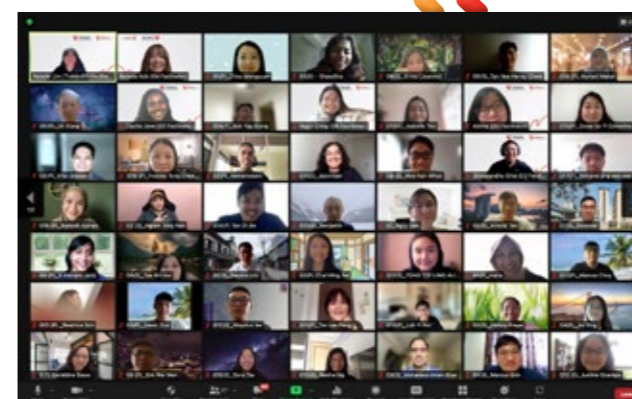
- Organised the National Mentoring Summit 2021. In total, 300 participants tuned in to learn about the evidence-based research conducted on the impact of mentoring.
- Reached out to 4,454 students through 50 Service Learning and Learning Development Programmes via physical, virtual and hybrid workshop sessions.
- Conducted six decentralised teacher-training sessions and reached out to over 200 educators. The sessions equipped educators with the knowledge and frameworks to create high quality issue-based Service Learning projects and facilitate meaningful learning experiences for the students. 97% of the participants were satisfied with the training.
- The Citi-ASPIRE programme aims to reach out to disadvantaged youths to equip them with interest-based skills and personal assets to successfully transit from school to work. 10 of the 47 students who attended the programme continued with the Barista Industry Training in March 2021. Four students were eventually selected for an internship with the training company.
- Aptitude @ ITE College East held the Aptitude Youth Festival virtually to celebrate the achievements of 64 students, alumnus and volunteers, and to inspire them to continue pursuing their aspirations.
- Aptitude @ ITE College Central launched the ADAPT Programme, which provides enrichment and mentoring support for 55 students from ITE. The goal is to encourage students to complete their course.
- 28 students were enrolled in the Aptitude Club. They conducted service learning workshops with SUN-DAC and students with special needs from ITE College Central to learn how to give back and care for the community around them.



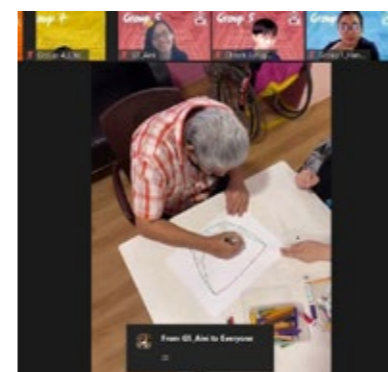
Students in the ADAPT programme participating in a class exam encouragement session



Aptitude and TOUCH Young Arrows sharing best practices at the National Mentoring Summit.



The Aptitude Youth Festival held to celebrate the achievements of members from Aptitude @ ITE College East.



The Aptitude Youth Festival held to celebrate the achievements of members from Aptitude @ ITE College East.

Aptitude club conducting a service learning workshop for clients at SUN-DAC and the students with special needs at ITE via Zoom

TOUCH Marriage Support

- Piloted a new train-the-trainers programme for the PREPARE-ENRICH Marriage Enrichment Programme. The programme aims to help couples enrich and strengthen their marital relationship and reconnect on a deeper emotional level.
- Launched a series of marriage webinars in celebration of TOUCH's 30th anniversary, covering a wide range of topics including emotional intelligence, finances, sexual intimacy, excessive device use etc.
- Supported 53 clients across 117 counselling sessions throughout the year.



Series of marriage webinars launched to help couples build an emotionally intelligent marriage.

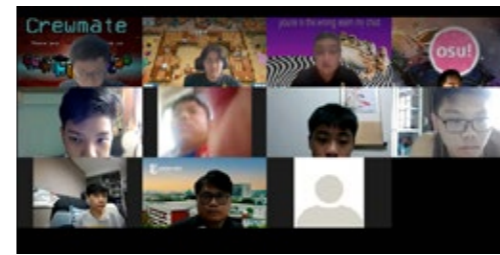
TOUCH Parenting

- Launched eConversations with the Family – a resource toolkit and programme, during the TOUCH Cyber Wellness Symposium. The programme aims to provide parents with the relevant resources to guide and kickstart healthy conversations about pornography and sexuality with their children.
- Over 12,000 participants were reached through 130 workshops and coaching sessions. Parents who attended TOUCH Parenting’s complimentary workshops were free to donate an amount if they benefited from the sessions as part of the Pay It Forward pilot fundraising strategy. \$16,000 was raised to support future runs of these complimentary workshops.
- Conducted 111 parenting workshops with an overall satisfaction rating of 4.64 out of 5.



eConversations with the Family is a resource toolkit that provides parents with the relevant resources to guide and kickstart healthy conversations about pornography and sexuality with their children.

TOUCH Youth Intervention (TYI)



Virtual Group Sessions with youth clients of DigitalMINDSET who were engaged through online ice-breakers.

- SPARKX is an intervention programme that helps participants cultivate self-management skills and family relationships among children who exhibit behavioural issues. In 2021, TYI conducted two groupwork sessions for 31 children and saw 52 new children enrolled in the programme. SPARKX’s post-assessment report showed that 100% of the children improved in at least one of these areas: emotional needs, self-efficacy, resilience, social relationship, and family relationship. 62% of families also reported an improvement in family relationships and 90% of parents were able to apply two or more parenting techniques learnt during the intervention programme.
- The DigitalMINDSET programme saw a 57% increase in the number of registered cases as compared to 2020. In 2021, a total of five sessions were conducted for 70 youths. The programme aims to engage youth clients through counselling, psychoeducation and group sharing to guide them to make better decisions regarding device use and better regulate their emotions.
- TYI supported a total of 64 children and family members from 23 families under the Trauma Access service, a partnership between TYI and Ministry of Social and Family Development, that supervises the access between parents and child.
- Launched ENRICH, a new intervention programme for children ages 10 to 12 who exhibit emotional issues, including depressive and anxiety symptoms.

TOUCH Young Arrows (TYA)

- Launched Digitally Ready Families (DRF) alongside TCW and TOUCH Parenting, through a pilot supported by Meta and Microsoft. DRF is a digital-readiness programme which provided 54 lower-income families with essential Digital Life Skills in 2021. 93% of parents and 83% of children felt more competent and confident about using digital platforms. 61% of parents also reported that they were more able and confident to manage their children’s device use.
- Started the Learning & Development arm to develop more comprehensive values-driven and social-emotional learning based curriculum for TYA’s weekly mentoring programme. 26 lessons were developed across social emotional learning domains to inculcate values such as empathy, respect, responsibility, and resilience for better life outcomes.
- YouthPhoria’s Volunteer Immersion Programme entered its second year running. Together with TL&M, the programme aims to empower youths who are clients of TYA with the necessary organisational and leadership skills to become volunteers and contribute to society. 20 YouthPhoria clients enrolled in the programme, with over 50% currently serving as volunteers.



TCW and TOUCH Parenting trainers engaging families during a DRF workshop.



Volunteers engaging children during the weekly TYA Club programme, when COVID-19 measures gradually eased up.

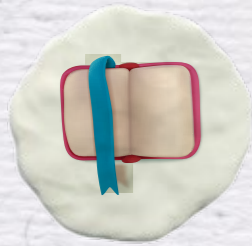


Volunteers engaging youth through games during YouthPhoria events.



A client-turned-volunteer teaching children during the values-driven and social emotional learning segment as part of TYA’s weekly mentoring programme. This lesson was about learning how to take responsibility for our environment and was developed by TYA’s Learning & Development arm.

IMPACTING LIVES OF PERSONS WITH SPECIAL NEEDS



36

trainees from
TOUCH Centre for
Independent Living
(TCIL)

underwent a total of 7,217 supervised
training hours across 20 to 32 weeks
to prepare for open employment



JOURNEY's products
from the JOURNEY
x Supermama Store
Social Wares collection
were featured at Milano
Design Week



65

special artists were
enabled to earn an
income through
JOURNEY



Reached out to

475

individuals through
TOUCH Silent Club's
workshops and
programmes



Engaged

103

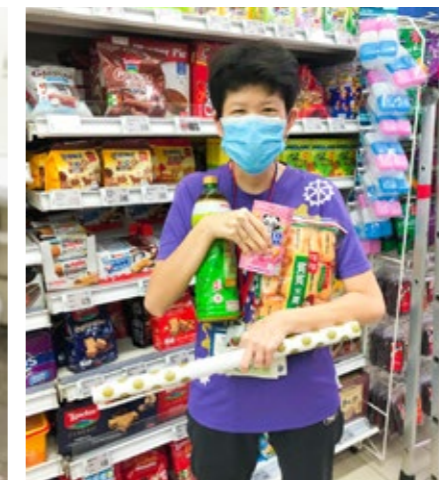
TOUCH Ubi Hostel (TUH)
trainees and Continuous
Support Programme (CSP)
members in 2021

TOUCH Centre for Independent Living (TCIL)

- ▣ Piloted Project Upskill, a programme which aims to provide a training platform and work experience programme for persons with intellectual disabilities. 36 trainees from TCIL (Ubi) and TCIL (Bukit Merah) clocked a combined total of 7,217 supervised training hours over 20 to 32 weeks to prepare them for open employment. 100% of the participants demonstrated an improvement in basic job-readiness skills as well as interpersonal skills.



Project Upskill trainees from TUH came together to do packing for JOURNEY.



Trainees with their new found skills and items bought with their income from Project Upskills.



- ▣ In conjunction with International Parents' Day and National Siblings' Day, TCIL organised online get-togethers with their trainees and family members. Trainees participated in activities such as creating a tote bag with their caregivers and putting together a handmade gift for their siblings in appreciation of their support.

Trainees celebrating International Siblings Day at TCIL (Ubi).

TOUCH Centre for Independent Living (TCIL) (continued)

TCIL (Ubi), together with TOUCH Active Ageing Centre (Yishun), planned two bonding sessions to keep clients and seniors socially engaged during the year. The first session saw 25 clients with special needs and 14 seniors come together to play Bingo and learn sign language. The second session was a Christmas celebration with 30 clients with special needs and 50 seniors. Participants bonded over a time of games and sing-along sessions. Clients put up an Ang Klung performance of “Joy to the World” and the seniors sang along to popular Chinese songs. These joint sessions help to keep clients and seniors socially engaged.



Christmas Celebration with TOUCH Active Ageing, where the trainees from TCIL (Ubi) put up an Ang Klung performance.



Four special artists, Chen Zhi Yu, Say Kim Han, Shennie Yang, and Wong Jun Quan participated in WWF x Tiger Trail exhibition.

As part of WWF’s fundraising efforts, four special artists from TOUCH Special Crafts designed and painted a life-sized tiger sculpture. The sculpture was exhibited at Kreta Ayer Square for the Lunar New Year and subsequently placed at the Enabling Village.

Emily Chua, from TOUCH Special Crafts, participated in ART:DIS, and won in the Young Adult category. ART:DIS is a competition that seeks to enable, empower and engage persons with disability through art.

Emily Chua with her winning certificates from the ART:DIS Competition



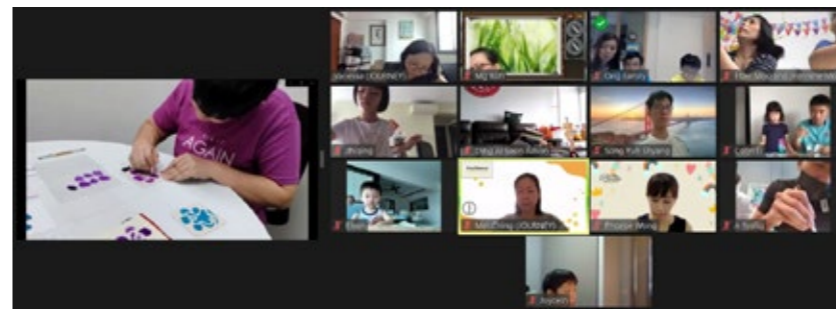
Products from the JOURNEY x Supermama Store Social Wares Collection were showcased at Milano Design Week 2021

JOURNEY’s products from the JOURNEY x Supermama Store Social Wares collection were featured at Milano Design Week.

JOURNEY launched a virtual art gallery featuring 50 thematic paintings by artists with special needs.

JOURNEY conducted a virtual stencilling workshop which saw a special artist engage with 162 participants over three workshops. The workshop, conducted together with TOUCH Special Crafts, aims to empower the artist to be able to converse and engage with the participants through art demonstrations.

61 artists earned an income through the sale of their artwork on JOURNEY products.



Our Special Artist conducting the virtual stencilling workshop.



Using the income earned from JOURNEY, special artist Shoban Pillai purchased his favourite t-shirt as a gift to himself.

TOUCH Silent Club (TSC)

- Partnered with several organisations to conduct five deaf awareness workshops with 258 participants. These organisations include iCare (SIM), NTU Camp Outreach, NTU Regular Service Project for the Deaf Community (RSPDC), Raffles Institution and CHIJ Our Lady of Good Counsel.
- Organised five Conversational Sign Language workshops with a total of 67 participants in March, June, July, September and October, which were held online via Zoom.
- Collaborated with IMDA Seniors Go Digital Office to conduct five Senior Go Digital sessions for deaf seniors to learn how to better navigate the digital space. The sessions gave seniors a better understanding of Facebook by teaching them how to identify scams and protect themselves. They were also taught how to navigate commonly used digital apps in Singapore such as WhatsApp, SingPass, TraceTogether, PayNow and PayLah.
- TSC's mentoring programme provided guidance to 14 deaf students over 275 sessions. The aim was to help the students develop a positive mindset towards their studies, gain relevant life skills and grow in resilience.
- Served 41 clients through the Work Assistance Programme by helping them seek out employment opportunities. 28 have found employment and of this number, half have stayed in their jobs beyond three months.



Conducted Senior Go Digital sessions with deaf seniors to teach them how to better navigate the digital space.



Mentoring Programme with TOUCH Silent Club.

TOUCH Ubi Hostel (TUH)

- Brought Lunar New Year celebrations to 42 clients and family members through on-site and virtual gatherings. During these gatherings, festive games and the tossing of 'yusheng' were organised to bring some festive cheer.



Clients performing a song to show their appreciation to family members who joined the Chinese New Year celebrations broadcasted on Zoom.

- Launched Stories Group Work, a programme that gives volunteers a platform to share stories of encouragement, hope, resilience and acts of kindness. Four new volunteers conducted a group sharing with 23 clients. The series affirmed clients' strengths and motivated them to better care for themselves and those around them. There was also a Christmas-themed session to put into practice the themes of appreciation and friendship.



Stories Group Work sessions with the volunteers encouraged and motivated clients to take on a different perception of self.

- Introduced a new set of exercise tools, Moto Tiles, to help clients improve their balance and coordination. This prevents the early onset of frailty through strength and fall prevention exercises.



Clients experimenting with Moto Tiles to improve their balance and coordination.

- Held volunteer-based dance and exercise programmes weekly via Zoom to engage 22 trainees and ensure that they continue to experience mutual care and support through virtual interactions.
- The Continuous Support Programme (CSP) remains a success. CSP introduced new e-learning programmes about gardening and digital literacy. These activities helped residents maintain a virtual connection with pandemic safety measures in place.



Outdoor CSPs were organised for the clients alongside the new e-learning activities.

VALUE WELL-BEING OF PERSONS



TOUCH Professional Deputies and Donees saw a **30%** increase in the number of enquiries and a **35%** increase in the appointment of PDDs for application for Deputyship and making of Lasting Power of Attorney cases



Reached out to **2,219** students across nine schools through TOUCH Mental Wellness' mental health education programme



Garnered **4million** video views on TikTok through various campaigns such as the #GivingSzn campaign

TOUCH Mental Wellness



Students from Bukit Batok Secondary School trying out the Virtual Reality Immersive Experience as part of the Do You M.I.N.D.? programme.

- Focused on reaching out to a younger demographic on social media by providing mental wellness tips and information. Materials were curated for social media platforms, Instagram and TikTok, which were popular with younger clients. The number of followers on TikTok increased to more than 3,300, with a total of 51,000 likes. Instagram saw an increase in following, with over 1,000 followers.
- Participated in TikTok's year end #GivingSzn Campaign, which raised \$47,000 for TOUCH's mental health programmes. The campaign received 2.3 million views cumulatively across 13 videos in 11 days.
- Launched an Eating Disorder Virtual Reality video to enhance students' learning about eating disorders through the Do You M.I.N.D.? programme.
- 92% of Do You M.I.N.D.? attendees reported an increase in empathy towards persons with mental health issues and 85% reported an increase in willingness to seek professional help if they exhibited signs and symptoms of mental health issues.
- Conducted 16 online mental health workshops for corporate organisations and students, reaching 2,860 participants.



Do You M.I.N.D.?, a school-based programme designed to reach out to the younger generation goes on Instagram @doyoumindsg.

TOUCH Professional Deputies and Donees (PDD)

- TOUCH PDD aims to help individuals, especially vulnerable elderly, who may not have family members or close friends to rely on to be their proxy decision makers. The volunteers successfully assisted with nine Lasting Power of Attorney cases and six Deputyship Appointment cases.
- Ran a total of 15 outreach sessions for community partners, and reached 2,860 members of the community.
- First learning journey was conducted for the PDD team, where they visited nursing homes and learnt about estate planning from community partners.



The PDD team helping individuals with their Lasting Power of Attorney.

ENRICH THE GOLDEN YEARS OF OUR ELDERLY



Served
8,530
elderly clients



Supported by
8,190
volunteers



Engaged
1,815
seniors
through activities by
TOUCH Active Ageing



26%
increase in the number
of individuals
who joined TOUCH Caregiver
Support's online Caregivers for Elderly
support group



Provided counselling and
home care support to
186
vulnerable seniors
under TOUCH Cluster Support



Delivered
461,803
meals to some
1,418
homebound seniors
through the Meals-on-Wheels
programme

TOUCH Active Ageing (TAA)

- The service, TOUCH Senior Activity Centre (SAC) was renamed TOUCH Active Ageing to better reflect its wider role in making services accessible to more residents.
- In the year under review, TAA witnessed the developed community networks in action where residents proactively reached out to their neighbours and mutually supported one another despite the challenges of distancing and isolation.
- TOUCH Senior Activity Centres at Yishun 436 and 162, with support from the Ministry of Health, transitioned to become Active Ageing Centres (AACs). The AACs serve as neighbourhood go-to-points and help residents in the region receive timely access to quality care.
- Recruited 20 seniors from Yishun to support the needs of frail isolated seniors as befrienders under the Seniors Caring for Seniors programme. Once a month, 14 needy seniors in Yishun receive meals cooked by a resident volunteer.



Our seniors and volunteers helping to pack and deliver sponsored meals for vulnerable seniors.

- TOUCH SAC in Geylang Bahru provided assistance to more than 30 seniors during the various phases of COVID-19 restrictions including transportation for vaccination and medical appointments, meals delivery and social check-ins during isolation.
- As COVID-19 restrictions eased in late 2021, more than 30 NUS volunteers checked in on isolated and frail seniors in Geylang Bahru to provide social and emotional support.
- Total number of volunteers increased from 315 to 693. The increase in virtual engagements of community partners such as schools, contributed to the 120% increase.
- 50 seniors from Yishun met with 40 special needs clients comprising people with intellectual disabilities, some of whom are Deaf, from TOUCH Centre for Independent Living on Zoom to celebrate Christmas, following a successful pilot virtual run in November.



Mr Lim Tuck Seng, 68, teaching Mandarin festive greetings to TOUCH's clients with special needs over Zoom.



Seniors having a fun time getting to know student volunteers while staying fit physically and mentally through ARTISAN 2.0.

- Partnered with student volunteers from the Nanyang Technological University (NTU) to engage seniors through ARTISAN 2.0 (Aspiration and Resilience Through Intergenerational Storytelling and Art-based Narratives) by NTU's Action Research for Community Health Lab to improve seniors' physical and mental well-being.
- Collaborated with community partners and launched the Yes2Healthy Life initiative at the centres in Yishun to empower seniors to take charge of their health.

- Administered the Community Screener Tool for 200 seniors in Yishun to raise awareness of AAC's role as an accessible social and healthcare go-to-point with resources to support seniors in the region.



TOUCH's AACs in Yishun will be a go-to point for seniors to better access both health and social services.

- TOUCH Home Care extended its support to vulnerable seniors in Geylang Bahru after the discontinuation of Care Close to Home in the first quarter of 2021.
- Reached out to 26 seniors across three northern centres on Zoom and achieved 88% positive rating by attendees.

TOUCH Caregivers Support (TCG)

- TOUCHpoint@AMK 433, with support from the Ministry of Health, transitioned to become an Active Ageing Centre (AAC) to serve as a neighbourhood go-to-point and help residents in the region to gain access to timely quality care.



MP for Cheng-San Seletar Ms Nadia Ahmad Samdin (second from left) having a fun shot with Ang Mo Kio residents at one of the interactive floor decal at TOUCHpoint@AMK 433

- The Day Rehabilitation Centre at TOUCHpoint@AMK 433 supported 76 therapy clients – a 43.4% increase in the number of clients from 2020.



The Day Rehabilitation Centre, supported by TOUCH's team of occupational therapists and physiotherapists, saw an increase in the number of seniors going for therapy as compared to 2020.

- There was an 81% increase in the number of residents who joined TOUCHpoint News, a resource platform on WhatsApp, from 120 in 2020 to 217 in 2021.
- TOUCH Care Line received an average of 164 calls per month. There was a 12% increase in calls from 2020 due to more public awareness of the helpline.



TOUCH Care Line continued to support the needs of caregivers amid the pandemic

- Saw a 26% increase in the number of individuals who joined TCG's online Caregivers for Elderly support group – 1,241 in 2021 compared to 985 in 2020.
- Organised Walk2Remember 2021 with Ang Mo Kio Partners' Network to reach out to residents during World Alzheimer's Month in September. Supported by The Majority Trust, educational interactive installations were put up in the neighbourhood to raise awareness on creating a more Inclusive and Dementia Friendly Community (IDFC).
- 6,000 walkers took part in the event, which saw Cheng San Seletar adviser and grassroots mobilising over 100 residents for family walks, and engaging grassroots advisers in Ang Mo Kio town.
- Collaborated with community partners from the AMK Partners' Network and grassroots organisations to hold dementia and caregiver-related awareness talks on navigating health and social resources to better manage frailty and dementia



Building a socially inclusive community at TOUCHpoint@AMK 433 through the Rempah Arts Journey

- With the support of the National Arts Council, TOUCHpoint@AMK 433 hosted Seed Collective, a multi-disciplinary arts duo, to conduct a Rempah Arts Journey as part of the Silver Arts Residency. Residents' artistic works and stories were featured in an exhibition that celebrates cultural diversity and community resilience.
- Partnered with Jurong Spring's grassroots leaders and TOUCH Home Care in Jurong to deliver an online workshop about the challenges caregivers face, and how residents and volunteers can tap on community resources.
- 48 befrienders supported 88 befriendees as part of efforts to further strengthen the care support network.
- Participated as one of the supporting partners for Project Silver Sunshine, initiated by Cheng San – Seletar constituency, and led by the Member of Parliament (Cheng San-Seletar) and Grassroot Advisor, Ms Nadia Ahmad Samdin.

TOUCH Senior Group Home (TSGH)

- Stepped up efforts to further support vulnerable seniors by strengthening social connectivity and mental resilience during the pandemic.



A TSGH staff with an elderly client.

TOUCH Home Care (THC)

- Saw strong demand for essential home-based services – meals delivery, home nursing, home therapy, medical escort and transport, housekeeping and personal hygiene services – during the pandemic.
- Set up the Community Musculoskeletal Clinic at THC (Ang Mo Kio) to meet the needs of individuals and caregivers, as part of efforts to provide holistic care.
- Took part in a pilot project with Tan Tock Seng Hospital involving community dieticians and THC’s nurses to provide nutritional support to socially isolated seniors.
- Strengthened partnerships with individual volunteers, corporates and schools to meet the diverse needs of vulnerable seniors during the pandemic. Partners carried out an array of activities to assist. This included meals delivery, sponsorship of care packs and outings, and home improvement works.
- Saw a 12% increase in the total number of clients from 2,225 to 2,500.
- Number of elderly supported by the Meals-On-Wheels programme increased by 7% from 1,324 to 1,418 in the year under review. Accordingly, the number of meals provided has increased from 376,602 to 461,803.
- The number of Home Therapy clients increased by 23% from 406 to 499.



THC client, Mdm Kusbiah (seated), 68, with the volunteers from CapitaLand and Temasek. She is a beneficiary of CapitaLand Hope Foundation's (CHF) #LoveOurSeniors community initiative, which aims to improve the quality of life of seniors through better nutrition, enhanced well-being and improved living conditions.



No matter rain or shine, CabbyCare Charity Group, consisting of ComfortDelGro cabbies, would roll up their sleeves to pack and deliver meals to frail seniors during the pandemic.



The MSK Clinic is part of TOUCH's efforts to better support the needs of caregivers and their families



THC continued to deliver essential services to frail seniors during the pandemic.

TOUCH Cluster Support (TCLS)

- Continued efforts to reach out to vulnerable elderly and their families living in Kallang and Yishun to provide psycho-social support and strengthen their mental well-being amid the pandemic.
- Piloted the Advance Care Plan (ACP) groupwork with seven seniors from TOUCH's active ageing centre at Yishun 162 to create awareness about its benefits and procedure.
- Piloted the Grief Support Group to help seniors process the psychological impact caused by non-death causes, such as the loss of one's functioning ability.



Social workers sharing with seniors, some practical ways to cope with the loss of one's functions due to illness or accident

- Staff and volunteers contributed art pieces for the Dementia Friendly Community Art Installation in conjunction with World Alzheimer's Month organised by Montfort Care.



Volunteers taking part in the Dementia-Friendly Community Art Installation



TCLS conducted a volunteer appreciation session to thank volunteers for their service.

- Conducted a volunteer appreciation session over Zoom for seven senior volunteers. Three received the 5-year long service award.
- Social workers visited 90% of TCLS' clients in the year under review.

FACTS & FIGURES 2021

Services ^{***}	No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular* & ad-hoc ^{**})		Lives Touched	
	2021	2020	2021	2020	2021	2020
TOUCH Community Services Ltd						
TOUCH Adoption	2 FT 3 PT	1 FT 3 PT	- 6 ^{**}	- 2 ^{**}	1,522	1,042
TOUCH Adventures	2 FT	2 FT	-	-	7,893	5,150
TOUCH Child Care	31 FT 1 PT	30 FT 2 PT	4 [*] 25 ^{**}	- 6 ^{**}	890 ^v	520
TOUCH Cyber Wellness	5 FT	5 FT	5 [*] 1 ^{**}	-	89,276 ^{vi}	39,181
TOUCH Early Childhood Intervention	4 FT	4 FT	-	-	292	206
TOUCH Family Support	7 FT	7 FT	-	- 12 ^{**}	1,821	1,548
TOUCH Leadership & Mentoring	14 FT	11 FT	179 [*] 18 ^{**}	12 [*] 174 ^{**}	6,562	15,487
TOUCH Marriage Support	2 FT 4 PT	4 FT 3 PT	32 [*] -	25 [*] 2 ^{**}	1,511	2,173
TOUCH Parenting	5 FT 2 PT	5 FT 2 PT	-	-	13,631	9,840
TOUCH Young Arrows	6 FT 1 PT	6 FT	426 [*] 217 ^{**}	610 [*] 295 ^{**}	1,436	1,446
TOUCH Youth Intervention	11 FT	14 FT	16 [*] -	- 9 ^{**}	2,041	1,586
TOUCH Centre for Independent Living	21 FT	22 FT 2 PT	47 [*] 55 ^{**}	2 [*] 60 ^{**}	174	137
TOUCH Silent Club	2 FT	2 FT	48 [*] 10 ^{**}	12 [*] 8 ^{**}	475	264
TOUCH Ubi Hostel	11 FT	12 FT	17 [*] 45 ^{**}	2 [*] 13 ^{**}	103	108
TOUCH Diabetes Support ⁱⁱ	-	1 FT	-	-	-	228
TOUCH Mental Wellness	10 FT	4 FT	-	1 [*] 23 ^{**}	4,586	5,378
TOUCH Professional Deputies and Donees ⁱⁱⁱ	1 FT 1 PT	1 FT 1 PT	-	-	2,893	453
TOUCH Active Ageing ^{***}	12 FT	19 FT	107 [*] 586 ^{**}	76 [*] 626 ^{**}	1,815	1,784
TOUCH Caregivers Support	8 FT	7 FT 1 PT	75 [*] 21 ^{**}	18 [*] 98 ^{**}	4,790	4,818
TOUCH Cluster Support (Kallang & Yishun)	9 FT	9 FT	10 [*] -	8 [*] 2 ^{**}	186	200
TOUCH Home Care	101 FT 2 PT	80 FT 5 PT	3,604 [*] 3,787 ^{**}	1,183 [*] 6,691 ^{**}	2,500	2,225
TOUCH Senior Group Home ^{***}	2 FT	2 FT	-	-	8	11
Corporate Functions / Events / Programme	No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular* & ad-hoc ^{**})		Individuals Reached	
	2021	2020	2021	2020	2021	2020
Corporate Functions ^{iv}	47 FT 2 PT	34 FT 3 PT	- 23 ^{**}	-	428	50
Social Work	1 FT	1 FT	-	-	189	1,290
JOURNEY	6 FT	2 FT	10 [*] 12 ^{**}	-	2,520 ^{vii}	102
Reach through TOUCH resources	-	-	-	-	60,862 ^{viii}	102,600 ^{ix} (online resources)
Fundraising with Partners	-	-	2 [*] -	- 177 ^{**}	20,728 ^x	200
Total	320 FT 16 PT	285 FT 22 PT	4,582[*] 4,806^{**}	1,949[*] 8,198^{**}	229,132	198,027

Remarks

* Regular Volunteers include individuals who:

- served at least 4 times a year

** Ad-hoc Volunteers include individuals who:

- served on a one-off project (of a few days or up to 10 weeks) on an ad-hoc basis

*** The following service has been removed from the list:

- TOUCH Senior Activity Centre is now renamed as TOUCH Active Ageing.
- TOUCH Senior Group Home will be closed in 2022, pending MSF's confirmation.

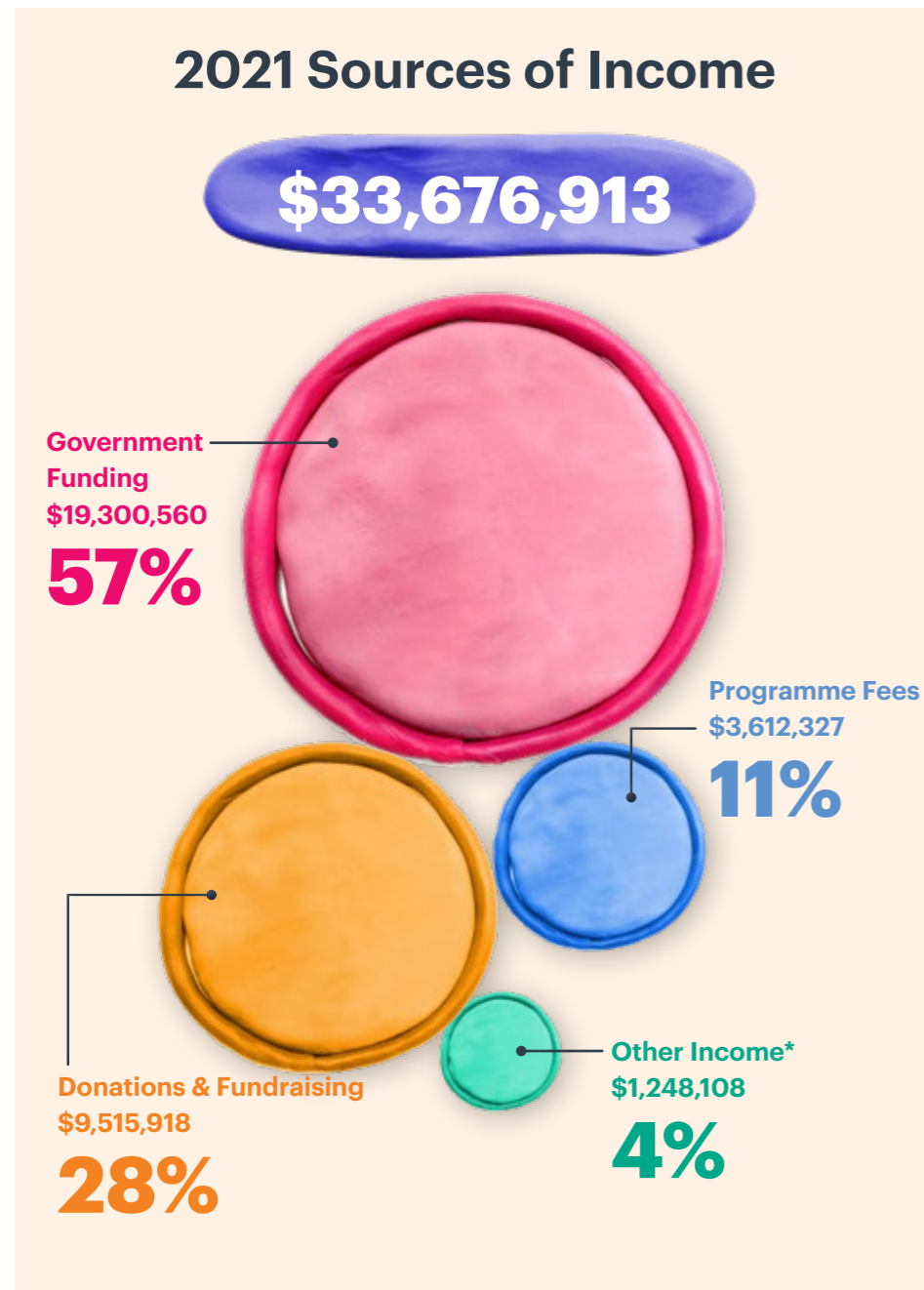
- Staff headcount figures are accurate as of Dec 2021.
- Programmes under TOUCH Diabetes Support are now run by TOUCH Family Support.
- TOUCH Professional Deputies and Donees is a new TOUCH Service that started in January 2021.
- Corporate Functions include CE Office, Communications, Finance, Human Resources, Impact & Research, Operations & Facilities Management, Partnership, Transformation Office, and Volunteer Management.
- Significant increase due to favourable attendance at an online parent workshop organised by TOUCH Child Care.
- Significant increase due to the relaxation of regulations to have more physical workshops and assembly talks.
- Significant increase as due to increase in Facebook Lives and virtual workshops conducted.
- The family resources refer to the AR Storybook Launch and the distribution of the book to the community.
- The family resources refer to the online resources which we used to engage the public in 2020. It shows how we pivoted online during the pandemic. However, as we enter a new normal of leveraging hybrid methods of engagement, the online reach would be subsumed in the above segments.
- Significant increase due to the addition of the TOUCH Giving Hong Bao campaign.

2021 FINANCIALS

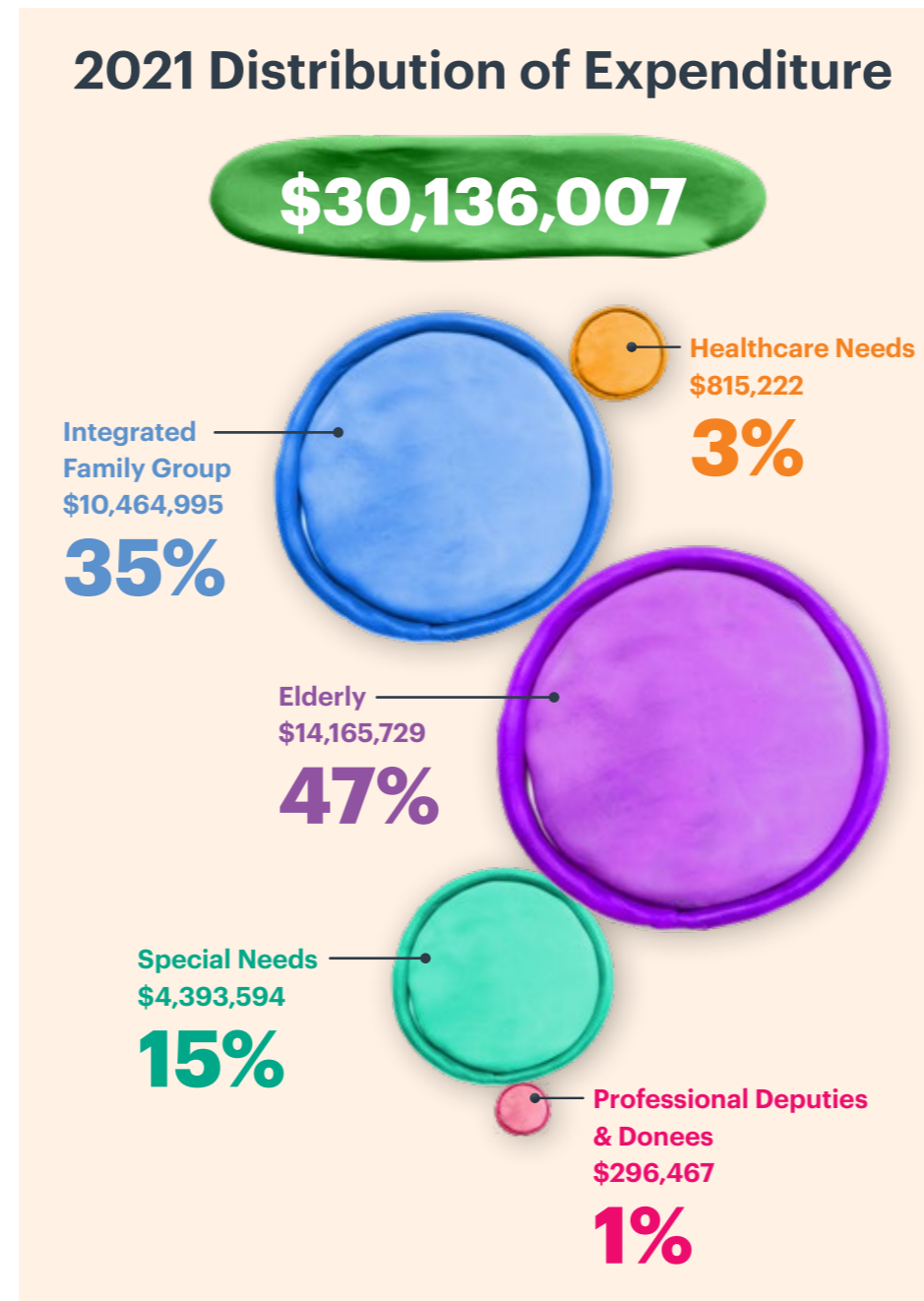
TOUCH is committed to ensure prudent use of its resources in ensuring cost-effectiveness and accountability in all its operations. To further improve corporate governance, TOUCH has put in place financial controls and procedures to ensure transparency and accountability and to safeguard the integrity of the financial reporting. Audited financial statements are published annually. Specific project evaluations are also carried out to assess the effectiveness of its programmes in meeting client needs.

Please refer to some 2021 financial highlights and charts:

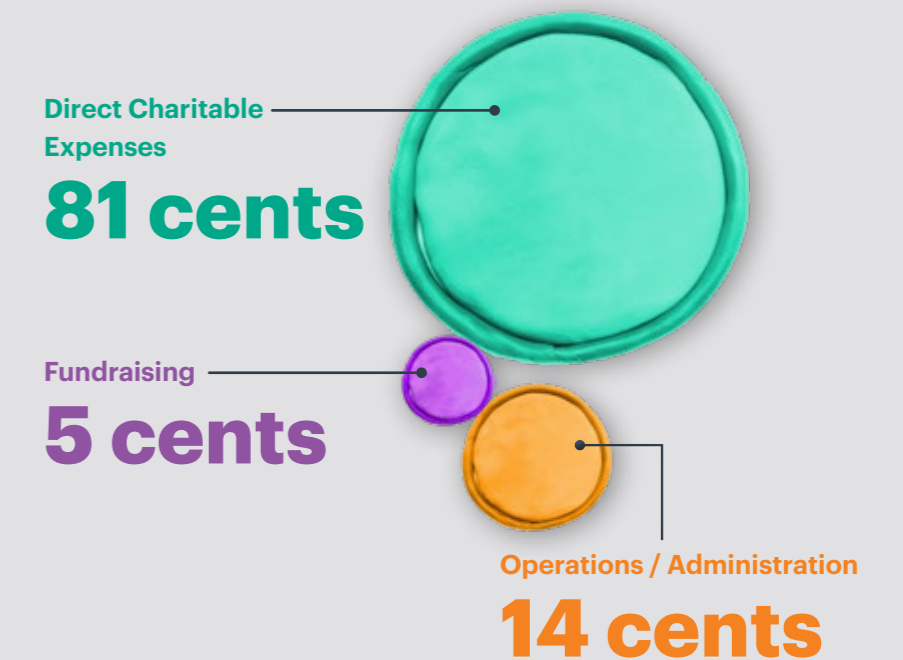
- TOUCH comprising TOUCH Community Services Ltd and TOUCH Family Services Ltd received about 57% of its annual funding from government grants and relies more on its own fundraising efforts to meet the rest of its financial needs.
- TOUCH received income totalling some \$33,676,913.



* Other Income includes the Job Support Scheme



2021 Breakdown of Charity Dollar



2021 Breakdown of Charity Dollar

For financial year 2021, out of every \$1.00 spent, 81 cents for TOUCH went directly to fund programmes and activities that benefitted our clients. Refer to chart on top.

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

Direct Charitable Expenses:

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

Indirect Charitable Expenses:

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

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

For financial year 2021, TOUCH had a surplus of **\$3,540,906**.

POLICY STATEMENTS AND PRACTICES

Personal Data Protection Act Policy (and Donor Confidentiality)

TOUCH respects and honours our sponsors, donors, partners, volunteers and clients; their right to be treated courteously, fairly and have their privacy protected. TOUCH is committed to complying with the Personal Data Protection Act passed by the Singapore Government Parliament in October 2012. Personal information is given in good faith by sponsors, donors, partners, volunteers and clients and will only be used to maintain or enhance their relationship with TOUCH. Sponsors, donors, partners, volunteers and clients can remove their name from mailing lists upon sending their requests to TOUCH.

TOUCH also maintains a high level of confidentiality with respect to donor information. Donors' name or other details will not be published in any corporate collaterals or publications unless there is a partnership agreement between TOUCH and the donor.

TOUCH has put in place procedural, physical and electronic means to safeguard the personal information of our sponsors, donors, partners, volunteers and clients and will not rent, exchange or sell mailing lists of our sponsors, donors, partners, volunteers and clients to other organisations.

Sponsors, donors, partners, volunteers and clients' information may be kept both in hard copy and/or electronic forms. In either case, TOUCH has documented procedures to safeguard this information. Safeguards include storing copies of the information off-site.

Reserve Policy

TOUCH seeks to maintain a reserve of up to 12 months of operating costs. This is to allow a lead time to take the necessary measures to channel support for our work, re-assign beneficiaries or re-deploy staff if anything should happen that will threaten our income stream. The amount of reserves will be regularly reviewed by the Board of Directors to ensure that they are adequate to fulfil the continuing obligations.

Conflict of Interest Policy Statement

TOUCH has also put in place its Conflict of Interest Policy (COI) to protect the Organisation's welfare and best interests over and above all priorities and objectives. The COI mandates that no staff or Board of Directors

may engage in any external interest or business that may undermine or conflict with the Organisation's overall welfare.

The COI and declaration form shall be given to the staff or Board of Directors at the earliest opportunity, such as upon his/her taking up of the employment with or appointment in the Organisation or appointment in or election to the Board. Annual declaration of interests by members of key management personnel and the Board is required. He / she will fully disclose to the Chief Executive's Office or the Board in the event a conflict of interest situation may arise.

Loans Policy

TOUCH does not have a loan policy as it does not grant loans to any parties.

Remuneration and Performance Management (HR) Practices

The remuneration strategy for key executives (i.e. members of the Leadership Team) and all staff is guided by TOUCH remuneration principles of enabling the organisation to:

- attract and retain candidates with qualifications and experiences that best fit the job;
- ensure a clear relationship between performance and remuneration;
- appropriately compensate employees for the services they provide;
- provide an appropriate level of transparency; and
- ensure a level of equity and consistency across TOUCH.

The Board is responsible for approving remuneration strategy for TOUCH. Each year, the Human Resources Committee will review and advise the Board on proposed remuneration strategy put forth by TOUCH. The key factors taken into consideration for such review are guidelines and recommendations from relevant authorities such as National Council of Social Services, Ministry of Health, Singapore National Wage Council, prevailing economic conditions and the financial position of TOUCH.

TOUCH remuneration consists of fixed remuneration and performance linked bonus.

Performance appraisal in TOUCH is a key HR process to ensure that employees receive performance feedback and establish a clear link between performance and remuneration. The appraisal will be done once a year to review performance in current year and setting objectives for the new work year. The performance rating of the staff, based on his performance review of the preceding year, will be a key factor in determining his salary.

Code of Conduct

All staff are expected to conduct and carry themselves in a professional manner while at work and to observe Organisation policies and procedures so as to promote a harmonious working relationship and a conducive working environment. As staffs are representatives of the Organisation. Staff must practise honesty and integrity in fulfilling responsibilities and comply with all applicable laws and regulations.

Donations to External Parties

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

Business Continuity Planning

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

Whistle Blowing Policy

A. Purpose

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

B. Scope

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

C. Policy

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

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

Volunteer Management

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

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

Volunteer Management Policy

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

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

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

BOARD STRUCTURE – TERMS OF REFERENCE

Background – Code of Governance (COG)

Description

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

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

Audit

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

Programmes and Services

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

Fundraising

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

Appointment / Nomination

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

Human Resource

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

Finance

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

Investment

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

CORPORATE INFORMATION

Names of Members and the Date of Appointment

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

Bankers

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

Auditors

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

Description of Governing Instruments

Memorandum & Articles of Association

Unique Registration Number (UEN)

200104673R

Registered Address of Charity

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

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

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

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

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

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

Grow Potential of Children, Youth & Families

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 Cyber Wellness

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

TOUCH Early Childhood Intervention

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

TOUCH Family Support

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

TOUCH Leadership & Mentoring

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

TOUCH Marriage Support

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

TOUCH Parenting

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

TOUCH Young Arrows

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

TOUCH Youth Intervention

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

Impact Lives of Persons with Special Needs

TOUCH Centre for Independent Living (Ubi)

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

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

Value Well-being of Persons with Healthcare Needs

TOUCH Diabetes Support

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

TOUCH Professional Deputies and Donees

Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162
Tel : +65 6317 9996
Email : enquiryppdd@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)

Enrich the Golden Years of Our Elderly

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 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 Caregivers Support

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

TOUCH Cluster Support (Kallang)

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

TOUCH Cluster Support (Yishun)

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

TOUCH Day Rehabilitation Centre

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

TOUCH Home Care (Ang Mo Kio)

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

TOUCH Home Care (Jurong)

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

TOUCH Home Care (Toa Payoh)

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

TOUCH Senior Activity Centre (Geylang Bahru)

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

TOUCH Senior Activity Centre (Wellington)

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

TOUCH Senior Group Home

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

GOVERNANCE EVALUATION CHECKLIST

TOUCH Community Services Ltd
(for the period January 2021 to December 2021)

S/N	Code guideline	Code ID	Response	Explanation (if code is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	11.2	Complied	
2	Are there governing board members holding staff appointments?		No	
3	The Treasurer of the charity (or any person holding an equivalent position in the charity, eg Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	11.7	Complied	
4	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	11.8	Complied	
5	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	11.12	Complied	
6	Is there any governing board member who has served for more than 10 consecutive years?		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	11.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	12.1	Complied	
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
Human Resource and Volunteer Management				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
16	Are there volunteers serving in the charity?		Yes	
17	There are volunteer management policies in place for volunteers.	5.7	Complied	

S/N	Code guideline	Code ID	Response	Explanation (if code is not complied with)
Financial Management and Internal Controls				
18	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
19	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
20	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
21	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
22	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
23	Does the charity invest its reserves (eg. in fixed deposits)?		Yes	
24	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
25	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
26	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
27	Did the charity receive donations in kind during the financial year?		Yes	
28	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
29	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
30	Are governing board members remunerated for their services to the Board?		No	
31	Does the charity employ paid staff?		Yes	
32	No staff is involved in setting his own remuneration.	2.2	Complied	
33	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year, and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
34	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
35	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

GOVERNANCE EVALUATION CHECKLIST

TOUCH Family Services Ltd
(for the period January 2021 to December 2021)

S/N	Code guideline	Code ID	Response	Explanation (if code is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
2	Are there governing board members holding staff appointments?		No	
3	The Treasurer of the charity (or any person holding an equivalent position in the charity, eg Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
4	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
5	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
6	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
7	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
8	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer Management				
9	The Board approves documented human resource policies for staff.	5.1	Complied	
10	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
11	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	

S/N	Code guideline	Code ID	Response	Explanation (if code is not complied with)
Financial Management and Internal Controls				
12	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
13	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
14	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
15	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
16	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
17	Does the charity invest its reserves (eg. in fixed deposits)?		No	
Fundraising Practices				
18	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
19	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
20	Did the charity receive donations in kind during the financial year?		No	
Disclosure and Transparency				
21	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
22	Are governing board members remunerated for their services to the Board?		No	
23	Does the charity employ paid staff?		Yes	
24	No staff is involved in setting his own remuneration.	2.2	Complied	
25	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	



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