

Committed

to sowing and
nurturing good works
in our communities.



Annual Report FY2023



CHCSA
CITY HARVEST COMMUNITY SERVICES ASSOCIATION



**Doing Good in our Communities,
as the Social Service Arm of City Harvest Church.**

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About Us



**GREATER LOVE HAS
NO ONE THAN THIS:
TO LAY DOWN ONE'S
LIFE FOR ONE'S
FRIENDS.
JOHN 15:13 (NIV)**

Making a difference where it matters most

This is the ethos of the City Harvest Community Services Association (CHCSA), established in 1994 by the members of City Harvest Church to reach out to communities in need. As our work grew, CHCSA was officially registered as a society in 1997, and we attained charity (IPC) status in 2002.

As City Harvest Church's social service branch, CHCSA endeavours to make a positive impact in the community. We extend a helping hand to those in need, regardless of their race or religion, with a particular focus on



Eldercare



**Youth
Development**



**Family
Support**

Our commitment lies in identifying areas of distress and offering assistance, with the aim to find a hurt and heal it, to find a need and meet it.

We accomplish this mission through partnerships with various organisations, community stakeholders and volunteers, taking a holistic approach to community support. Through acts of kindness and service, our goal is to ignite a spirit of generosity and encourage others to join us in creating a positive impact. Ultimately, we aspire to foster communities where every individual feels esteemed, supported and empowered to thrive.

President's Message



Daniel Lim (Right)

Dear Friends of CHCSA,

2023 was a year of continued growth for CHCSA as we adapted to the ever-evolving post-pandemic landscape. This new environment has directed us to refocus and reimagine the possibilities of doing good in our communities.

Under the passionate leadership of our Executive Director Kenny Low, our team of staff has grown not only in numbers, but also increased in their knowledge and standing within the communities we actively serve.

On 25 July 2023, CHCSA is proud to have received the Excellence Award from the People's Association (PA) for our work with the elderly at House Of Joy Mountbatten. The People's Association Community Spirit Awards are presented to exemplary strategic partners who have assisted in building social capital and who have contributed to the community. We are thankful for the award nomination by Mr Lim Biow Chuan,



Member of Parliament for Mountbatten SMC, which recognises the work done by our staff and volunteers. This award is a testament of the trust we have earned from residents and community leaders.

This year, our much-celebrated Parents' Day saw a turn out of more than 600 guests at Bliss Garden Restaurant, Singapore Expo. Parents of different

Together,
let us continue to be the
salt and light to the
community and make a
difference in our world.

ages gathered together to celebrate aging well. Throughout the event, our beneficiaries entertained and charmed everyone with various dance performances. Personally, the highlight for the day was our inaugural CHCSA Seniors' Fashion Show which featured our very own seniors, transformed under the hands of professional stylists. Modelling sports and festive wear by local designers, they confidently strutted down the runway in style. It was our way of championing seniors, who should continue to look good and feel good, regardless of their age!

I would like to take this opportunity to thank and acknowledge the Board and the staff for another fruitful year in making a difference in our communities. I am very proud of the progress and achievements we have made over the past year. Personally, I have heard many testimonies from various seniors that our staff and centres have become an essential part of their daily lives.

I am thankful to the Lord for the provision for our work through the heartfelt, generous giving from our partners and donors in 2023. Thank you for believing in our mission and placing your trust in us. Not only have you sustained us in our work, but you have also enabled us to expand our reach and improve the quality of our service delivery to our beneficiaries.



I would like to express my heartfelt gratitude to our pool of more than 700 volunteers who selflessly give of their time, talent and finances to our programs and events. Your contributions exemplify the spirit of love for the community that spurs us to continue our mission with renewed passion and enthusiasm.

**"TRUST IN THE LORD AND DO
GOOD, DWELL IN THE LAND, AND
FEED UPON HIS FAITHFULNESS."
PSALMS 37:3**

Let us remain faithful to the course of our mission to do good in this land where we call home. Together, let us continue to be the salt and light to the community and make a difference in our world.

With love and blessings,
Daniel Lim
President
City Harvest Community Services Association
(CHCSA)

Executive Director's Message



Dear Friends and Partners,

As we reflect on this past year, we are filled with gratitude for the collective effort and support that has fueled CHCSA's mission to serve our community. In 2023, we have experienced remarkable growth and achievements that underscore our commitment to do good in our communities.

We are proud to report an increase in our reach: we served a total of **1,904** clients and engaged over **700** dedicated volunteers in 2023. This growth is a testament to the trust and support extended by more than 500 generous donors who have joined us in our journey to enhance the lives of seniors.

A significant milestone this year was the elevation of both our House of Joy (HOJ) centres to Active Ageing Centre (AAC) status. This achievement reflects the exemplary standards of our centres and our proactive approach to senior care, which aligns seamlessly with the national AgeWell SG plan initiated by the Ministry of Health.

**Together,
we are setting
a benchmark
for eldercare
and community
integration in
Singapore.**

Among the highlights of the year was Rummi-Con 2023, an extraordinary event that brought together 220 seniors from 20 different AACs across the eastern region of Singapore. This event not only showcased our capacity to deliver services through the AACs but also demonstrated our ability to unify the eldercare community under a common goal of active aging.

The recently announced AgeWell SG plan included the implementation of Active Ageing Programmes (AAP) in AACs across five essential domains: physical, cognitive, learning, social and volunteerism. These initiatives are designed to enhance the holistic well-being of our seniors; they align with strategies we have been implementing over the past five years at our HOJ centres.

Looking forward, CHCSA is poised for further expansion. We are actively preparing to tender for more AAC operations, which will enable us to serve an even broader segment of community. To support our growth, we are enhancing our headquarters' capabilities, focusing on key areas such as human resource training, policy development, branding and digitalisation.



As we continue to scale our efforts, we remain deeply appreciative of all our donors, volunteers and partners. Your unwavering support empowers us to spread goodness and make a significant impact in the communities we serve. Together, we are setting a benchmark for eldercare and community integration in Singapore.

**“I HAVE PLANTED, APOLLOS
WATERED, BUT GOD GAVE THE
INCREASE.”**

1 COR 3:6

The CHCSA team is committed to sowing and nurturing good works in our communities. We look to your support through your time, skills, affection and finances. And we pray that God will bless the works of our hands, bring hope and life to our clients and expand our outreach.

Thank you for another incredible year. We look forward to your continued partnership as we embark on this exciting journey of growth and service.

**Warm regards,
Kenny Low
Executive Director
City Harvest Community Services Association
(CHCSA)**

Eldercare Services

**THE GLORY OF YOUNG MEN IS
THEIR STRENGTH, GRAY HAIR THE
SPLENDOR OF THE OLD.
PROVERBS 20:29**

At CHCSA ElderCare Services, we are committed to offering comprehensive care to our senior citizens through two key initiatives: the CARE Visitation Programme and our House of Joy centres. Through the CARE Visitation Programme, volunteers are paired with seniors to provide consistent care and support. Our House of Joy centres provide enjoyable activities, fostering social interaction and a sense of belonging. Our focus at CHCSA ElderCare Services is to elevate the well-being of senior members of the community.



Community Outreach Programme for the Elderly

79 volunteers supported the CARE programme by locating vulnerable seniors in the community and connecting with them through consistent visits.



Mountbatten

178

Elderly persons in 21 blocks befriended monthly



Tampines

156

Elderly persons in 10 blocks befriended monthly



Gift-a-Little-Festive

In addition to the CARE visitation program, event volunteers are recruited to volunteer in “Gift-a-Little-Festive” (GLF) initiative, where we deliver festive gifts to a wider group of seniors. In 2023, a total of **1,056** seniors in Mountbatten and Tampines benefitted from the GLF events.



House of Joy (HOJ)

At our HOJ centres, we recognise the importance of engaging seniors in active aging programmes so that they can enjoy a positive and healthy aging experience. We offer a diverse array of activities and programmes for seniors to stay physically fit, mentally sharp and socially connected. From calligraphy workshops to Rummikub games and

Chinese fan dancing, these activities promote social interaction and cultural exploration, and enhance both physical and cognitive abilities among seniors.

By taking part in these activities, our seniors find joy, purpose and a sense of fulfillment, significantly enhancing their overall well-being and quality of life.



436 Seniors engaged regularly through **38** programmes and **1,798** programme sessions



Weekly senior engagement hours# of **539** senior-hours, **89.1%** increase from the previous year of **285** senior-hours

#Senior Engagement Hours: Last 8 weeks average of aggregation of (seniors per programme session [pax] x duration of programme session [hours]) for a week.

**Robin
Chew Khin Song, 67**

"A remarkable person with such inspiration to everyone around. He is a magician and teacher for more than 4 decades, a mental arithmetic teacher and Chinese Chess teacher and master."



I enrolled into House of Joy in 2022, often volunteering my time to teach Chinese Chess to the seniors. My passion for Chinese Chess motivated me to give back to society by taking time out to teach the seniors this game.

I came to like House of Joy very much after observing the centre for a while. I find the staff here to be attentive, and they give genuine love and truly care about the welfare of the seniors who come the centre.

Currently, there are a total of 15 Chinese Chess students under my care and I have found great satisfaction and fulfillment engaging them. It is a great way for me to fight against aging by constantly engaging the mind.



Back in 2017, Mdm Ong retired and began taking care of her mother back at home. That same year, Mdm Tan had a big fall at home and had to undergo surgery. She was hospitalised for a period of time. Despite her injury and advanced age, Mdm Tan remained determined to stay active and willingly engaged in physiotherapy sessions.

Mdm Tan and Mdm Ong joined House of Joy in 2018. They enjoyed coming here as it provided them a platform to support their overall wellbeing while engaging in active ageing.

Mdm Ong finds solace in gardening at House of Joy as she feels peace, being away from the busy world. On the other hand, her mother, Mdm Tan enjoys chair yoga as she can improve her mobility and fitness. Mdm Ong would often bring Mdm Tan to participate in yoga at House of Joy. Not only that, they attend taichi sessions regularly together. Participating in the activities together further strengthens their familial bond.

As with any mother-daughter relationship, conflicts arising during communications are inevitable. Yet, over time, Mdm Tan and Mdm Ong have grown to accept and understand each other better. Honoring her mother, Mdm Ong does her best to take care of her, cooking her meals, bringing her to House of Joy for her weekly activities, to ensure that Mdm Tan may live a long and happy life.



Tan Soh Eng, 100 & Ong Gim Boon, 69



House Of Joy Tampines



541 Seniors reached regularly through **41** programmes and **1548** programme sessions and outings.



Weekly senior engagement hours# of **546** senior-hours, **90.1%** increase from the previous year of **286** senior-hours

#Senior Engagement Hours: Last 8 weeks average of aggregation of (seniors per programme session [pax] x duration of programme session [hours]) for a week.



Mdm Alimah first came to House of Joy in 2019 when she moved to Tampines with her husband. Since then, she has actively participated in a variety of activities offered at House of Joy, such as Flapping exercise, Silverfit, Chair Yoga and Elastic Band workouts. For the past three years, Mdm Alimah and with her fellow Malay friends and neighbours have formed a steadfast tradition of gathering monthly for bonding sessions. Not only that, they come together every year to celebrate Hari Raya. These gatherings allow Mdm Alimah to deepen the friendships she has with her community. Each month, the group brings homemade cuisine to enjoy together at the

centre. With each member preparing different dishes to share, their gatherings are a feast of flavours and traditions,



Mdm Alimah Binte Mohammad, 66

a reflection of the richness of their shared heritage. Mdm Alimah is very thankful towards the dedicated staff at House of Joy for being supportive and providing a space for the Malay community to gather monthly.

House of Joy Lunch Banquet



One of the highlights of 2023 was our House of Joy Lunch banquet at Bliss Garden. It was an occasion to celebrate and honour the seniors of House of Joy. The event featured many seniors from both Mountbatten and Tampines Greenweave centres, who danced and sang and entertained the crowd. Many of them had spent months practising hard to ensure their performances would be flawless. Among the highlights was a runway show featuring the seniors as models wearing sportswear and festive fashion. There was also a makeover on stage: the HOJ seniors were transformed before the audience's very eyes. The banquet celebrated their vibrant spirit and embraced the ethos of "You Only Live Once" (YOLO), as the HOJ seniors demonstrated how to age actively and gracefully.





Rummi-Con

Held on 30 September 2023 at Heartbeat @ Bedok, Rummi-Con 2023 was a successful event that drew more than 230 senior participants from 20 different Active Ageing Centres (AACs) across Singapore to compete for the championship title.



232 Total seniors



81 Total volunteers



20 Active Ageing Centres



Family Services

FOR WE ARE GOD'S HANDIWORK, CREATED IN CHRIST JESUS TO DO GOOD WORKS, WHICH GOD PREPARED IN ADVANCE FOR US TO DO. EPHESIANS 2:10

At CHCSA, we are dedicated to providing comprehensive Family Support Services to families. We recognise that families may encounter diverse challenges, including financial difficulties, housing instability, domestic issues and other hardships. Our dedicated case workers directly help these families, tackling their specific needs and difficulties. We collaborate with other agencies to expand our support. Our case workers provide financial support to clients of these agencies, working closely with their social workers to ensure everyone gets the care they need. At CHCSA, we aim to empower families and improve their overall well-being through our caring and cooperative approach.



68 Families helped



21 Received information and referral services



27 Received financial assistance



18 Received casework counselling



16 Partner Agencies supported

In November 2023, CHCSA worked with Methodist Welfare Service Family Service Centre (Tampines) to apply for the Fresh Start Scheme for the FSC's client Mdm Fatimah*. The purpose of the scheme was to help Mdm Fatimah purchase kitchen equipment and appliances as she was starting a new role as a food stall operator. This job would assist Mdm Fatimah and husband, as well as their 9 children, in working towards financial stability in the long run.



Due to health issues, Mdm Fatimah's husband is permanently unfit for work. In addition, most of their children are of school-going age. The family was subsisting on one child's income from National Service, as well as government financial assistance. As Mdm Fatimah had previously managed a food business, she desired to restart this business to help her family.

In January 2024, Mdm Fatimah started operations after a month of preparation setting up her kitchen. As of 13 Mar 2024, her social worker reports that her food business has been going well. Mdm Fatimah is enjoying her work and working on stabilising her finances. Despite having to pay additional overheads like electricity and water bills as well as the cost of raw ingredients, she managed to earn a profit of \$1,200 in her first month of operations.

**Name changed to protect the client's identity.*

Mental Wellness

At CHCSA, we care about mental wellness. To support this, we're collaborating with private donors to establish a fund that sponsors counseling for individuals facing financial difficulties. The therapy sessions will be offered by one of our partner organizations, Safe Space.



55 No of clients

Youth

Youth Outreach To Orphanages

**DON'T LET ANYONE
LOOK DOWN ON YOU
BECAUSE YOU ARE
YOUNG, BUT SET AN
EXAMPLE FOR THE
BELIEVERS IN SPEECH,
IN CONDUCT, IN
LOVE, IN FAITH AND
IN PURITY**

1 TIMOTHY 4:12



In 2023, different groups of young people organised outings for children from a local orphanage. They planned and took the kids to watch Super24, a renowned dance competition, as well as visit River Wonder. For many of these beneficiaries, it was their first time experiencing such events. With careful planning and dedication, the volunteers made sure everything went smoothly and succeeded in creating a joyful and exciting day for everyone. This initiative showed their commitment to enriching young lives and providing unforgettable experiences. It marked a significant step by the youth volunteer in exercising empowerment and community connection.





Ong Wei Ting Joycelyn,
24

When I first volunteered to take the kids to Super 24, I thought it would be simple: get them there safely, make sure no one got lost, and ensure their lunch was decent. I didn't realise that engaging the kids would be a challenge. At first they just kept to themselves and their friends on the bus, so I got a bit stressed about how to liven up the atmosphere. Being an introvert, I struggled to step out of my comfort zone. Eventually, we talked more over lunch, and I really enjoyed seeing them get excited discussing the performances. It was an awkward start, but we ended on a high note! I'm grateful for the chance to co-lead this outing and to recognise my own engagement weaknesses. This experience boosted my confidence in my leadership role.



3 Events



26 Online learning videos



34 Volunteers



More than **4,700** subscribers



142 Beneficiaries



More than **115,000** views

I am a member of City Harvest Church's POL-ITE Society, a initiative by polytechnic students in the church. Along with some of my peers, I volunteered to take a group of children and youths from an orphanage on an outing to River Wonder.



During the event, I enjoyed insightful conversations with the youths. Despite their challenges, they remain positive and appreciate the support they receive from those around them. Their joy and gratitude inspired me to keep advocating for and supporting young people.

I also learned to see people beyond their circumstances and to bridge our differences. After talking to them, I noticed that although they had diverse aspirations and beliefs, we still connected by sharing our lives.

A memorable moment was speaking with a boy in upper primary about his interests and goals. His determination to succeed despite his circumstances deeply inspired me and reminded me to work harder and appreciate what I have.

Gillian Soh Yi Ying, 19



Volunteerism

A SPIRITUAL GIFT IS GIVEN TO EACH OF US SO WE CAN HELP EACH OTHER.

1 CORINTHIANS 12:7

At CHCSA, we hold a strong belief that everyone has a desire to contribute—according to their own capabilities and availability—to causes they care about. We understand that each individual brings unique skills, talents and interests that can create significant impact. With this belief in mind, we are committed to creating volunteer opportunities tailored to these motivations and abilities. Our aim is to create meaningful and rewarding experiences for our volunteers, ensuring that their time and efforts are effectively directed toward areas or causes they are passionate about. At CHCSA, we deeply value and appreciate the contributions of every volunteer, recognising that together, we can bring about positive change in the lives of those we serve.



704 Volunteers



303 New volunteers



4736.5 Volunteers man hours clocked



42 Events supported



4 Trainings conducted



48 Senior volunteers

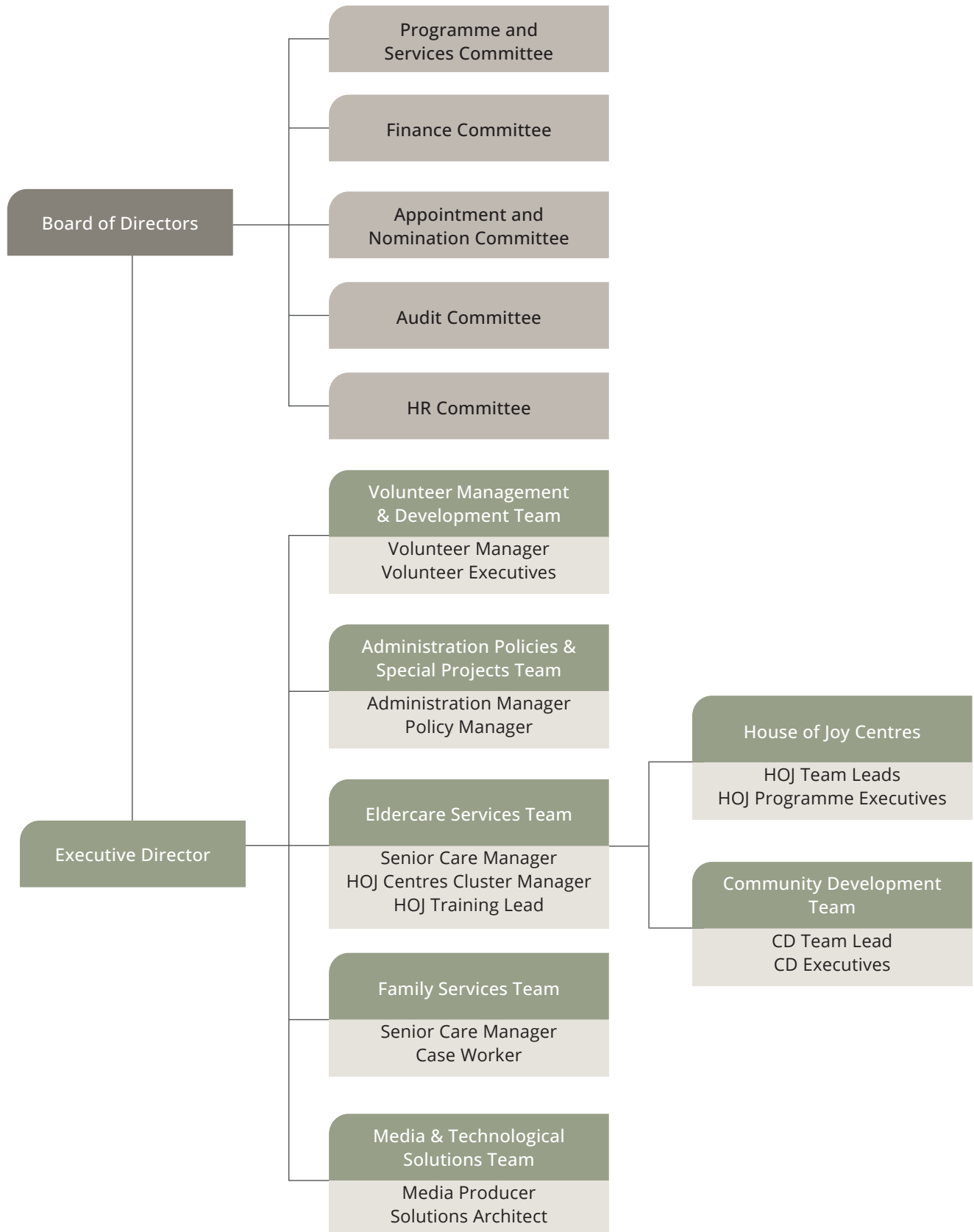


I have been volunteering with my husband for over three years now, and it has been fulfilling to me. I enjoy talking to the seniors, hearing their stories and assisting them in getting connected to the community. Every visit brings new smiles and a deeper sense of connection. The opportunity to help the seniors in various ways, whether offering companionship or assisting with daily tasks, is enjoyable to me and my partner. The bonds we have formed and the positive impact we've seen in the lives of those we serve remind us of the power of community and compassion. House of Joy provides a supportive environment where volunteers can grow and contribute meaningfully.

Grace Wong, 73



Our Team





**We are a fun, trustworthy team
who are constantly learning.**



Governance



CHCSA's Management Board

The Board is responsible for overseeing decisions concerning policy, strategic matters and the governance of CHCSA, with the support of six working committees. Its primary role is to guide the charity in achieving its vision and mission through good governance.

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

- Policies, standard operating procedures and manuals
- Annual budget and funding
- Annual report and accounts
- Corporate and services strategies
- Strategic direction of CHCSA
- Identify, regularly monitor and review CHCSA's key risks

The Board met at least 5 times with a quorum of at least 3 members over the period of June 2023 to May 2024. The Annual General Meeting was conducted and important decisions which required the Board's approval were discussed before reaching conclusions.

Board members serve on a voluntary basis and do not receive any form of remuneration for their services. The current Board of Directors does not include any staff members from CHCSA.



Disclosure and Transparency

CHCSA's annual financial statements are prepared in accordance with the provisions of the Societies Act (Chapter 311), Charities Act (Chapter 37) and the Charities Accounting Standards.



Human Resource Management

Staff members underwent their performance appraisal in December 2023. This evaluation facilitated the assessment of their progress and the provision of constructive feedback on their performance. It enables us to acknowledge their achievements, identify areas for improvement, and collaboratively develop strategies for their professional growth.

The remuneration committee reviewed the performance, salary structure and guidelines. There are no paid staff members who are close members of the family of the Executive Head or Board members, who received remuneration exceeding \$50,000 during the year.

Disclosure of remuneration of the three highest paid staff

Remuneration Band	Number of Staff
Between \$100,000 to \$200,000	1
Below \$100,000	2

None of these top earners serve as governing board members of the charity.

CHCSA has established policies and procedures to ensure that no staff member participates in setting or approving their own remuneration.

Statements Of Policy

Conflict of Interest Policy

At CHCSA, we are committed to maintaining the highest standards of integrity and transparency. We have put in place a Conflict of Interest Policy (COI) to ensure that any conflicts between personal interests and CHCSA's best interests are promptly identified and appropriately managed. All Staff and Board members are required to disclose any potential conflicts of interest by completing a COI declaration form upon appointment, annually and on an as-needed basis. Annual declarations will be reported to the Executive Director or the Board in the event a conflict of interest arises. Staff/Board members are expected to refrain from participating in decision-making or voting on matters where they have a conflict of interest.

Reserves Policy

CHCSA is committed to maintaining a strong and sustainable financial foundation to support our mission and ensure long-term sustainability. Our Reserves Policy establishes guidelines for the accumulation, management and utilisation of reserves and donated funds by CHCSA. These reserves safeguards us against unforeseen financial challenges, ensuring the continuity of programmes and facilitating strategic ventures. We aim to establish and maintain reserves equivalent to a maximum of two years' worth of operational expenses while upholding transparency and accountability in our financial management practices. The Board of Directors will regularly receive reports on reserve levels, including comparisons to the designated target and updates on fund utilisation.

Investment Policy

The Investment Policy of CHCSA is designed to safeguard the value of the cash surplus while seeking reasonable returns to further our charitable objectives. Our primary aim is long-term preservation of capital, with a focus on generating returns that maintain the purchasing power of the surplus against inflation. We prioritise the financial stability of CHCSA and ensure that our charitable assets are not exposed to significant risks.

Code of Conduct

At CHCSA, we uphold a strong Code of Honor and Ethics that guides our actions and decisions. Our commitment to integrity, transparency and accountability forms the foundation of our work. We prioritise ethical conduct, respect for diversity and the highest standards of professionalism. Our Code fosters an inclusive and supportive environment, ensuring fairness, compliance with applicable laws and regulations, honesty and responsible stewardship of resources. By upholding this Code, we maintain the trust of our stakeholders and strive to make a positive and lasting impact on the lives of those we serve.

Whistleblowing Policy

At CHCSA, we are committed to observe high standards of business and personal ethics in the conduct of staff and representatives' duties and responsibilities. The purpose of this policy is to provide a safe and secure environment and a reporting channel for reporting any suspected illegal or unethical conduct in a confidential and protected manner. The policy covers issues of fraud, corruption, bribery, theft and concealment, failure to comply with regulations, laws and ethical guidelines and/or any abuse of corporate resources. We prohibit any form of retaliation against whistleblowers and are committed to safeguarding the rights and well-being of individuals who report in good faith, ensuring that they are protected from adverse actions or repercussions. CHCSA is dedicated to fostering an environment where individuals can raise concern without fear of reprisal. Our Whistleblowing Policy demonstrates our commitment to integrity, accountability and the well-being of our charity and stakeholders.

Volunteer Management Policy

Volunteers play a vital role in CHCSA's mission and our Volunteer Management Policy ensures a positive and fulfilling experience for all. We value the contributions of our volunteers and are committed to their well-being and development. Our policy provides guidelines for volunteer recruitment, training, supervision and retention of volunteers. We strive to create meaningful volunteer engagement opportunities that make a lasting impact and contribute to the success of our charity. We also hold volunteer appreciation events each year to celebrate our achievements and express gratitude to our volunteers.

Loan Policy

CHCSA does not have a loan policy as we do not grant loans to any party.

Leadership

CHCSA Board Profile

Name	Occupation	Past Board Roles	Current Board Role	Board Term
Lim Joon Hian Daniel	Reverend (City Harvest Church)	Member (since June 2018)	President (since 1 July 2021)	6th
Ong Chi Jian Allan	Retiree (former General Manager)	Member (since April 2015)	Vice President (since 26 April 2017)	9th
Fong Ling Lee Karen	Senior Manager	Member (since September 2020)	Treasurer (since 1 July 2021)	4th
Lim Meng Koon Kenneth	Enterprise Architect	Member (since September 2020)	Secretary (since 1 July 2021)	4th
Tan Li Leng Lynn	Pastor (City Harvest Church)	NIL	Member (since 1 July 2021)	3rd
Tong Weng Kong Jasper	Chief Allied Health Professional	NIL	Member (since 1 July 2021)	3rd
Ong Tiong Sing Martin	Managing Partner	NIL	Member (since 1 July 2022)	2nd
Tan Lee San Theresa	Deputy Managing Editor	NIL	Member (since April 2015)	9th

Charity Executive Leadership

Name	Title	Appointed Since
Low Heng Khuen Kenny	Executive Director	1 October 2015

Management Committee & Sub Committees

CHCSA Management Board Attendance 2023/2024

	Annual General Meeting June 2023	Board Meeting October 2023	Board Meeting December 2023	Board Meeting February 2024	Board Meeting May 2024
Lim Joon Hian Daniel	✓	✓	✓	✓	✓
Ong Chi Jian Allan	✓		✓	✓	✓
Fong Ling Lee Karen	✓			✓	
Lim Meng Koon Kenneth	✓	✓	✓		✓
Tan Li Leng Lynn	✓	✓	✓	✓	
Tong Weng Kong Jasper	✓	✓	✓	✓	✓
Ong Tiong Sing Martin	✓	✓	✓	✓	
Tan Lee San Theresa	✓	✓			✓

2023/2024 Sub-Committees

Committee members are appointed by the Board and are accountable to the Board. The decisions of the Committees are to be reported at Board meetings. These are their responsibilities towards the mission and vision of CHCSA:

Audit Committee

Chairman
Tan Li Leng Lynn

Members
Tong Weng Kong Jasper
Yong Lee Ee Ruth

- Oversees the financial reporting and internal control systems of CHCSA to ensure
- Transparency and accountability
- Reviews the financial statements to ensure compliance with applicable laws, regulations and accounting standards
- Plays a vital role in identifying and mitigating financial risks, monitoring the effectiveness of the charity's internal controls and providing independent oversight to safeguard CHCSA's assets and maintain the public's trust.

Finance Committee

Chairman
Fong Ling Lee Karen

Members
Ong Chi Jian Allan
Leong Yin Yu Joann

- Responsible for overseeing and managing CHCSA's financial activities and ensuring sound financial management.
- Monitors CHCSA's budget, providing guidance on resource allocation, financial planning and strategic decision-making to ensure financial sustainability.

Programmes & Services Committee

Chairman
Ong Chi Jian Allan

Members
Ong Tiong Sing Martin
Luen Wai Sum
Low Heng Khuen Kenny (Staff)
Lim Hui Ching Tammy (Staff)

- Responsible for overseeing the implementation and evaluation of CHCSA's programmes and services.
- Collaborates with staff and stakeholders to identify community needs and ensure alignment with CHCSA's mission and vision.
- Monitors programme effectiveness, assesses outcomes and makes recommendations for improvement, aiming to deliver high-quality services.
- Review funding opportunities to support program sustainability and expansion.

Appointment and Nomination Committee

Chairman
Tan Lee San Theresa

Members
Lim Joon Hian Daniel
Lim Meng Koon Kenneth

- Responsible for the selection, appointment and nomination of qualified individuals to serve on the board of directors and key leadership positions within CHCSA.

Human Resources Committee

Chairman
Lim Joon Hian Daniel

Members
Tong Weng Kong Jasper
Liew Chin Meng Florence

- Reviews and provides guidance on CHCSA's human resources policies and practices to support CHCSA's workforce, ensuring qualified and diverse candidates are hired for various positions within the organisation.

Term Limit of Board

To enable succession planning and steady renewal in the spirit of sustainability of the charity, the Board has a term limit of 10 years. In particular, the Treasurer or the Financial Committee Chairman (or equivalent) has a term limit of four years.

Consolidated Statement Of Financial Activities For The Financial Year Ended 31 December 2023

	GROUP 2023			GROUP 2022		
	UNRESTRICTED FUND	RESTRICTED FUND	TOTAL	UNRESTRICTED FUND	RESTRICTED FUND	TOTAL
	\$	\$	\$	\$	\$	\$
INCOME						
Voluntary income	2,144,376	-	2,144,376	1,974,461	-	1,974,461
Income from charitable activities	95,611	244,908	340,519	26,626	379,343	405,969
Income from fund generating activities	-	-	-	163,978	-	163,978
Other income	121,334	-	121,334	85,444	-	85,444
TOTAL INCOME	2,361,321	244,908	2,606,229	2,250,509	379,343	2,629,852
EXPENDITURE						
Cost of charitable activities	509,461	924,782	1,434,243	356,496	775,751	1,132,247
Cost of fund generating activities	-	-	-	274,142	-	274,142
Governance and administrative costs	668,922	-	668,922	888,240	45,866	934,106
Finance cost	-	-	-	89	-	89
TOTAL EXPENDITURE	1,178,383	924,782	2,103,165	1,518,967	821,617	2,340,584
Surplus/(Deficit) before tax	1,182,938	(679,874)	503,064	731,542	(442,274)	289,268
Income tax credit	391	-	391	551	-	551
SURPLUS/(DEFICIT) AFTER TAX	1,183,329	(679,874)	503,455	732,093	(442,274)	289,819

Statements Of Financial Position As At 31 December 2023

	GROUP		ASSOCIATION	
	2023	2022	2023	2022
	\$	\$	\$	\$
ASSETS				
NON-CURRENT ASSETS				
Plant and equipment	141,754	198,011	141,754	198,011
Intangible asset	38,183	-	38,183	-
Investment in subsidiary	-	-	-	-
	179,937	198,011	179,937	198,011
CURRENT ASSETS				
Cash and cash equivalents	3,064,903	2,399,556	2,880,645	2,256,566
Trade and other receivables	236,161	381,384	259,494	333,148
	3,301,064	2,780,940	3,140,139	2,589,714
TOTAL ASSETS	3,481,001	2,978,951	3,320,076	2,787,725
FUNDS				
UNRESTRICTED FUND				
General fund	4,660,376	3,477,047	4,508,151	3,337,536
RESTRICTED FUND				
Care and share fund	-	-	-	-
Transition fund	(1,318,743)	(638,869)	(1,318,743)	(638,869)
TOTAL FUNDS	3,341,633	2,838,178	3,189,408	2,698,667
LIABILITIES				
CURRENT LIABILITIES				
Lease liability	-	-	-	-
Trade and other payables	139,368	140,773	130,668	89,058
TOTAL LIABILITIES	139,368	140,773	130,668	89,058
TOTAL FUNDS AND LIABILITIES	3,481,001	2,978,951	3,320,076	2,787,725

Statements Of Changes In Funds For The Financial Year Ended 31 December 2023

GROUP	GENERAL FUND	CARE AND SHARE FUND	TRANSITION FUND	TOTAL FUNDS
	\$	\$	\$	\$
Balance as at 01 January 2022	2,598,835	32,299	(82,775)	2,548,359
Net surplus/(deficit) for the year	732,093	113,820	(556,094)	289,819
Transfer of funds	146,119	(146,119)	-	-
BALANCE AS AT 31 DECEMBER 2022	3,477,047	-	(638,869)	2,838,178
Balance as at 01 January 2023	3,477,047	-	(638,869)	2,838,178
Net surplus/(deficit) for the year	1,183,329	-	(679,874)	503,455
BALANCE AS AT 31 DECEMBER 2023	4,660,376	-	(1,318,743)	3,341,633

ASSOCIATION	GENERAL FUND	CARE AND SHARE FUND	TRANSITION FUND	TOTAL FUNDS
	\$	\$	\$	\$
Balance as at 01 January 2022	2,349,879	7,819	(82,775)	2,274,923
Net surplus/(deficit) for the year	866,018	113,820	(556,094)	423,744
Transfer of funds	121,639	(121,639)	-	-
BALANCE AS AT 31 DECEMBER 2022	3,337,536	-	(638,869)	2,698,667
Balance as at 01 January 2023	3,337,536	-	(638,869)	2,698,667
Net surplus/(deficit) for the year	1,170,615	-	(679,874)	490,741
BALANCE AS AT 31 DECEMBER 2023	4,508,151	-	(1,318,743)	3,189,408

The Association's Reserve Position For The Financial Year Ended 31 December 2023

ASSOCIATION	2023	2022	INCREASE
	\$	\$	%
UNRESTRICTED FUND			
General fund	4,508,151	3,337,536	35
RESTRICTED FUND			
Care and share fund	-	-	-
Transition fund	(1,318,743)	(638,869)	106
TOTAL FUND	3,189,408	2,698,667	18
TOTAL ANNUAL OPERATING EXPENDITURE (NOTE A)	2,077,320	1,985,981	5
RATIO OF FUND TO ANNUAL OPERATING EXPENDITURE	1.535	1.359	

Note A: Total annual operating expenses include cost of generating funds, cost of charitable activities and governance and administrative costs.

Reserve is defined as the portion of General fund or Unrestricted fund that is available to sustain the operating expenses of the Association's principal activities, after covering for any deficits in the Restricted fund.

Reserve level is expressed as a ratio of the General fund or Unrestricted fund that is available to sustain the Association's total annual operating expenses.

The Association's reserve policy is to build up a reserve level of up to a maximum of two years' operating expenses.

Future Plans And Commitments Of CHCSA



Looking towards a brighter future, CHCSA is committed to expanding our House of Joy Centres to a total of ten locations by 2030, enhancing the reach and efficacy of our eldercare services. This ambitious expansion will be supported by the development of detailed operating manuals, internal training programs, and a refined strategic framework that sharpens our care philosophies. Talent management will be pivotal in this growth phase, with a strong emphasis on the recruitment, development, and retention of skilled professionals. Furthermore, we plan to forge partnerships with academic institutions to research and measure the impact of our programs, ensuring continuous improvement and effectiveness.

In parallel, our youth programs will evolve through strategic collaborations with other social service agencies, creating enriching developmental experiences that inspire leadership and expand networks among young individuals. Additionally, our family support initiatives will be strengthened. By deepening partnerships with local social service agencies in the geographic regions of our House of

Joy Centres and collaborating with organizations such as City Harvest Church, we aim to provide comprehensive support to families navigating life's challenges. These efforts represent our holistic approach to community service, underpinning our mission to enhance the well-being of all age groups across our society.

As we chart our course for the future, we are guided by the wisdom of Proverbs 16:3:

**"COMMIT TO THE LORD
WHATEVER YOU DO, AND HE WILL
ESTABLISH YOUR PLANS."**

While we diligently prepare and execute plans for the expression of goodness through our services, we humbly look to the Lord to bless the works of our hands and guide our endeavors. With faith and commitment, we believe our concerted efforts will be fruitful, ensuring that our plans align not only with our goals but also with the greater good that we strive to serve.

Epilogue



Dear Friends of CHCSA,

My first encounter with City Harvest Community Service Association (CHCSA) was in the mid 90s. I was attending a conference. A young man by the name of Kong Hee came forth and shared about bringing the love of God outside the four walls of the Church. It was a simple but momentous idea. With this, CHCSA was born to serve the needs in the community.

CHCSA has since grown. With a large volunteer base from both the public and the Church, its staff and volunteers engage seniors and youth with unique programs and activities.

In reaching out to senior, a staff and I once visited an elderly living alone at her home in Mountbatten. We spend slightly over 2 hours

engaging her in conversation. When it was time to leave, she held my hands and asked if we could stay a little longer as she felt rather lonely. We did spend another hour with her. But still we have to leave at the end of it. Such is the situation of some elderly feeling lonely and neglected.

On another occasion we attended to a 14 year old girl who was not coping well and not fitting into the education system. She dropped out of school in spite of all the help and intervention from her teachers and MOE. At her young age, it was difficult for her to find a job. In order to keep her off the street, the staff enrolled her for a hair styling course paid forth by CHCSA. After the course, she was able to work in a Salon as an apprentice hair stylist.

Both encounters show the existence of needs in the community. It requires us to identify, respond and provide a helping hand. Since inception, CHCSA staff have been serving whole heartedly and working diligently to provide more support and care to the community.

Ultimately, it is about reaching out to people, relating to them and meeting their needs. In so doing, the love of God can be seen and felt outside the four walls of the Church.

Warm regards,

Allan Ong

Vice President

**City Harvest Community Services Association
(CHCSA)**



Touching Hearts, Changing Lives

Corporate Information

IPC Number

IPC000181

(IPC Effective Date:

21 January 2023 - 20 January 2027)

UEN Number

S97SS0106L

Auditor

Precursor Group Pte Ltd

Charity Registration Number

1419

Registered Address

12 Pine Close #01-85, Singapore
391012

Banker

DBS Bank Ltd

12 Marina Boulevard, DBS Asia Central, Marina Bay Financial Centre
Tower 3, Singapore 018982

CHCSA was registered as a society in 16/08/1997.

CHCSA was registered as a charity under the Charities Act (Chapter 37)
since 28/02/2000.

CHCSA has Constitution as its governing instrument.

City Harvest Community Services Association



12 Pine Close, #01-85,
Singapore 391012



+65 6835 9916



www.chcsa.org.sg



info@chcsa.org.sg



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