



**HUG** 

**COMMUNITY  
SERVICES  
LIMITED**

**ANNUAL REPORT  
2019 / 2020**

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# ABOUT US



HUG COMMUNITY SERVICES LTD WAS ESTABLISHED IN 2014 TO SUPPORT AT-RISK YOUTHS AND THEIR FAMILIES. WE BRING HEALING AND RESTORATION THROUGH INDIVIDUALISED CLIENT-CENTRIC INTERVENTION & PREVENTION PROGRAMMES.



# OUR VISION

IS TO IMPACT THE LIVES OF YOUTHS AND THEIR FAMILIES. THROUGH A MILIEU OF CARE.

# OVERVIEW



MOST OF OUR CLIENTS ARE YOUTH-AT-RISK, MANY OF THESE YOUNG PEOPLE COME FROM TROUBLED BACKGROUNDS, HAVE PENDING COURT CASES, OR ARE EX-JUVENILE INMATES.

OUR STRATEGIES ARE LONG-TERM AND WE AIM FOR THE COMPLETE RESTORATION OF INDIVIDUAL LIVES. THIS MEANS THAT IN ADDITION TO OUR INTERVENTION PROGRAMMES AND OTHER ESSENTIAL SERVICES, WE ALSO ACTIVELY SEEK TO PROVIDE OUR CLIENTS OPPORTUNITIES TO SERVE IN THE COMMUNITY. THIS PROVIDE FOR THE OPPORTUNITY OF LIFE-ON-LIFE COACHING AND DEVELOPS A SENSE OF POSITIVE SELF-WORTH AS THEY ARE HAVING AFFIRMED BY COMMUNITY STAKEHOLDERS.

THE FRUITION OF OUR WORK DURING THIS SEASON OF OUR ORGANISATION'S LIFE IS THE ESTABLISHMENT OF A YOUTH CENTRE IN TOA PAYOH SPRING AT THE RECOMMENDATION OF MR. CHEE HONG TAT, MP, AND THE FULL SUPPORT OF HIS TEAM AT TOA PAYOH WEST COMMUNITY CENTRE.

WE ARE EXTREMELY GRATEFUL TO HAVE VALUABLE WORKING RELATIONSHIP WITH SO MANY GRASSROOTS LEADERS, NON-PROFITS, AND OTHER STAKEHOLDERS IN THE COMMUNITY.



# OUR LEADERS & BOARD OF DIRECTORS



The founder of HUG Community Services, **Jeffery Mak** is focused on developing the non-profit organisation with passion and integrity. The former RSN serviceman brings years of leadership in the forces to forefront in enabling HUG grow and succeed in a holistic way. Jeff continues to offer training at the Rehabilitation Training Centre (Singapore Prisons Services), building on his years in the pastorate and youth services.

***Founder & Managing Director***

The Co-Founder, **Grace Yeo** joined HUG Community Services after a deep personal encounter at a ‘random’ court hearing she was ‘providentially’ led to attend. She has greatly accelerated the growth of HUG from a modest social service agency with her blend of servant leadership and participatory methodology. Notwithstanding her health conditions, Grace continues to work tirelessly for the renewal and empowerment of young lives.



***Co-Founder &  
Executive Director***



**Paul Molina, Associate Director** (Program & Training), With years of experience in the pastorate and school chaplaincies, Paul Molina is committed to developing HUG Community Services with fidelity and discernment. A certified behavioural consultant and cognitive behavioural therapist, Paul is passionate in devising programmes that put our clients at the centre of HUG's ministry.



## OUR BOARD OF MANAGEMENT



**Rev Dr Emily Tan**  
Adviser  
Board Member



**Rev Sophia Tan**  
Adviser  
Board Member



**Thia Tong Teck**  
Secretary  
Board Member

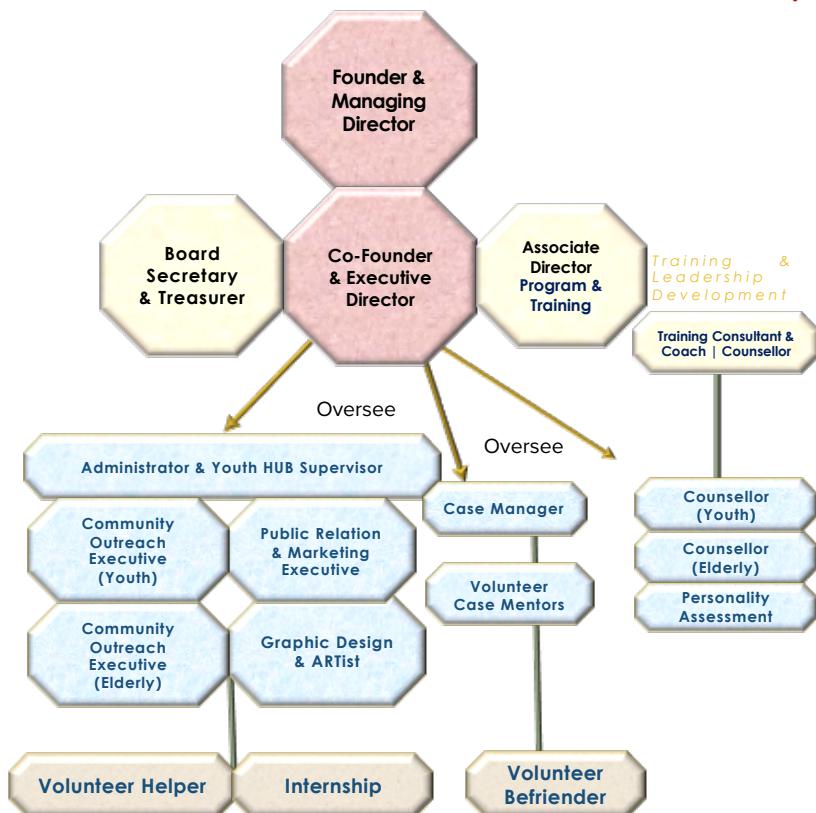


**Lee Wee Teck Alan**  
Treasurer  
Board Member



**Chan Swee Fen**  
Training Consultant  
& Coach  
Board Member

# OUR ORGANIZATION CHART



Founder & Managing Director | **Jeffrey Mak**

Co-Founder & Executive Director | **Grace Yeo**

Associate Director | **Paul Molina**

Secretary | **Thia Tong Teck**

Treasurer | **Lee Wee Teck Alan**

Training Consultant & Coach, Counsellor | **Chan Swee Fen**

Adviser | **Rev Dr Emily Tan**

Adviser | **Rev Sophia Tan**

## Operation Team

Administrator, Recording Secretary | **Soo Wen Long**

Community Outreach Executive | **Ryan Chng**

Graphic Designer & ARTist | **Celine Tan**

# HIGHLIGHTS



# RECOGNITION FROM SENIOR MINISTER OF STATE FOR TRADE AND INDUSTRY MR. CHEE HONG TAT

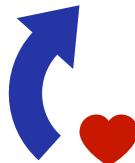


 **Chee Hong Tat** 徐芳达 is in Singapore.  
9 May · 

Many volunteers have stepped forward to help in various community efforts in our fight against COVID-19.

One such group of wonderful individuals are Jeffrey and his team from HUG Community Services, who are volunteering at **Toa Payoh West Community Club**. They have been working tirelessly over the last 3 months for almost 12 hours daily, and helping to deliver meals to the vulnerable and elderly in our community.

On behalf of our residents, I want to say a big thank you to Jeff and his team, and salute them for their hard work and dedicated service — Hong Tat



*Encouragement token  
from Mr Chee Hong Tat*



*Facebook article posted  
by Mr Chee Hong Tat on  
9th May 2020.*

2018-2019

# SCHOOL



WE REACHED  
OUT TO  
500+  
STUDENTS

Weekly sharing & student engagement at [Christ Church](#)

Secondary School where we spoke against gangs, drugs, bullying, and the development of healthy, meaningful, and positive relationships amongst one another & family members.



# CORPORATE PARTNERS



Our youth presenting the trophies to the Minister for Social & Family Development and Second Minister for National Development, Singapore, Mr. Desmond Lee.



Mr Glenn Lim the CEO of Architects of Life (AOL) shared the same belief with HUG Community, during their 5th Anniversary Celebrations, "Youth-at-risk deserve to have more different exposure and grow in experiences as well!"



Our youth enjoying the experience of serving as event facilitators and ushers.



AOL 5IVE - 27th November

# CORPORATE PARTNERS



Our Youths Put What They  
Learned From Their Time  
Journeying With Us By  
Hosting A Booth To Promote  
Mentorship For Youth-At-Risk  
At The National Mentoring  
Summit 2020 On 31St January  
2020 Organised By The  
Mentoring Alliance Singapore.

Photo taking session with the Guest-of-Honour, Senior Minister of State for Culture, Community & Youth, and Communications & Information, Ms Sim Ann.



FORMER-MINISTER,  
MR.TEO SER LUCK , GIVING  
ENCOURAGEMENT TO OUR  
YOUTH DURING THE  
EVENT.

WE REACHED OUT  
TO MORE THAN  
250 PEOPLE





## RESIDENTS' COMMITTEE

Mask Distribution for  
COVID19 -

Toa Payoh North RC Zone 1

4th Feb 2020 to 6th Feb 2020



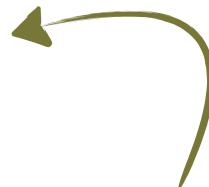
WeCare Pack Distribution  
with Senior Minister of State,  
Mr Chee Hong Tat  
Toa Payoh West RC Zone 7



# PEOPLE'S ASSOCIATION



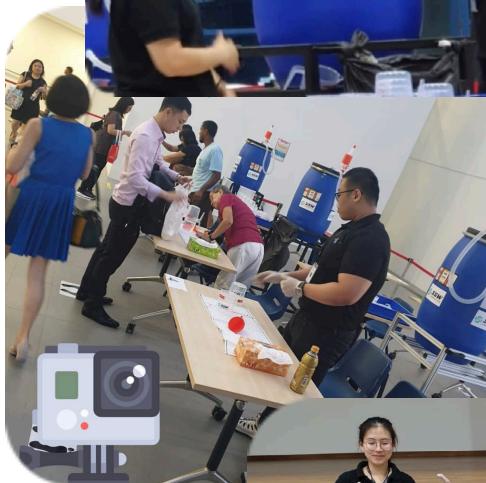
WE ENVISION BIG AND START SMALL.



BYOB Clean Hand  
Sanitiser Collection  
Exercise

Toa Payoh West  
Community Club

23rd to 29th March 2020



WE'VE  
ENGAGED  
5K TO 6K  
RESIDENCES



# COMMUNITY SERVICES



WE'VE  
REACHED  
OUT TO  
21 UNITS

**LOVE FROM HUG PACK**  
**@ Block 206 Ang Mo Kio Avenue 1**



# COACHING & MENTORSHIP



AN  
APPROXIMATE  
OF 50 YOUTHS

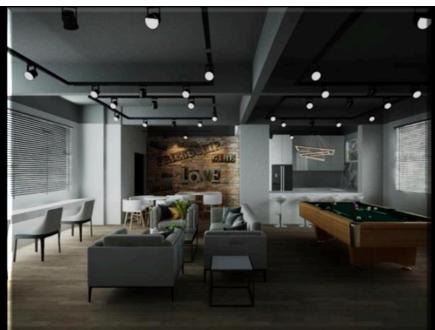
Our Life Transfiguration Programme also includes life-skills training, Observation & Role Play, Self Reflection, Group Indoor & Outdoor Activities. These are conducted through mentoring Framework & occasional lecture & workshop.



# YOUTH HUB [HOME]



BEFORE



AFTER



OUR NEW HOME!

200 TOA PAYOH NORTH,  
TOA PAYOH SPRING 01-1033  
SINGAPORE 310200

COMING SOON



3D DRAWING FOR ILLUSTRATION ONLY

## EVENTS & ACTIVITIES PARTICIPATED



### ***Meet the People Session***

10/9/2019

People's Association

### ***Share a meal @ 128 Lor 2 Toa Payoh [COVID19]***

19/4/20, 20/4/20, 22/4/20, 27/4/20, 29/4/20, 26/6/20

People's Association @Toa Payoh West CC

### ***AOL 5th anniversary Event***

27/11/2019

Architects of Life

### ***Phase 2 Mask Collection Exercise [COVID19]***

26/5/2020 to 1/6/2020

People's Association @Toa Payoh West CC

### ***Christmas Outreach Event***

#### ***@Blk 206 Ang Mo Kio Ave 1***

07/12/2019

HUG Community Services Limited

### ***WeCare Pack Distribution [COVID19]***

28/6/2020, 4/7/20, 15/8/2020

@Toa Payoh RC Zone 7

### ***National Mentoring Summit 2020***

31/01/2020

Mentoring Alliance Singapore Limited;

Architects of Life

### ***WeCare Pack Distribution***

#### ***@ Blk 206 Ang Mo Kio [COVID19]***

01/07/2020

HUG Community Services Limited

### ***Disposable Face Mask Distribution [COVID19]***

4/2/2020 to 6/2/2020

People's Association @Toa Payoh West CC

### ***NDP Fun Pack Distribution***

21/7/2020 to 2/8/2020

People's Association @Toa Payoh West CC

### ***#BYOB Hand Sanitiser Distribution [COVID19]***

23/3/2020 to 30/3/2020

People's Association @Toa Payoh West CC

08/08/2020

Toa Payoh North RC Zone 1 & 2

### ***Temporary Relief Fund (TRF) [COVID19]***

3/4/2020 to 30/4/2020

People's Association @Toa Payoh West CC

14/8/2020

Toa Payoh East RC Zone 7

### ***WeCare Pack Packing [COVID19]***

### ***Reusable Face Mask Distribution [COVID19]***

6/4/2020 to 12/4/2020

People's Association @Toa Payoh West CC

### ***Refurbishing of Toa Payoh North Zone 1 RC***

29/8/2020 to 30/8/2020

HUG Community Services Limited

**CODE OF  
GOVERNANCE  
CHECKLIST**



S/N	Description	Code ID	Response
<b>Board of Governance</b>			
1	<b>Induction and orientation</b> are provided to incoming Board members on joining the Board.	1.1.2	Complied
<b>Are there Board members holding staff appointments? (Skip items 2 and 3 if "No")</b>			<b>Yes</b>
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	Complied
3	There are written job descriptions for their executive functions and operational duties which are <b>distinct from their Board roles</b> .	1.1.5	Complied
4	<p>There is a <b>maximum limit of four consecutive years</b> for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity).</p> <p>Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.</p>	1.1.7	Complied
5	All Board members submit themselves for <b>re-nomination and re-appointment</b> , at least once every three years.	1.1.8	Complied
6	There are <b>documented terms of reference</b> for the Board and each of its Board committees.	1.2.1	Complied
<b>Conflict of Interest</b>			
7	There are documented procedures for Board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied
8	Board members <b>do not vote or participate</b> in decision-making on matters where they have a conflict of interest.	2.4	Complied

S/N	Description	Code ID	Response
	<b>Human Resource and Volunteer Management</b>		
9	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
	<b>Financial Management and Internal Controls</b>		
10	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied
11	The Board ensures <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied
12	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
13	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
	<b>Does the charity invest its reserves, including fixed deposits? (skip 14 if "No")</b>		<b>No</b>
14	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	N/A
	<b>Fundraising Practices</b>		
	<b>Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 15 if "No")</b>		
15	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied
	<b>Did the charity receive donations-in-kind during the year? (Skip item 16 if "No")</b>		<b>Yes</b>
16	All donations-in-kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied

S/N	Description	Code ID	Response
	<b>Disclosure and Transparency</b>		
17	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance.	8.2	Complied
	<b>Are Board members remunerated for their Board services? (Skip items 18 and 19 if "No")</b>		
18	<b>No</b> Board member is involved in setting his or her own remuneration.	2.2	N/A
19	The charity discloses the <b>exact</b> remuneration and benefits received by each Board member in its annual report.  OR  The charity discloses that no Board members are remunerated.	8.3	N/A
	<b>Does the charity employ paid staff1? (Skip items 20 and 21 if "No")</b>		
20	No staff is involved in setting his or her own remuneration.	2.2	N/A
21	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff1, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and  ii) If any of the three highest paid staff1 also serves on the Board of the charity.  OR  The charity discloses that none of its staff1 receives more than \$100,000 in annual remuneration each.	8.4	N/A



# DECLARATION

**HUG Community Services Ltd**

**enquiry@hug.org.sg**

**Contact: 6253 2004 [Office] 8781 1993 [Mobile]**

*I declare that my charity's Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf.*

*All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact.*

*The full responsibility for providing accurate and updated checklist information will rest with my charity's Board.*

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*Based on Code of Governance Issued by The Charity Council, April 2017 (Page 69)*

*1 Staff:* Paid or unpaid individuals who are involved in the day-to-day operations of the charity, e.g. an Executive Director or Administrative personnel.

*2 Volunteer:* Persons who willingly give up time for charitable purposes, without expectation of any remuneration. For volunteers who are involved in the day-to-day operations of the charity, they should also abide by the best practices set out in the Code applicable to 'staff'.

# POLICY STATEMENTS



HUG Community Services Limited (HCSL) is governed by the constitution of the association and has complied with the Code of Governance for charities & Institutions of a Public Character (IPCs).

## BOARD OF GOVERNANCE

### Office Bearers

At the first meeting of the **Board of Management (BOM)**, held after the Annual General Meeting, a Chairman, a Vice-Chairman, an Honorary Secretary, a Treasurer of HCSL were elected amongst the members of the BOM for a period of two years or until their successors are elected. No person shall be elected as Honorary Treasurer or otherwise hold the office of Honorary Treasurer for more than four consecutive terms, and such person will only be eligible for reelection as Honorary Treasurer after the lapse of at least two years.

### Leadership Team

The Leadership Team comprises a Managing Director, an Executive Director and an Associate Director. It has the executive powers to administer the affairs of HCSL in accordance with the Constitution, Rules and Regulations and the board's policy, and provides guidance and oversight to the core team on the operations of HCSL. These include the setting of policies on the operational matters and approval of expenditures within the financial limits. The Leadership Team keeps the BOM fully informed on the affairs of HCSL and where appropriate, refer certain matters to the BOM for approval.

HCSL is a Non-profit Organisation, operated by a team of full-time volunteer staff. No staff is involved in setting his or her own remuneration. HCSL discloses its annual report that no staff are paid.

### **FINANCIAL MANAGEMENT & CONTROL**

The BOM ensures that documented procedures are in place for financial matters in key areas. The BOM also ensures reviews and enhances monitoring on controls, processes, key programmes and events.

The BOM reviews and approves annual budgets for HCSL's plans and regularly monitors financial performance. The financial statements of HCSL are drawn up in accordance with the Singapore Financial Reporting Standards (SFRS).

HCSL discloses its reserves policy in the annual report and does not make any loan.

### **FINANCIAL PRACTICES**

HCSL has established guidelines on fundraising. These guidelines are based on the best practices set out by the National Council of Social Service (NCSS) and the Charity Council.

The committee for each fundraising event consists of only HCSL full-time staff. The donors are informed of our objectives and targets.

### **RESERVES POLICY**

HCSL targets at least three months of operating reserves funded from donations. These reserves will ensure that our ability to serve the community is not subjected to the vagaries of the economy as at the end of the financial year, our ratio of reserves to annual operating expenditure stands at three months.

#### **The restricted funds and their purposes are as follows:**

Food-for-Senior (FFS) - Refer to the project FFS programme whereby funds are used for the instant and dry food costs of the homes for the elderly.

## **DISCLOSURE AND TRANSPARENCY**

The Conflict of Interest (COI) policy is to be endorsed by the Board. Annually, the Board Members and Management Staff make declarations of actual or potential conflicts of interest to the board.

It is compulsory for all Board Members to make annual declarations of interests, which are to be signed and acknowledged by the Executive Director of HCSL and presented to the Board.

At committee meetings, the General Secretary of HCSL will announce the potential conflict of interest and Board Members who are faced with conflicting situations are excluded from decision-making processes relating to the matter.

## **PERSONAL DATA PROTECTION ACT (PDPA) POLICY**

HCSL respects and honours its sponsors, donors, partners, volunteers and beneficiaries; their rights to be treated courteously and fairly, and have their privacy protected. HCSL is committed to complying with the PDPA passed by the Singapore Government Parliament.

Personal information is given in good faith by sponsors, donors, partners, volunteers and beneficiaries and they can remove their names from mailing lists upon sending their requests to HCSL.

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

Information may be kept in hard copy and/or electronic forms.

## **DONOR CONFIDENTIALITY**

HCSL respects donors' confidentiality. Donors' names or other details will not be published in any corporate collaterals or publications unless permission has been obtained from the donors. HCSL also respects the donors' decision to be excluded from the donors list or to restrict the frequency of solicitations through the use of mailings, emails, telephone or other approaches.

# CORPORATE INFORMATION



<b>LIST OF RELATED ENTITIES</b>  <b>HUG COMMUNITY SERVICES LIMITED</b>  <b>HUG ACADEMY PRIVATE LIMITED</b>	<b>FULL MEMBERSHIP OF NATIONAL COUNCIL OF SOCIAL SERVICE [NCSS]</b>  <b>SINCE 13 OCTOBER 2014</b>  <b>Charity Register Number &amp; UEN 201430532E</b>
<b>BANKER</b>  <b>MAYBANK SINGAPORE</b> <b>101 UPPER CROSS ST</b> <b>SINGAPORE 058357</b>	<b>AUDITOR</b>  <b>S B TAN AUDIT PAC</b> <b>118 ALJUNIED AVE 2</b> <b>#06-104</b> <b>SINGAPORE 380118</b>
<b>REGISTERED OFFICE ADDRESS</b>  <b>200 TOA PAYOH NORTH</b> <b>UNIT 01-1033</b> <b>TOA PAYOH SPRING</b> <b>SINGAPORE 310200</b>  <b>OFFICE NUMBER: 6253 2004</b> <b>EMAIL: ENQUIRY@HUG.ORG.SG</b>	<b>SOCIAL MEDIA</b>  <b>WEBSITE: WWW.HUG.ORG.SG</b> <b>FACEBOOK: WWW.FACEBOOK.COM/HUGSINGAPORE</b> <b>INSTAGRAM: @HUGCOMSG</b>

**WE  
COLLABORATE  
WITH**



Member of Alliance  
Mentoring

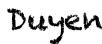


## OUR DONORS & SPONSORS

Heartfelt *THANK YOU* to all our supporters for your generosity and participation at our various events & activities. We are grateful for the generosity given to us. No amount of words can express our thankfulness to you.

*Logos of corporate supporters*

*Our sincere apologies to those whom we may have inadvertently left out.*



*Thank  
you*