

The Turning Point

Annual Report for Year Ended 31 December 2021

Para. A	pg 1	Profile of Organization
Para. B	pg 1	Objective
Para. C	pg 2	Executive Committee
Para. D	pg 2-4	Board Governance
Para. E	pg 4	Policies
Para. F	pg 4-5	Disclosure and Transparency
Para. G	pg 5-6	Admission and Detoxification Procedures
Para. H	pg 6-9	Review of 2021
Para. I	pg 9-11	Review of Profile and Work placement of Residents
Para. J	pg 11	Review of Staffing
Para. K	pg 12	Staff Training
Para. L	pg 12	Review of Finances
Para. M	pg 12-13	Reserve Ratio
Para. N	pg 13-15	Future Plans and Commitment

A. PROFILE OF ORGANIZATION

1. The Turning Point was set up on 1 July 1990 and was registered on 8 October 1991 under the Societies Act and on 27 July 1992 under the Charities Act.

Charity Registration Number: 0884

UEN: S91SS0058G. IPC Status renewed to 30 Jun 2024

Registered Address: 341, Jamaica Road, Singapore 757615

Website Address: theturningpoint.org.sg

B. OBJECTIVE

2. Our Vision in The Turning Point's (TTP) is based on Christian principles and teachings. It was set up to operate as a halfway house offering recovery programs including aftercare services. The programs serve female drug abusers and penal code offenders and provides the necessary resources to help them recover from their addictions before returning to their families and integrating them into the society at large.

Annual Report for Year Ended 31 December 2021

C. EXECUTIVE COMMITTEE

3. The Executive Committee (Exco) was elected at the 29th Annual General Meeting held on 24 July 2021:

Title of Office in Society	NRIC Name
Hon Chairman	Ms Wang Loke Yang Lilian
Hon Vice-Chairman	Mr Lam Wai Seng
Hon Secretary	Ms Wee Hwee Ling Carol
Hon Treasurer	Mr Chan Chee Kong Joseph
Ordinary Member	Ms Ngui Tet Lin Catherine Mrs Khoo
Ordinary Member	Ms Chun Mei Xin Hannah Stacie
Ordinary Member	Ms Ng Chew Poh Amanda
Ordinary Member	Mrs Yvonne Morel

- 3.1 Each Exco Member shall serve for a period of 2 years. There is a maximum term limit of 4 consecutive years for the Treasurer position.
- 3.2 Six (6) Executive Committee Meetings were held during the period from 25 July 2021 to 2 May 2022.
- 3.3 The bank signatories for the period were (1) Honorary Chairman Ms Wang Loke Yang Lilian, (2) Honorary Treasurer Mr Chan Chee Kong Joseph and (3) Honorary Secretary Ms Wee Hwee Ling Carol.
- 3.4 Banker: UOB Bank, Thomson Rd
- 3.5 Auditor: Baker Tilly TFW LLP, Singapore.
- 3.6 Executive Director: Ms Coreen Chong

D. BOARD GOVERNANCE

4. Length of Service of Executive Committee Members

NRIC Name	Title of Office in Society	Current Designation	Years of Service
Ms Wang Loke Yang Lilian	Hon Chairman	Finance & Admin Manager	9yrs
Mr Lam Wai Seng	Hon Vice-Chairman	Lawyer	8+yrs
Ms Wee Hwee Ling Carol	Hon Secretary	Trainer/Consultant	4yrs
Mr Chan Chee Kong Joseph	Hon Treasurer	HOD, Senior Social Worker	8yrs

Annual Report for Year Ended 31 December 2021

Ms Ngui Tet Lin Catherine Mrs Khoo	Ordinary Member	Managing Owner	10mths
Ms Chun Mei Xin Hannah Stacie	Ordinary Member	Part-time Sales Executive	10mths
Ms Ng Chew Poh Amanda	Ordinary Member	Advisor/Director	10mths
Mrs Yvonne Morel	Ordinary Member	Educator	1yr 3mths

4.1 Sub-Committees

TTP's Sub-Committees work with the Executive Committee to set policies and oversee key operational and financial aspects of TTP. Each Sub-committee is chaired by an Exco Member.

Finance Sub-Committee	Mr Chan Chee Kong Joseph (Chairman) Ms Ngui Tet Lin Catherine Mrs Khoo (joined 25 Aug 2021) Ms Low Ngiap Jong Jeann (joined on 31 Aug 2021)
HR Sub-Committee	Ms Wang Loke Yang Lilian (Chairperson) Mr Lam Wai Seng (joined 25 Aug 2021) Ms Ng Chew Poh Amanda (joined 25 Aug 2021)
Nominations Sub-Committee	Mr. Lam Wai Seng (Chairman) Ms Ng Chew Poh Amanda (joined 13 Oct 2021) Ms Chun Mei Xin Hannah Stacie (joined 23 Nov 2021)
Program & Ad-hoc Projects Committee	Ms Wee Hwee Ling Carol (Chairperson) Ms Chun Mei Xin Hannah Stacie (joined 25 Aug 2021) Mrs Yvonne Morel (joined 25 Aug 2021)

4.2 Corporate Governance

TTP is committed to a high standard of compliance with accounting, financial reporting, auditing and legislative requirements, internal controls and corporate governance.

TTP has the following governing instruments in place:

- Conflict of Interest Policy**
 TTP's Constitution mandates proper procedures in place to manage conflict of interest. Whenever a member of the governing board is in any way, directly or indirectly, has an interest in a transaction or project or other matter to be discussed at a meeting, the member should disclose the nature of his/her interest before the discussion on the matter begins. The member concerned should offer to withdraw from the meeting and not participate in the discussion

Annual Report for Year Ended 31 December 2021

or vote on the matter. The governing board should decide if this should be accepted.

- **Succession Planning**
TTP's Nominations Sub-Committee coordinates the succession plans for Exco's review and approval.
- **Governance Evaluation Checklist**
TTP has fully complied with the Code Guidelines listed in the Governance Evaluation Checklist for Institutions of a Public Character, Intermediate Tier Charities with Total Expenditure from S\$500,000 to less than S\$10 million.

E. POLICIES

5. Investment Policy

TTP's Investment Policy provides guidelines to conservatively invest its financial reserves in onshore Fixed Deposits and Cash equivalents.

TTP is supported by public donations from organizations, churches and individuals through our website, Charity portal or responses from our bilingual newsletters.

TTP receives government funding for every mandatory client under the Revised Halfway House Service Model (HSM) which was re contracted to The Turning Point for 3 years from 1 January 2022 to 31 December 2024 (inclusive).

6. Conflict of Interest

TTP's Exco and sub-committee members and staff are required to promptly disclose any of their interests, relationships or holdings that could potentially result in a potential conflict of interest.

F. DISCLOSURE AND TRANSPARENCY

7. The Exco meets at least once every 2 months with a quorum of a simple majority. The number of Exco meetings and the attendance of Exco members were:

Name	Title of Office	<u>25</u> <u>Aug</u> <u>2021</u>	<u>13</u> <u>Oct</u> <u>2021</u>	<u>06</u> <u>Dec</u> <u>2021</u>	<u>12</u> <u>Jan</u> <u>2022</u>	<u>14</u> <u>Mar</u> <u>2022</u>	<u>02</u> <u>May</u> <u>2022</u>
Ms Wang Loke Yang Lillian	Honorary Chairman	√	√	√	√	√	√
Mr Lam Wai Seng	Honorary Vice-Chairman	√	√	√	√	X	√

Annual Report for Year Ended 31 December 2021

Ms Wee Hwee Ling Carol	Honorary Secretary	√	√	√	√	√	√
Mr Chan Chee Kong Joseph	Honorary Treasurer	√	√	√	√	√	√
Ms Ngui Tet Lin Catherine Mrs Khoo	Ordinary Member	√	√	√	√	√	√
Ms Chun Mei Xin Hannah Stacie	Ordinary Member	√	√	√	√	√	√
Ms Ng Chew Poh Amanda	Ordinary Member	√	√	√	√	√	√
Mrs Yvonne Morel (joined 3/2/21)	Ordinary Member	√	√	X	√	√	√

7.1 Exco Meetings were conducted via zoom in view of COVID-19 restrictions, except for the 2 May 2022 meeting which was held at one of the Exco member's residence.

7.2 TTP Executive Committee and Sub-committee Members do not receive remuneration.

7.3 Remuneration Band Key Management Personnel

S\$ 100,001 – S\$ 150,000	0
S\$ 50,001 – S\$ 100,000	1

7.4 No paid staff are family members of the executive director or of any Executive Committee members.

G. ADMISSION AND DETOXIFICATION PROCEDURES

8.1 The 4 phases of rehabilitative care for inmates (mandatory clients) remain unchanged:

<u>Phase 1</u> Pre-Placement Phase	Inmates will be interviewed and assessed for suitability before acceptance to TTP halfway house for their remaining prison term.
<u>Phase 2</u> TTP Halfway House Residential Rehabilitation Phase	The residents will participate in the in-house structured rehabilitation program for 3 months to help prepare them for reintegration into workplace, family and community.
<u>Phase 3</u> Employment Phase	Residents are employed to work in the community after a minimum 3 months of in-house program and will return to the halfway house daily after

Annual Report for Year Ended 31 December 2021

	work. This will continue till the end of their emplacement with TTP.
<u>Phase 4</u> Reintegration (Aftercare) Phase	After completion of their emplacement with TTP, aftercare staff will continue to monitor them for 6 months, conducting home and worksite visits to facilitate the ex-residents' re-entry and integration into the community.

- 8.2 Walk-in Substance Users needing admission into the residential program are usually our ex-Residents or referred to us by social workers. They are referred to National Addiction Management Services (NAMS) at the Institute of Mental Health (IMH) and are required to undergo drug detoxification before admission to TTP. Our Case Manager would have assessed them at interviews while they are at NAMS.
- 8.3 Residents (inmates and walk-ins) nearing the completion of their programme in TTP were given the option to extend their stay for another 2-3 months up to 6 months without having to pay for their food and lodging. The purpose is to give them more time to ease their re-entry back to family and society and to secure a suitable job for financial stability.

H. REVIEW OF 2021

9. Overview

TTP is into the 1st year of a 3-year HSM contract renewed for Halfway House Service Module from January 2022 to December 2024. The caseload remains at 25 per year.

TTP admitted a total of 34 HSM emplacements in 2021 which exceeded the caseload of 25 required. In addition, there were 3 walk-ins and 22 from the previous year's intake that were completing their program in the year. Therefore, we had the privilege to **serve 59 in the same year.**

9.1 Managing the Covid pandemic in 2021

- Rehabilitative program activities continued with strict adherence to MOH Advisories of Covid safe management measures throughout the year towards gradual reopening of the Nation's new norm of living with covid variants.
- Programs were conducted virtually or on-site within limit on number of visitors per day.
- TTP maintained close partnership with Singapore Prison Service (SPS) on operational procedures and safe management plan for covid positive cases

Annual Report for Year Ended 31 December 2021

and monitoring vaccination status. ART (Antigen Rapid Test) kits were sponsored for weekly testing of residents, staff and visitors/volunteers.

- TTP had only one staff who tested covid-positive in October and we carried out premise disinfection according to planned operating procedures.
- SPS continued to move residents out to transit on long home leave (LHL) to ease the caseload of residents in community-based living which is susceptible to covid breakout in clusters.
- Field trips and recreational outings were put on hold.
- Home leave continues from the 5th month of Residents' program.
- Family sessions were limited to WhatsApp video calls and telephone calls only.

9.2 2021 Residential Rehabilitation Programs /Activities

Programs for residents were carried out via zoom or by restricted numbers of Facilitators on-site. 56 residents attended these programs.

- Ongoing individual and small group counselling
- Daily Programs:
 - Morning devotions with volunteer via zoom
 - Fitness exercises including mini gym and You Tube video workouts
 - Art and Handicrafts
- Weekly Programs:
 - SOUL Program and Groupwork psychoeducation
 - Wednesday Christian biblical life-skills program by Volunteer group #Believe for in-house Residents
 - Thursday night U fellowship for working Residents
 - Sunday worship service via live streaming
- Fortnightly Programs:
 - Monday Bible Study with Crossroad Prison Ministries
 - Tuesday night sharing and fellowship with #Believe
 - Friday Bible Study with Full Gospel Assembly
 - Saturday Computer literacy and English language training classes
 - Work Therapy (Baking)
- Monthly Programs
 - Monthly Saturday sharing by Church and Volunteer groups (Faith Methodist Church, Providence Presbyterian Church and Deborites)
- TTP continued the second year of utilizing \$20,000 Bless Our City Grant jointly sponsored by Central Singapore CDC and Far East Organization to fund the

Annual Report for Year Ended 31 December 2021

following programs and activities with our residents under Covid-19 restrictions:

- 6 sessions on Women's Emotional Health talks by Ms Molly Wee, ex-nurse and professional counsellor on-site and by zoom following closely the Government Advisory.
- Baking therapy throughout the year including seasonal baking for Chinese New Year, Christmas and for the community of volunteers.
- Two TTP Alumni Fellowship-cum Christmas 2021 virtual celebrations on 18 December and 25 December 2021 facilitated by U Fellowship and New Creation Church respectively.

- Residents benefitted from the following activities:
 - Chinese New Year sponsored packed lunches.
 - Mooncake Festival goodies and celebration.
 - Christmas Pop-up store for "Christmas With A Cause" at Centrepoint sold cookies and crafts for 3 weeks in December provided our in-house residents with some pocket monies.
 - Christmas Cheer to residents with food and fun between 11 December and 25 December 2021 by 3 volunteer groups.

- Needy Residents and Ex-Residents
 - New Creation Church gave love gift of \$50 NTUC vouchers to 18 Residents and 15 ex-Residents.
 - TTP top up with \$1,900 NTUC food vouchers to 15 ex-residents and their families.

- Volunteer Appreciation by Residents and Ex-Residents
 - Virtual Celebration with presentation of song by in-house Residents and words of appreciation by ex-Residents on 4 December 2021.
 - Residents further expressed their appreciation with personalized handmade cards and craft gifts to 50 volunteers on 15 December 2021.

- Community Projects
 - All site works were halted with the Government Advisory.

We are thankful to our ministry partners and Christian volunteer groups who faithfully teach and mentor our Residents in the statutes of God.

9.3 Aftercare Services

TTP continued to be in touch with our ex-Residents with safe management measures in various activities:

- Home visits, phone calls and face-to-face fellowship with Masking and distancing measures.

- Engaging other relevant social services agencies via phone and email to facilitate the support needed for ex-Residents, their families and other family members.

Annual Report for Year Ended 31 December 2021

- Work with regular volunteers to provide befriender support.
- Occasional Visits at Worksites.
- Assist in job referrals and writing of CVs.
- Support groups via zoom arrangement.

I REVIEW OF PROFILE AND WORK PLACEMENT OF RESIDENTS

10. In 2021, we had 37 admissions:

- 34 under HSM Programme
- 3 walk-in cases

10.1 Caseload in 2021

HSM	2021	2020	2019
DRC	12	8	15
LT1	14	17	9
LS	6	2	3
CT	2	1	1
Walk-in	3	3	1
Total	37	31	29

10.2 Age Range of the Residents

Age	2021	2020	2019
21 to 29	3	5	6
30 to 39	5	7	4
40 to 49	7	9	12
50 to 59	11	7	5
60 to 65/69*	11*	3	2
Total	37	31	29

10.3 Educational level of the Residents

Educational Level	2021	2020	2019
No formal education	4	2	3
Lower Primary (P1-P3)	0	2	0
Upper Primary (P4-P6)/PSLE	12	6	6
Lower Secondary (Sec 1-2)	8	5	1

Annual Report for Year Ended 31 December 2021

Upper Secondary (Sec 3-4)	2	4	0
N/O Level	9	8	12
Trade certificate	0	0	1
Diploma holder	1	4	5
Masters in Business	1	0	1
Total	37	31	29

10.4 Incarceration Frequency of Residents

No. of Incarcerations	2021	2020	2019
No record			1 (CT)
1st – 2nd timer	5	6	14
3rd timer	7	12	9
4 times & above	25	13	5
Total	37	31	29

10.5 Work Placement

In 2021, we managed to secure work placements for 25 Residents who came into Phase 3 (Work Phase) of HSM.

A breakdown on the work placements according to work sectors is as follows:

Work Sector	2021	2020	2019
Food & Beverage	8	2	3
Administration	1	4	1
Call Centre	3	2	4
Healthcare Assistant	-	-	-
Hair Salon Recep/ hairstylist	-	3	2
Beauty Therapist	-	-	1
Laundry Assistant	-	-	-
Cleaner/General worker	7	6	2
Factory Production Operator	6	4	5
Sales Personnel	-	3	-
Total	25	24	18

We continue to source for potential employers for our Residents to provide a wider variety of jobs. With direct sourcing, we can liaise directly with the employers/supervisors with better control over work arrangements. It also helps to facilitate our case management and aftercare support.

We are grateful for the support of employers in the community who have come forward to provide jobs for the Residents. In particular, we would like to acknowledge the following for their continued support:

Annual Report for Year Ended 31 December 2021

- Gong Cha (Singapore) Pte Ltd
- Vintage Studio
- Union Energy Pte Ltd
- Howard Butler Manufacturing Pte Ltd
- Yoon's Holdings Pte Ltd
- MBM Cleaning and General Services
- SLP International Property Consultants Pte Ltd
- Chang Seng Services Pte Ltd
- Central Clinic (24-hr Clinic group)
- 1Step Pest Control Pte Ltd
- Fifth Route Capital Pte Ltd
- United Nails Supply Pte Ltd
- Residents' Optical (Bedok) Pte Ltd
- E Cleaning Pte Ltd
- Bober Tea
- Manna 360 Pte Ltd

J. REVIEW OF STAFFING IN 2021

11. Permanent Staff strength in TTP at start of 2021 including the Executive Director was 7. We also had 3 part-time night staff service providers.
 - 11.1 Ms Jenny Cheong who was recovering from her surgery resigned on 25 January 2021 and was re-employed as part-time Night Staff service provider wef 5 March 2021 to replace Cynthia Wee who completed her contract at end of April 2021.
 - 11.2 Ms Florence Lim and Lyana Gwee continued as part-time Night Staff service providers with TTP.
 - 11.3 Ms Eunice Quek was appointed as full time Case Manager on 17 May 2021.
 - 11.4 Ms Molly Wee was contracted service as part-time Counsellor till end July 2021.
 - 11.5 Total Staff Strength was 11 including the Executive Director and 3 part-time Night Staff service providers as at the end of December 2021.

Annual Report for Year Ended 31 December 2021

K. STAFF TRAINING 2021

12. Regular monthly clinical supervision and training for Case workers.
- 12.1 3 Addiction and Recovery equipping sessions by Mr Ranjit Singh, an over-comer and Certified Substance Abuse Counsellor, were arranged on 16 October, 23 October and 30 October 2021.
- 12.2 Digitalization process started with 6 laptops purchased for Staff use under Tech and Go Grant.

L. REVIEW OF FINANCES

13. Sources of Income and Expenditure
- 13.1 Prisons' funding for mandated clients, government including Job Support Scheme (JSS), Wage and Special Employment Credit and Community Care and Share grants constituted about 87% of our total income in 2021.

The remaining 11% were contributed by a few organizations, individuals and churches who donated regularly.
- 13.2 Sales of work therapy items contributed 2%. The sale of such items which included cookies baking, making of curry powder and where possible creating art and craft items generated income which was given as pocket monies to all in-house Residents. These activities were successful because of the tangible and intangible benefits enjoyed by the Residents.
- 13.3 We would like to thank the organization, churches and individuals for their generous donations, which are much appreciated. We thank God for His provisions through these channels.
- 13.4 TTP's expenditure is monitored closely by the Executive Committee.
- 13.5 TTP must set aside substantial sum of money for Premise upkeep and ad-hoc repairs and maintenance throughout the year.

M. RESERVES POSITION

14. Our reserves position is as follows:

Annual Report for Year Ended 31 December 2021

		2021 (S\$)	2020 (S\$)	Increase/ (Decrease)
A	UNRESTRICTED FUNDS			
	Accumulated general funds	2,001,595	2,062,903	(2.98) %
B	RESTRICTED / DESIGNATED FUND			
	Designated fund	75, 533	106, 870	(29.3) %
	TOTAL FUNDS	2,077,128	2,169,773	(4.3) %
	Total Annual Operating Expenditure	672,357	672,135	-
	Ratio of Unrestricted Funds to Annual Operating Expenditure	2.98	3.07	(2.9) %

14.1 TTP has reserves for sustainability purposes of its operations. TTP's reserve policy is to retain not more than 2 years of its annual operating expenditure.

14.2 TTP ensures a healthy reserve ratio to pilot projects that will benefit both rehabilitation as well as reintegration of our beneficiaries. Funds are also needed to be ready for digitalization spending, expected manpower costs and training needs as well as repairs, upkeep and maintenance works of TTP premises.

N FUTURE PLANS AND COMMITMENTS

15. TTP is committed to having continuity plans in place, so that essential programs, services and corporate practices are maintained and/or restored, in the event of a significant disruption affecting our operations.

This is also to safeguard the interests of our beneficiaries, key stakeholders, reputation and stay true to our vision and mission.

15.1 We continue to look for ways to improve our programs to better equip a diverse profile of residents which includes aging residents who are challenged by increased health and psychological needs to help them to be more self-aware, motivated and open to learning new skills.

15.2 Year 2022 Planned Activities

MOH has lifted Vaccinated Differentiation Measures (VDM) and easing of Safe Management Measures (SMM) in April 2022.

- Volunteer engagement and participation on-site has resumed in line with our Nation's well-preparedness towards covid-resilience.
- WIO (Wellness-Inside-Out) from Rehabilitation to Reintegration (R&R) can be further developed to promote it as a lifestyle from in-care to aftercare.

Annual Report for Year Ended 31 December 2021

- In this approach, a Beneficiary under rehabilitation learns to be self-aware at needs identification stage in a counselling context and intentionally progresses to smart goal setting with a counsellor / life coach.
 - The starting point supports Beneficiary's readiness to change and commits to an intentional journey based on milestone achievements in an individually customized plan.
 - Once WIO is developed in-care, a Beneficiary can apply WIO to the aftercare reintegration process.
- Wellness-Inside-Out Programs in-care create a new experience for our residents to pace out individual learning, reflection and reforming themselves based on a bio-psycho-social-spiritual approach to interventions at individual and group level.
 - The Wellness-Inside-Out (WIO) process explores Partnership with volunteers, support groups and collaboration with community partners that will support and equip them with basic life-skills in work and self-sufficiency relevant to their current and future needs.
 - TTP is engaging, collaborating and celebrating "WIO" with all Partners coming alongside to reach out to our Beneficiaries.

15.3 Befriender-TP Partnership

- Aims to empower befrienders in the WIO coaching process.
- Volunteers who have established a healthy relationship with residents during their stay at TTP are encouraged to befriend them just before the work phase.
- We encourage ministry partners' involvement in the coaching process to impact rehabilitating residents on their individually customized learning plan. The idea is to follow through into aftercare upon building the alliance within guidelines to safeguard the interests of our Beneficiaries, key stakeholders' reputation and staying true to our calling.
- Befriender with TTP (Case workers) partnership is part of the seamless process that extends into wellness in Aftercare to prepare residents for successful reintegration into family life and community living,

15.4 The Aftercare segment

- Continues to be challenging for staff as it is not mandatory for our ex-Residents to remain in touch with TTP.
- We will engage proactively with volunteers, provide training for those willing to commit to be befrienders and mentors to provide support at individual and at group level.

Annual Report for Year Ended 31 December 2021

- TTP is working out a program structure to recruit and empower befrienders to reach out in the Christian coaching process.

15.5 Volunteer Development- Engagement and Training

- Volunteers are recruited to engage proactively and learn with other volunteers, share resources, equip, collaborate and celebrate hope and outcomes.
- We aim to conduct four sessions of trainings scheduled on 26 March, 2 April, August and October 2022 to educate and equip staff and volunteers to manage a more diverse profile of Beneficiaries with health and psychological needs.
- We seek to internalize the WIO lifestyle as our own testimony in our journey together in serving and reaching out to our Beneficiaries.

15.6 Digitalization

- TTP will reach digitalization competencies with Community Capability Trust (CCT) and Consultancy based on approved grants by the National Council of Social Service (NCSS).
- We will explore digitalization where applicable for our Residents to better prepare them for their reintegration into society, apart from their spiritual, social, psychological and emotional needs under Christian coaching.

15.7 We remain committed to our Lord Jesus Christ in this faith-based rehabilitative Ministry. We value our supportive Executive Committee in unity with life-long learning Staff, constant prayers and unwavering support from our members, volunteers and well-wishers as we labour on His good work.

Glory to God in the highest!

End of 2021 Annual Report

Submitted by Ms Coreen Chong, Executive Director /The Turning Point / Date: 26 May 2022

