

ANNUAL REPORT 2025



RESTORING WOMEN WITH GOD'S LOVE





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Message from Chairperson



We give thanks to God for His grace and faithfulness over the past year. Through His provision, The Turning Point continues its mission of restoring lives and rebuilding families. We are grateful for the support of our partners, volunteers, and donors.

The Turning Point provides a residential rehabilitation programme for women recovering from substance abuse and related life challenges. Grounded in Christ's love, our work focuses on restoration, reintegration, and long-term recovery through case management, counselling, employment support, and community support.

Since inception, approximately 700 women have been served. We continue to support residents in achieving stability and independence, with employment as a key pathway.

Through job readiness training and placement support, an average of 30 residents secure employment annually, enabling them to rebuild confidence and reintegrate into society. Residents also receive follow-up support after completing the programme, ensuring continuity of care and sustained recovery.

Our work is strengthened by a network of partners, including Singapore Prison Service, 26 partner churches, Prison Fellowship Singapore, as well as community partners and fellow halfway houses. In addition, our 80 alumni members, 30 active befrienders, and 60 active volunteers play a vital role in providing mentorship, encouragement, and accountability.

Message from Chairperson

Looking ahead, we will increase intake capacity to admit more residents, including walk-in cases, supported by expanded staffing. Specifically for the walk-ins, we will engage with our partners, the community and families to reach out and help the women who realize their need for rehabilitation and recovery from substance abuse, and want to participate in our programme.

We will also enhance access to education and vocational training for our residents, beneficiaries and our staff through dedicated funding, and strengthen family programmes to support reconciliation, rebuild trust, and enable families to journey alongside their loved ones in recovery.

We remain anchored in Christ, trusting in God's grace to sustain this work. We thank Him for every life transformed and look ahead with faith as we continue serving women and their families.

In all we do, our prayer is that our sisters can experience the joy of the redeemed in Isaiah 35, including that “ they will see the glory of the Lord, the splendor of our God (:1), to say to those with feeble hearts - to be strong, do not fear, your God will come, He will come to save you (:4), and that a highway will be there, it will be called the Way of Holiness, it will be there for those who walk on that way (:8), and those the Lord has rescued will return. Gladness and Joy will overtake them, and sorrow and sighing will flee away (:10)”

Jeann Low
Chairperson



Message from Executive Director



**"THE LORD HAS
DONE GREAT THINGS
FOR US, AND WE ARE
FILLED WITH JOY." —
PSALM 126:3**



2025 has truly been a meaningful and significant year for all of us. As we reflect on the journey we have gone through together, we can only thank God for His grace, provision, and faithfulness throughout every challenge and milestone.

One of the biggest highlights this year was the completion of our major renovation project. It was a long and demanding process that came with many inconveniences for both our staff and residents. There were moments of adjustment, disruption, and uncertainty, yet everyone showed remarkable patience, resilience, and unity. By God's blessing and through the collective effort of the team, the project was successfully completed and the outcome has been truly rewarding.

Today, we are grateful to see the vision of the EXCO and management come to life, a more conducive, welcoming, and Christ-centered environment where residents can grow, recover, and experience restoration holistically.

Message from Executive Director

At the same time, 2025 was also a year of learning and adaptation as we worked to understand and implement the new HSM Plus model. This model differs significantly from our previous approach and required us to rethink how we support residents beyond institutional care. The emphasis on community integration and aftercare support has challenged us to broaden our perspective and strengthen our collaboration with community partners and support networks.

While the transition has not been without its difficulties, it has also opened new opportunities for us to serve residents more effectively and sustainably. We believe this direction will enable residents to experience not only recovery within TTP, but also continued support and meaningful reintegration into the community.

As we move forward into the coming year, let us remain united in purpose, steadfast in faith, and committed to the calling God has placed before us. Thank you Exco, staff, volunteers, partners, and residents for your dedication, patience, and unwavering support throughout this year.

May we continue to serve with compassion, wisdom, and Christ-like love in all that we do.

Christina A
Executive Director



Overview of Charity



The Turning Point is a non-profit charitable organization initiated on 1 July 1990 and registered with The Registry of Societies on 8 October 1991 and Commissioner of Charities on 27 July 1992. Our UEN is S91SS0058G.

TTP is an approved Institution of Public Character (IPC) and a full member of National Council of Social Services (NCSS).

Apart from taking care of female substance abusers in the Halfway House, we also accept penal code offenders into our Programme. We run a Rehabilitation Programme which helps every individual to move on from their past life of addiction and crime to move forward with a renewed mindset and confidence.

Our registered address: 341 Jamaica Road S757615

Auditor: Baker Tilly Singapore

Bank: UOB Bank Ltd



Overview of Charity



Vision

We help female drug and penal code offenders to be transformed by the Word of God, in our Ministry of Love.



Mission

We aspire to rehabilitate the lives of female substance abusers, prisoners and ex-offenders committed to our residential programme. We provide them with the necessary help and resources to steer them to live addiction/crime free lives to become responsible members in society.



Core Values

TRUST - An important component in many of the relationships we have in life, including our relationship with God and with others.

TEAMWORK - Effective communication, respect and a positive attitude are key to successful teamwork.

PROFESSIONALISM - Conduct ourselves in a manner that honours God and serves others well.

HEART - The innermost parts of a person includes their thoughts, emotions and intentions. The heart is seen as the center of a person's identity, character and moral nature.

HARMONY - Both in our relationship with others and in our relationship with God.

Leadership



The **Executive Committee (Exco)** provides strategic and spiritual oversight to The Turning Point (TTP), ensuring that all initiatives remain aligned with our vision and mission. They are responsible for the prudent stewardship of resources, as well as ensuring compliance with TTP's governing instrument and all applicable laws and regulations.

The Exco also engages actively with the Christian community and oversees the sustainable management of TTP's operations and programmes. In fulfilling these responsibilities, they lead with a commitment to Christ and His teachings, guiding TTP to remain a faithful and impactful organisation.

Staff Team



From left 1st row: **Executive Director:** Christina d/o Arumugam (Appointed 10/03/2023), **Care Staff:** Shao Qiufang, **Case Manager:** Quek Siew Ling Eunice, **Finance & Admin Executive:** Neavelle Ayson

From left 2nd row: **Operations & Admin Executive:** Law Lay Choo Sharon, **Social Work Associates:** Goh Hui Qing Esther, & Lai Lai Lee Jean, **Senior Care Staff:** Low Siang Hong & **Volunteer Management Executive:** Jaymie Wong Jun Xin



Financial Highlights for FY 25

Financial Activities

Total Income: \$1,115,819

Total Expenditure: \$851,799

Surplus: \$264,020

*Our expenditure increased by **\$21,004** compared to the prior year 2024 mainly due to staff related and depreciation cost.*

Balance Sheet

Total Assets: \$3,184,734

Total Liabilities: \$393,038

Net Assets: \$2,791,696

Cash Flow

Operating: \$529,613

Investing: (\$1,209,883)

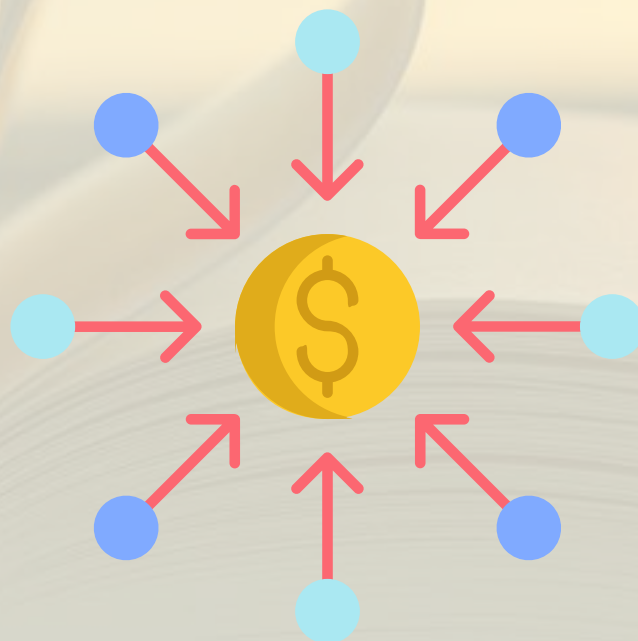
Financing: (\$93,457)

*Cash & Cash Equivalents amounted to **\$1,705,717**
as at end of financial year 2025.*

Financial Highlights for FY 25

Designated Charitable Funds

- 1) **Educational Fund:** Support the educational needs for our residents and ex-residents.
- 2) **Fresh Start Home Fund:** Procure items such as beds, mattresses, furniture, kitchen appliances, and various other indispensable household necessities for residents and ex-residents upon completion of their placement to support their reintegration.
- 3) **Fresh Food for a Home Fund:** Procure refrigerator and food items for residents and ex-residents upon completion of their placement to support their reintegration.

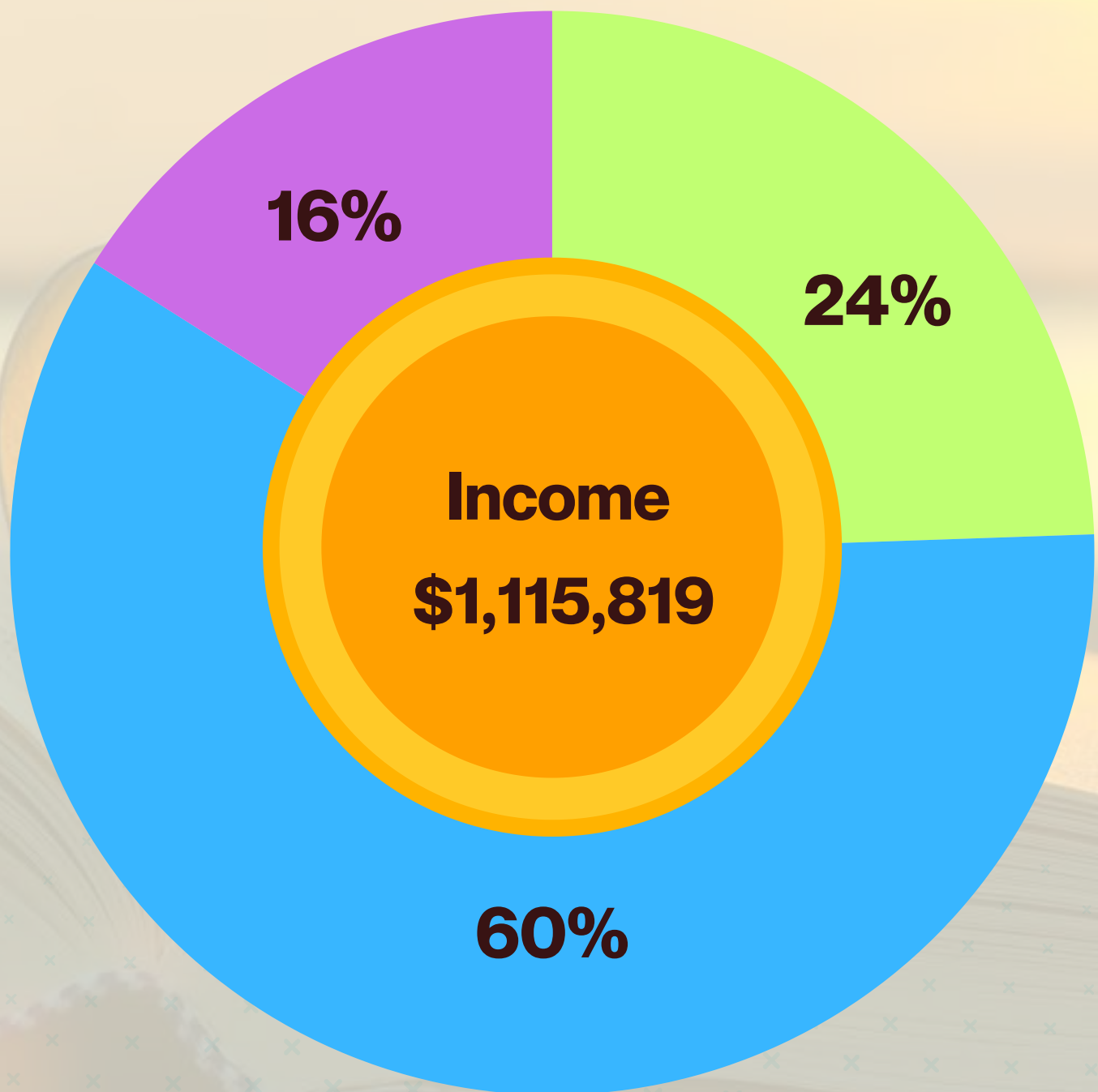


Financial Overview

● **Donation**

● **Government Grant for HSM Model Progra...**

● **Other Income**

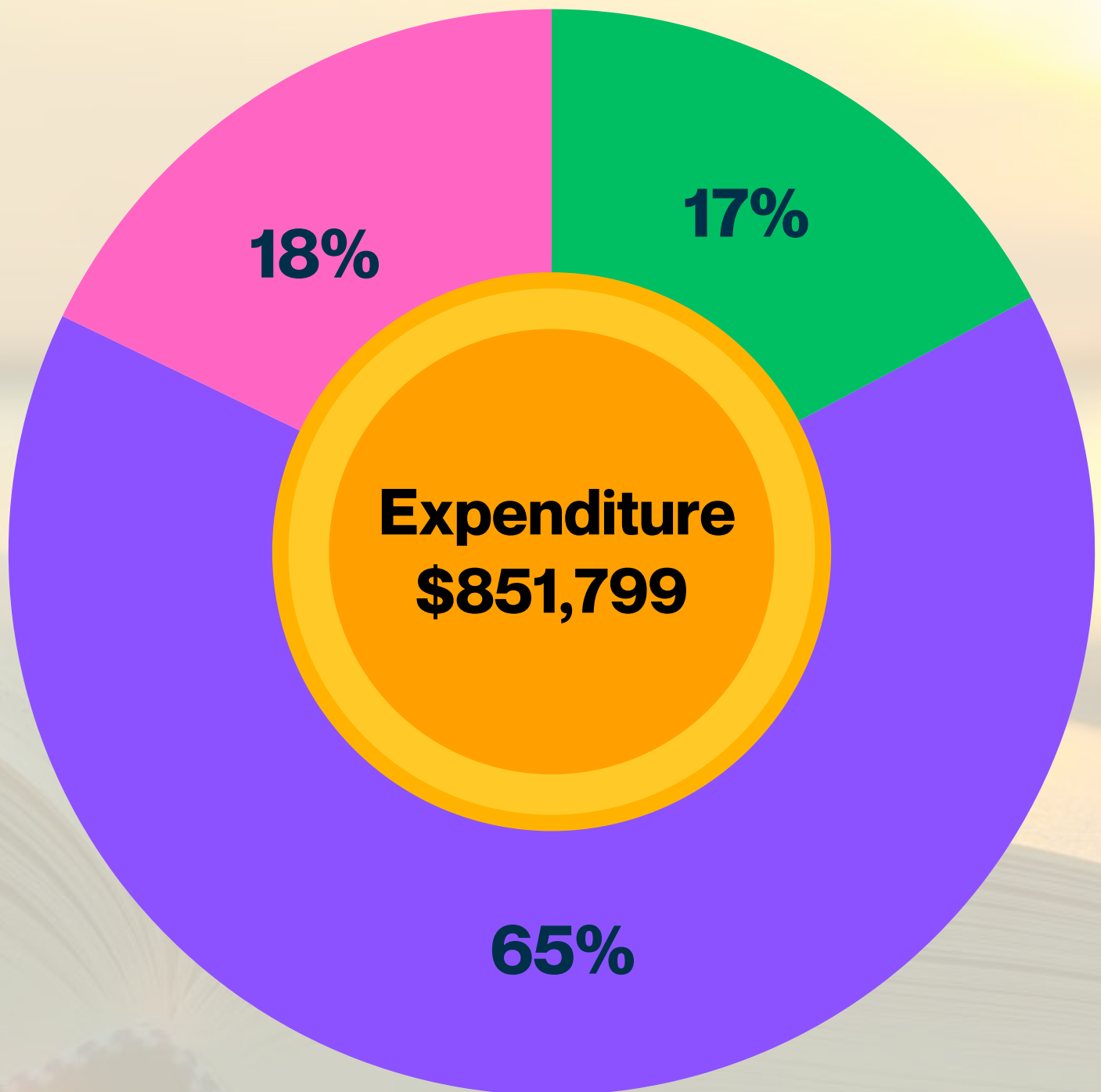


Financial Overview

● Depreciation

● Manpower Cost

● Other expenses



**Manpower cost includes NCSS fees for staff secondment and wages.*

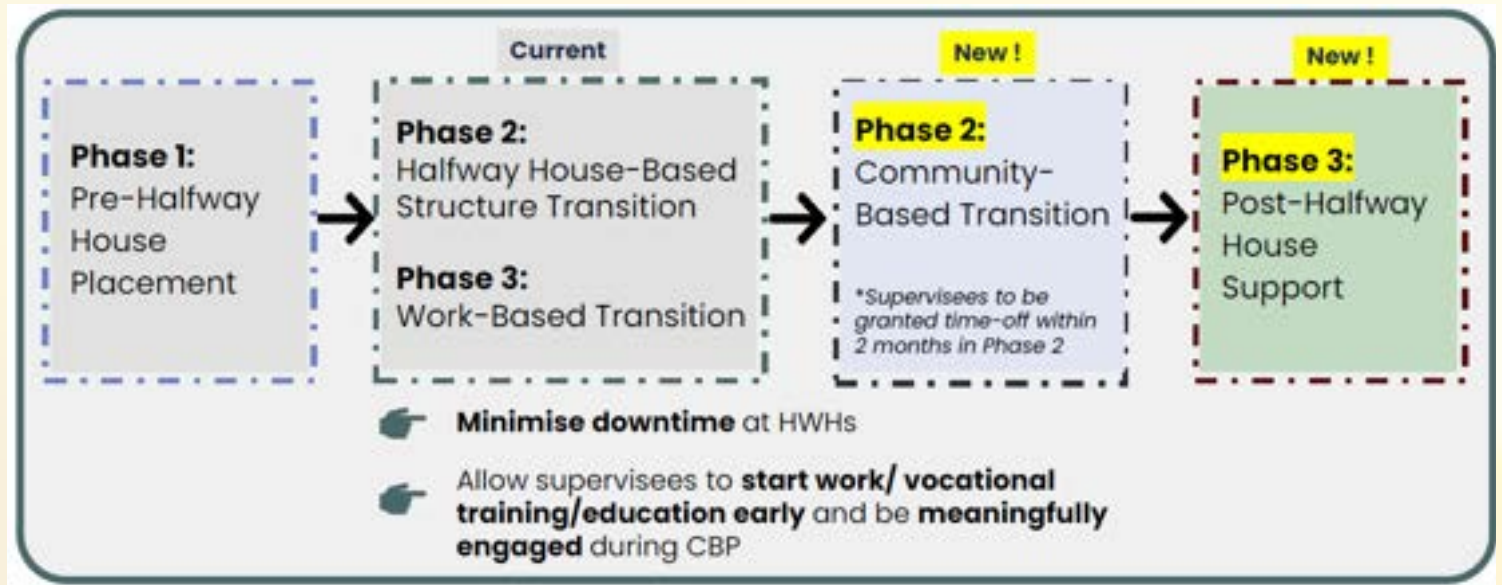
Programme Highlights



In 2025, TTP provided assistance to **30** residents and an additional **42** residents who left TTP from 2021 to 2024 as part of our aftercare support. In total, we supported **72** residents on their paths towards rehabilitation and restoration in 2025.



HALFWAY HOUSE SERVICE MODEL PLUS (HSM+) EMPLACEMENT PROCESS



The diagram illustrates the transition from the **current HSM model till December 2024** to the **new HSM Plus (HSM+) model introduced in 2025**, where the existing halfway house structure is replaced with a **more community-focused and enhanced support framework**.

Under the **current HSM model**, residents progress from:

1. Phase 1 – Pre-Halfway House Placement, to
2. Phase 2 – Halfway House-Based Structure Transition, and then
3. Phase 3 – Work-Based Transition.

From **2025 onwards**, the new **HSM+ model** replaces the previous structure with:

1. Phase 1 – Pre-Halfway House Placement,
2. Phase 2 – Community-Based Transition, and
3. Phase 3 – Post-Halfway House Support.

The **enhanced HSM+ model** aims to:

- Minimise downtime at halfway houses (HWHs),
- Provide longer and stronger aftercare support, and
- Enable residents to start work, vocational training, or education earlier, helping them remain meaningfully engaged throughout the Community-Based Programme (CBP).

Walk-In Process

Our residential programme welcomes **walk-in clients** seeking support for substance abuse issues. These individuals may include former residents or referrals from social service professionals. Before admission to The Turning Point (TTP), they are referred to the National Addiction Management Services (NAMS) at the Institute of Mental Health (IMH) for drug detoxification. During their stay at NAMS, our Case Manager and Executive Director conduct interviews and assessments to evaluate their suitability for the programme.

At TTP, residents including formally admitted residents and walk-in clients approaching programme completion may apply for an extension of stay. This extension, which includes accommodation and meals, provides additional time for residents to reintegrate into their families and communities, while securing stable housing and employment to support long-term recovery and stability.



Case Management

New Admission 2025

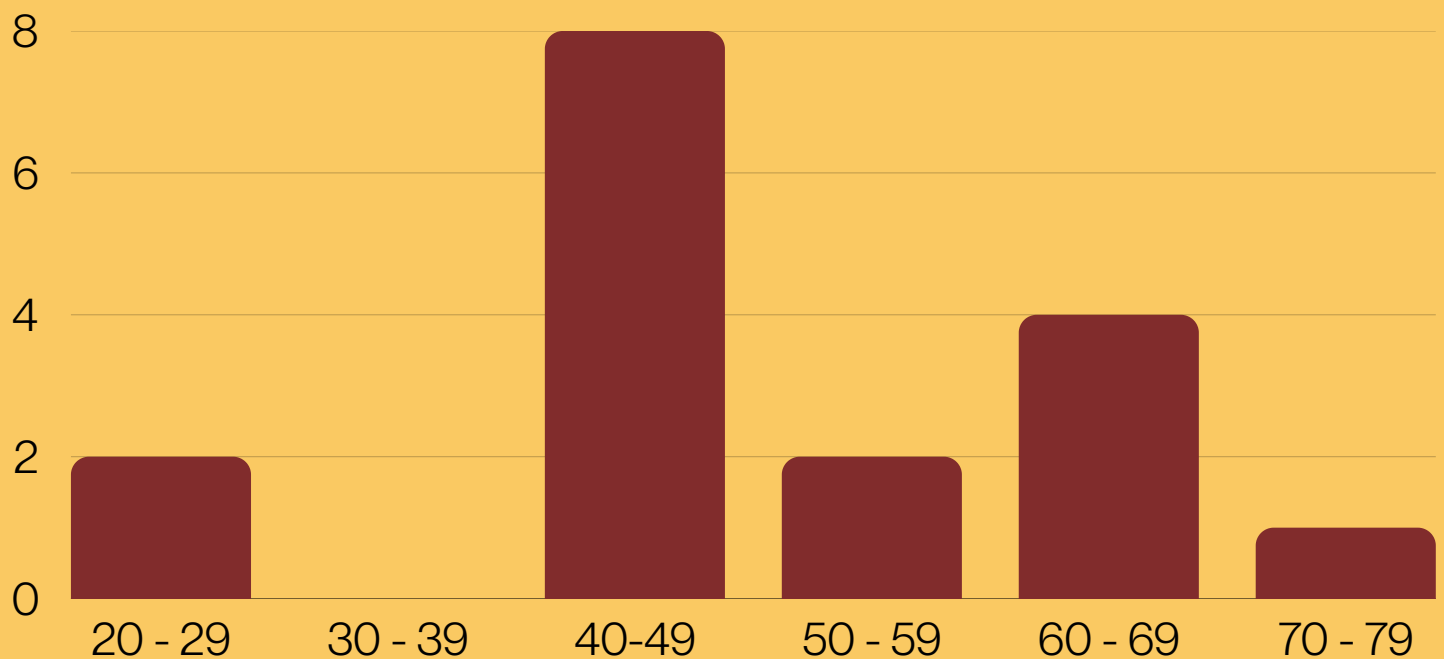
HSM Emplacement - **17 residents**

Walk-in - **2 residents**

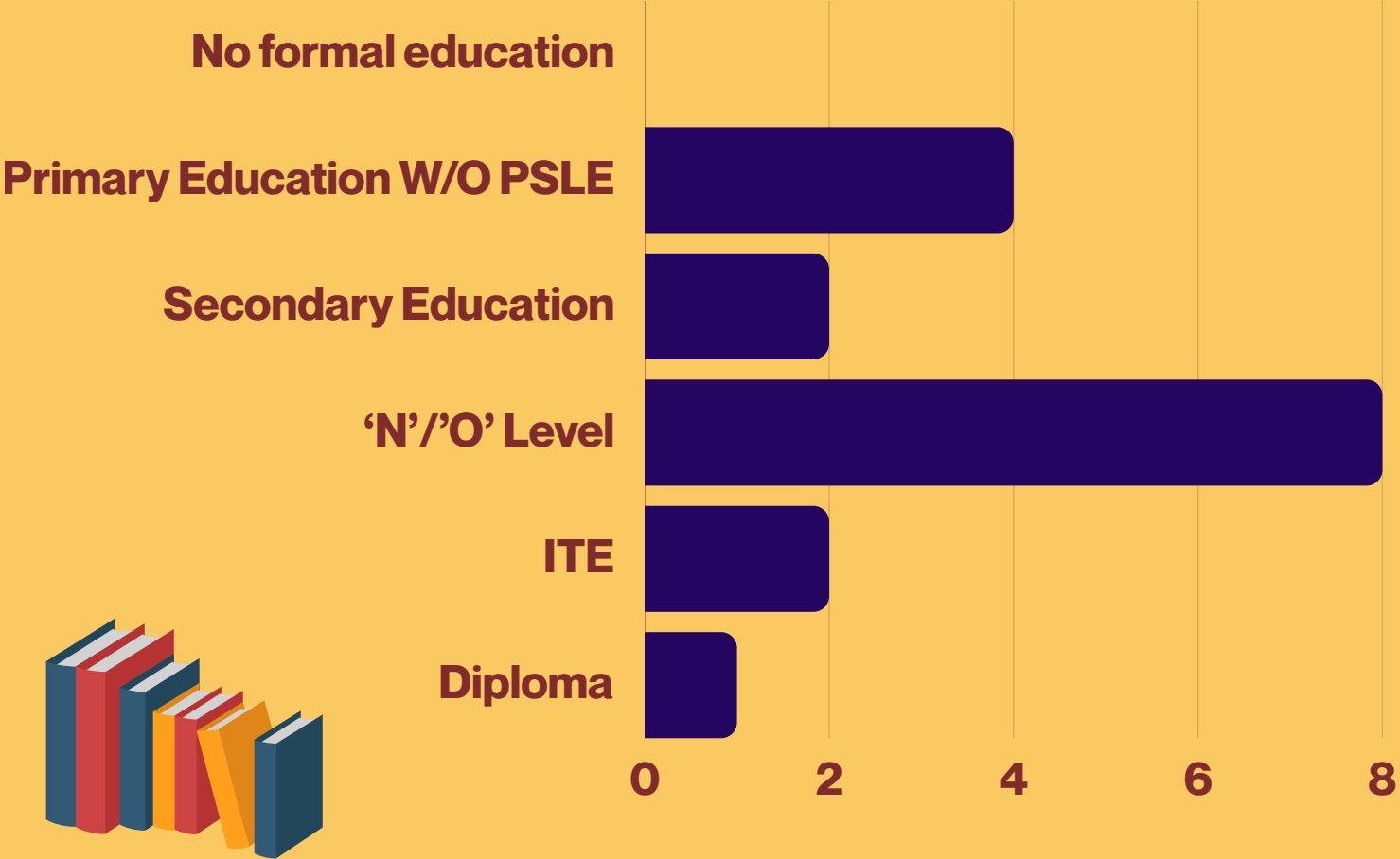


Additionally, TTP continued supporting **11 residents** from the 2023/2024 intake, bringing the total number of residents assisted in 2025 to **30**.

Age Group

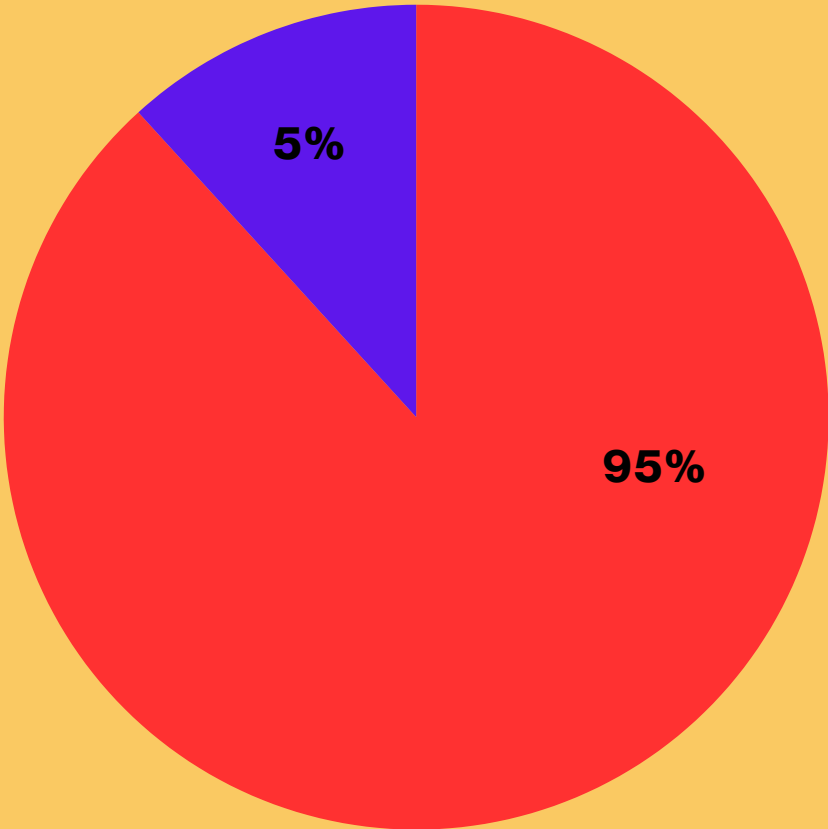


Education Level

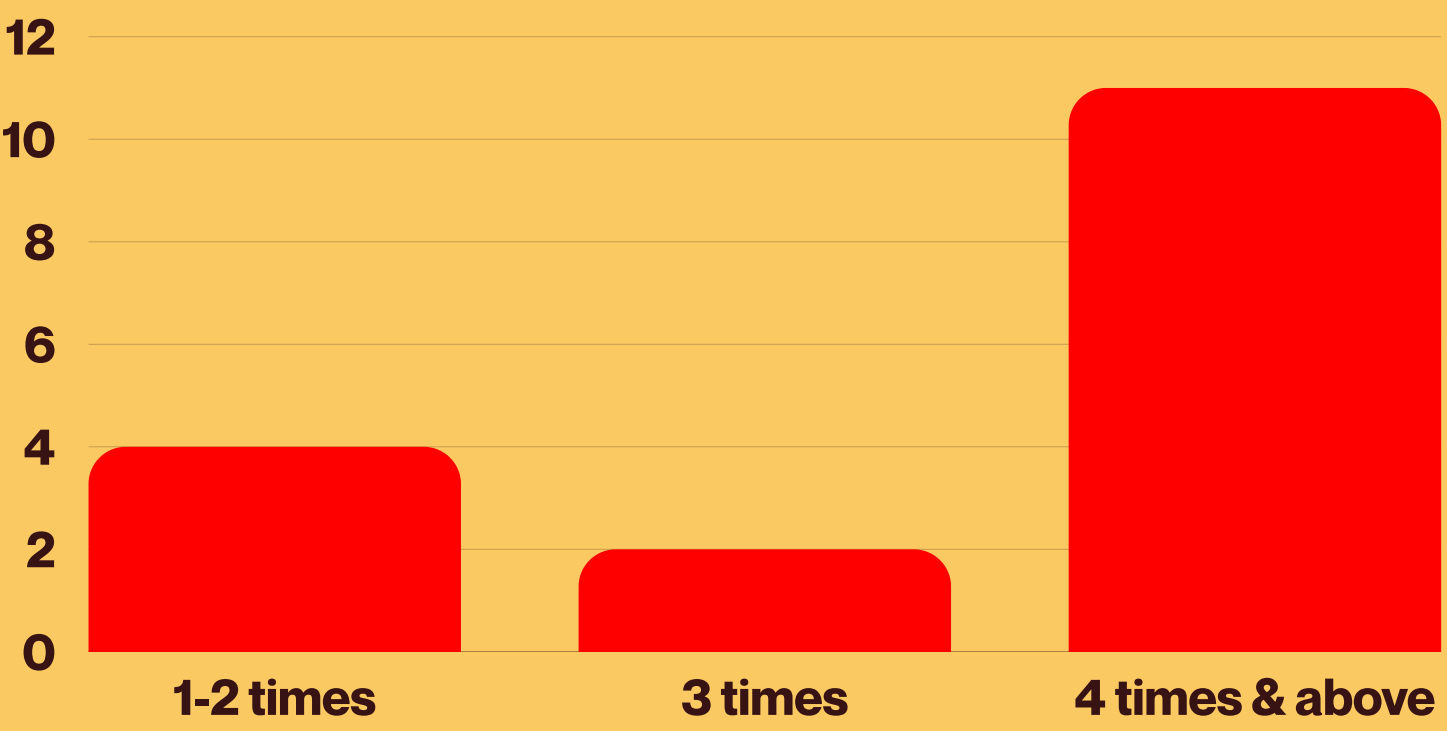


Ethnicity

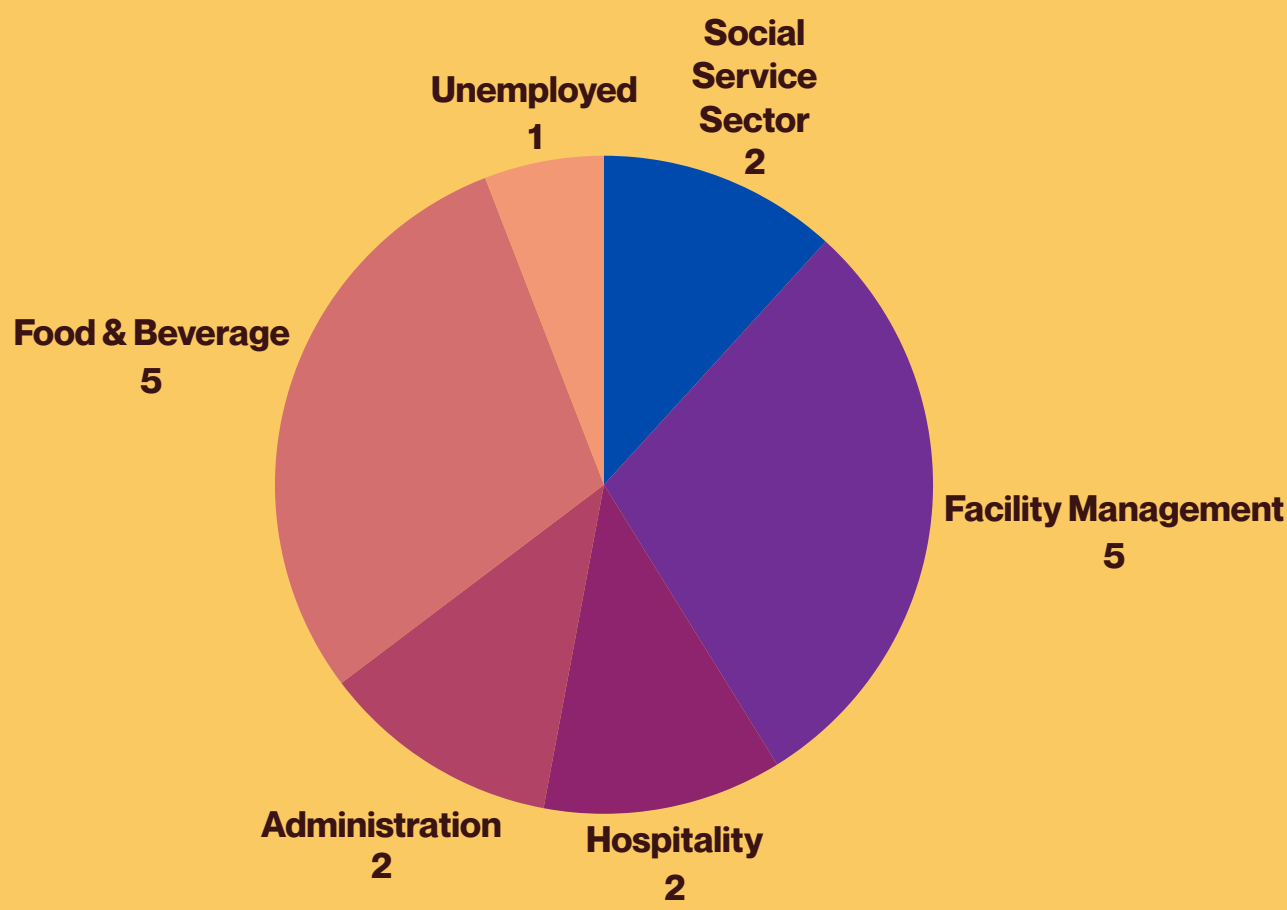
- Chinese - 15
- Indian - 2



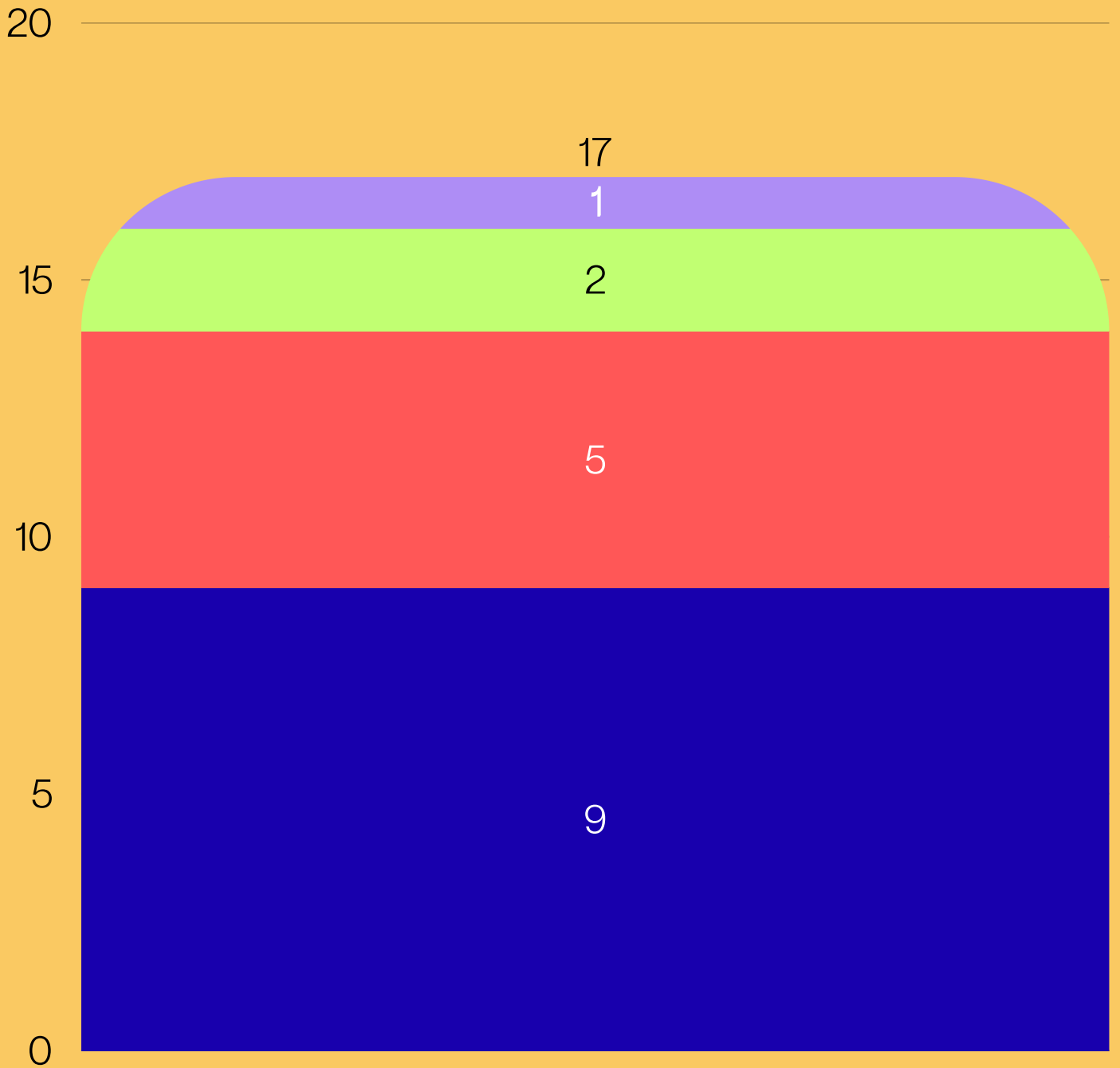
Incarceration Frequency



Work Placement by Sector



Residents' Progress over a 2 Year Period - 2024's Emplacement



Family Strengthening Work

Family strengthening remained a key focus in 2025. Among the 18 residents placed during the year, fewer than 50% had strong and consistent family support, with many experiencing estranged or unresponsive family relationships. Recognising the importance of family involvement in recovery and reintegration, the Casework Team continued to work closely with residents and their families wherever possible.

To encourage family bonding, we dedicated **one hour every Sunday for family visits**, where families could share meals, reconnect, and strengthen relationships with residents. The Casework Team was also present during these sessions to build rapport with families and provide support.



We also introduced a new initiative where the Casework Team, together with the Executive Director and the residents' befriender, conducted home visits to families prior to residents' discharge. Through informal fellowship and conversations over meals, families were engaged on how they could support residents in their recovery journey and prepare for future challenges. In addition, through the **Fresh Start Home Fund**, essential furniture and household items continued to be provided to support residents as they rebuild stable living environment.



Befriender's Support

At Turning Point, we endeavour to provide every resident with a befriender as part of their recovery and reintegration journey. Befrienders are introduced to residents as early as possible during their stay at Turning Point to build meaningful and supportive friendships.

Befrienders may visit residents at Turning Point by appointment, or meet them outside of TTP for coffee or meals. These friendships provide residents with positive social support, encouragement, and motivation, helping them to build healthy relationships and reduce the likelihood of returning to negative influences or former social circles.



Befriender - Ms Lily Tan's sharing



Serving as a **befriender** at The Turning Point has been a humbling and transformative experience. Each day, I am reminded that hope is stronger than despair, and that God's grace can reach even the deepest valleys of life. As one walking alongside residents who are rebuilding their lives, I've seen how small acts of kindness—listening without judgment, sharing a prayer, offering a smile—can spark courage in weary hearts. There are moments of struggle, and also moments of breakthrough: when someone discovers their worth in Christ, when someone experiences and recognises God's goodness, when forgiveness replaces bitterness, when laughter returns after a long silence. These are glimpses of God's healing power at work in their lives. As a befriender, we don't come with all the answers, but we can come with presence, faith, and encouragement—trusting that the Lord is writing a new story in each one's life. My encouragement to anyone on this journey is simple: you are not alone, you are loved, and your future is not defined by your past. In this house of faith, we walk together, and most vitally, we walk with God.

Story of Sheryll Soh



When I was first offered the programme, I rejected it immediately because the only option available to me was The Turning Point (TTP). At that point in my life, I was fearful and unwilling to accept help. However, after three months of reflection, I realised that I genuinely wanted to make a change and chose to return and accept the opportunity for a better future.

I entered TTP on 29 May 2025. Although life there was challenging, it became one of the most meaningful experiences of my life. Through structured routines, daily responsibilities, counselling, Bible study, skills-based programmes, and personal reflection, I slowly rebuilt my confidence, discipline, and sense of purpose.

During my stay, I received close guidance and encouragement from my case worker, Sister Pavitra, and TTP's Executive Director, Sister Christina. Their support gave me opportunities to grow, rebuild my life, and regain confidence in myself. Through TTP, I was also given the opportunity to attend a WSQ in Hospitality, which enabled me to return to the hotel industry, a field I am deeply passionate about.

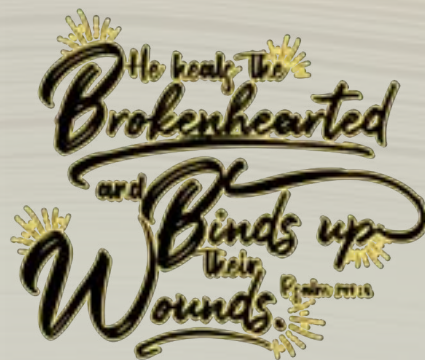
Since returning to work in September 2025 as a Front Desk Officer, I progressed to Senior Front Office Executive, and I will soon take on the role of Assistant Duty Manager. Looking back, every challenge and step of the journey has shaped me into a stronger and more determined person.

TTP also taught me important values such as responsibility, patience, teamwork, discipline, and financial management. Being awarded “Resident of the Month” for four consecutive months became one of my proudest achievements and reminded me that with determination, growth is always possible.

Most importantly, I learnt to face the consequences of my actions and rebuild broken relationships with my family. Today, I am grateful to be in regular contact with my father and family once again.

I would like to express my heartfelt gratitude to all the Sisters and staff in TTP for their unwavering care, encouragement, guidance, and support throughout my journey. In particular, I would like to thank Sister Christina for always being there for me even till today, Sister Esther for constantly checking on my well-being, and Sister Eunice for sending me encouraging and uplifting messages during difficult times.

Although TTP was never part of the life I imagined for myself, it became the place that helped me rediscover hope, rebuild my life, and find my way back to the career and future that I now deeply value.



Story of Faith Chang Foong Ye



From Shadows to Light: A Journey of Restoration

Life for me used to be a vicious circle, a repetitive cycle of failure and lost hope. As a "multiple-timer" who had struggled to break free from the past, I often felt trapped in a loop I couldn't escape. But today, I stand here as a testament to the fact that no cycle is too strong to be broken with faith and the right support.

The true shift in my life began at The Turning Point, a Christian halfway house. It was there that the trajectory of my life finally changed. After so many failed attempts to do it on my own, I found a place that offered the structure and guidance I desperately needed.

For the first time, I started to learn how "normal" people live daily.

The halfway house provided more than just a roof; it provided a blueprint for a functional life. They made me feel that I was not walking alone. Whenever I encountered something I didn't understand or a challenge that felt too big, they were there to guide me through it.



Determination and Submission

Moving from a life of constant setbacks to where I am today required immense determination. However, I've learned that willpower alone isn't enough; it required being submissive to God. By letting go of my own control and trusting His plan, I found the strength to stay the course even when things got difficult.

A Life Restored

God is truly a restorer. Today, my life looks remarkably different:

* Professional Purpose: I am now blessed to work as a Training Officer in Special Needs. Being able to serve others and hold a position of responsibility is a gift I never take for granted.

* Family Healing: Slowly but surely, God is restoring my relationship with my son. Seeing those bonds mend is a miracle I witness every day.

Words of Gratitude

I want to express my deepest appreciation to The Turning Point for walking alongside me during my lowest moments. Their dedication and commitment to every single one of us is truly inspiring.

* Thank you, Sister Christina (our ED), for your leadership and heart.

* Thank you, Sister Eunice (my Case Manager), for your constant support.

* Thank you, Sister Esther (my Case Worker), for your hands-on care and guidance.

Thank you for not giving up on me. Because of your help and God's grace, I am standing on solid ground today.

Volunteers



In 2025, TTP welcomed **3 new Befrienders** and **26 Volunteers** into our family. With their addition, we are truly blessed to have a total of **176 dedicated Befrienders and Volunteers** supporting our mission.



Renovation



In 2025, TTP underwent a **thoughtful renovation** to better support the needs of our residents and programmes. The upgraded spaces were carefully designed to create a safer, more welcoming, and conducive environment, one that is Christ-centered, nurturing, loving, and homely where residents can experience healing, restoration, growth, and a genuine sense of belonging within a supportive community.

The renovation included dedicated counselling rooms that provide a safe and private space for guidance, and personal reflection, as well as family rooms that encourage meaningful reconnection and bonding with loved ones. Larger communal areas were also created to allow for greater fellowship among residents, fostering stronger relationships and mutual understanding. Every improvement was made with the hope of cultivating peace, comfort and holistic recovery in a space residents can truly call home.



During Renovation



After Renovation



Dedicated Family rooms, counselling rooms, gym and cozy areas

Programme & Activities (Residents)

BIBLE STUDY SESSIONS



Bible study sessions are conducted on a regular basis by our volunteers either in the morning (9:00 a.m. – 10:00 a.m.), afternoon (1:00 p.m. – 3:00 p.m.), or evening (7:30 p.m. – 8:30 p.m.). These sessions provided our residents with a supportive environment for reflection, spiritual growth, and a deeper understanding of faith and its application in daily life.



Programme & Activities (Residents)

CHURCH SUNDAY SERVICES



Our Residents attend weekly Sunday services at **Full Gospel Assembly, Grace Assembly of God, and New Creation Church**. These services fostered a sense of community and worship, while providing residents with encouragement, hope, and spiritual grounding. Church volunteers also welcomed residents through fellowship, meals, and pro-social support, helping to strengthen social connections and community integration.



Programme & Activities (Residents)

LIFE RECOVERY / 12 STEPS ADDICTION RECOVERY PROGRAMME



In partnership with **Full Gospel Assembly, Bro Ranjit Singh and Pastor Kelvin** conducted the Life Recovery / 12 Steps addiction recovery Programme to support residents in their recovery journey. The programme incorporated biblical teachings, structured reflection, group discussions, accountability, and peer support to help residents better understand addiction, develop personal insight, strengthen faith, and build healthier coping strategies for long-term recovery and personal transformation.



Programme & Activities (Residents)

EMOTIONAL LITERACY PROGRAMME



Emotional literacy sessions equipped residents with practical tools to better understand, express, and manage their emotions, while promoting self-awareness, healthy communication, and emotional regulation in daily life.



THE LORD IS MY
Light
AND
Salvation

PSALM 27:1

Programme & Activities (Residents)

HR SKILLS



HR skills training equipped residents with practical workplace competencies, preparing them for employment and reintegration into society. A dedicated volunteer, Amy, also conducts sessions at TTP to guide residents on HR-related matters such as employment contracts, workplace rights, and employment practices. In addition, residents attended external courses arranged by TTP to further enhance their employability and career readiness.

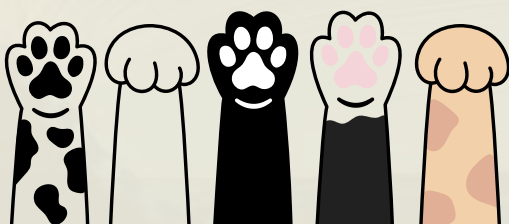


Programme & Activities (Residents)

HUMAN-ANIMAL BOND IN MINISTRY



The **Human-Animal Bond in Ministry programme, led by Dr Simon and Adeline**, provided residents with meaningful engagement, mentorship, and opportunities for personal growth beyond the centre. Through outings and group activities such as a fish spa experience and process group sessions, residents were encouraged to open up about their struggles, hopes, and fears in a supportive and therapeutic environment.



Programme & Activities (Residents)

EDIBLE GARDEN CITY



Through **Edible Garden City**, two workshops were held to help residents deepen their understanding of sustainability and urban gardening, cultivating not only plants but also a stronger sense of environmental stewardship and community responsibility. As a result, TTP now features edible plants such as chilli and lime, contributing to a greener and more sustainable environment for the community.



Programme & Activities (Residents)

CHINGAY 2025



Participation in **Chingay Parade** gave residents the opportunity to enjoy vibrant cultural performances and experience a unique and fun outing alongside volunteers. Through complimentary tickets, residents were able to take part in the festivities, fostering greater inclusion, joy, and community connection.



Programme & Activities (Residents)

BOOK BINDING AND PAPER RECYCLING



This **book binding and paper recycling** programme by John and his team from the Good Earth School introduced residents to creative and sustainable skills through hands-on book binding and recycling activities, providing a meaningful opportunity to learn new skills while promoting mindfulness, creativity, and environmental responsibility. The sessions also encouraged participants to appreciate the value of reusing materials in thoughtful and sustainable ways.



Programme & Activities (Residents)

NUS CAPT COMMUNITY ENGAGEMENT DAY



NUS Capt Community Engagement Day provided an enriching platform for learning, reflection, and community engagement for both the NUS students and our residents. It was especially heartening to witness the meaningful interactions, collaboration, and mutual exchange between generations over food and fellowship, fostering greater understanding, connection, and shared learning among all participants.



Programme & Activities (Residents)

BAKING THERAPY



Baking therapy sessions continued to provide residents with a meaningful and enjoyable activity that encouraged teamwork, and fellowship. Residents baked cookies for Christmas and Chinese New Year as part of both therapeutic activities and fund-raising efforts.

This year, residents also had the opportunity to make mooncakes with the guidance of volunteer Lilian, learning about traditional festive practices in a warm and engaging environment. Through these activities, residents experienced encouragement, confidence-building, bonding, and the joy of working together for a meaningful purpose.



Programme & Activities (Residents)

CNY CELEBRATION



Our yearly **Chinese New Year lunch** brought festive cheer and strengthened bonds among residents, volunteers, EXCO, staff, and alumni through songs, praise to God, shared meals, and cultural celebration. The gathering was made even more meaningful with home-cooked dishes and food lovingly contributed by volunteers, fostering warmth, fellowship, and a strong sense of community.



Programme & Activities (Residents)

DURIAN PARTY



A lighthearted **durian party** generously sponsored by our EXCO member Joyce brought together residents, founders, staff, and fellow EXCO members for an afternoon filled with laughter, fellowship, and shared enjoyment. As everyone gathered to savour the durians and enjoy one another's company, the event created a warm and joyful atmosphere that strengthened bonds and created meaningful shared memories within the community.



Programme & Activities (Residents)

CHRISTMAS CELEBRATION WITH EXCO

Our yearly **Christmas celebration** brought together residents, EXCO members, founders, and staff for a meaningful time of worship, fellowship, and festive joy. The candlelight service created a warm and reflective atmosphere as everyone gathered to celebrate the birth of Christ through songs, prayers, and thanksgiving.

The celebration was made even more special with shared meals and fellowship, fostering deeper bonds and a strong sense of community among all who attended. It was a joyful occasion filled with warmth, encouragement, and the spirit of Christmas.



Programme & Activities (Residents)

CHRISTMAS CELEBRATIONS

During the festive season, residents were blessed to celebrate **Christmas** together with our volunteers, who spread joy and warmth through the sharing of gifts and food, fostering a spirit of love, hope, and giving within the community.



MERRY
CHRISTMAS

Programme & Activities (Alumni)

ALUMNI GATHERING



Two **alumni gatherings** held in March and October strengthened long-term connections, bringing together alumni and their families, EXCO members, befrienders, founders, staff, and current residents for meaningful fellowship and celebration. It was heartening to see our alumni doing well and returning to share their testimonies and journeys beyond the programme, which served as an encouragement and motivation to our current residents. With food, games, prizes, and joyful interactions, both gatherings created a warm atmosphere of gratitude, support, and community spirit.



Programme & Activities (Volunteers)

VOLUNTEER APPRECIATION DAY

Our **Volunteer Appreciation Day** was a meaningful occasion dedicated to honouring the dedication, compassion, and faithful service of our volunteers, whose contributions have played a vital role in supporting and strengthening our community. Through their time, care, and commitment, they have brought encouragement, fellowship, and practical support to our residents in many ways.

The event also provided an opportunity for residents, alumni, staff, and EXCO members to personally express their heartfelt thanks and appreciation to the volunteers through shared meals, fellowship, appreciation tokens, joyful interactions, and the presentation of long service awards to recognise years of faithful commitment. **We were especially honoured to recognise Tay Lee Leng, Vimala Ragavan, and Violet Lim for more than 15 years of service, as well as Chow Mei Wah, Freddy Wee, Lim Ngee Hui Brenda, Mary Shanti Thomas, Magdalene, Richard Tan, and Rosalind for more than 30 years of faithful dedication.** It was a heartwarming celebration of the spirit of service, unity, and generosity that continues to bless our TTP community.



Programme & Activities (Members)

ANNUAL GENERAL MEETING



The **Annual General Meeting** provided an opportunity to reflect on the year's progress, key milestones, and the future direction of the organisation. We also expressed appreciation to our EXCO members for their faithful service and leadership **over the past 10 years, namely Lilian Wang, Lam Wai Seng, and Joseph Chan.**

During the meeting, long service awards were also presented to staff members **Sharon Law for 15 years of dedicated service and Siang Hong for 10 years of commitment.** The gathering served as a time of gratitude, recognition, and encouragement as we look forward to continuing the organisation's mission together.

Programme & Activities (Staff)

MONTHLY STAFF MEETINGS

Monthly staff meetings led by Executive Director provided an important platform for communication, collaboration, and mutual support among the team. Discussions covered residents' matters and wellbeing, the safety of both staff and residents, upcoming events, volunteer coordination, operational updates, and other important organisational matters.



These regular meetings also strengthened staff bonding and teamwork, fostering a supportive environment where staff could share concerns, ideas, and encouragement as they worked together to care for and serve our residents effectively.



Programme & Activities (Staff)

STAFF BONDING

Staff bonding activities throughout the year provided valuable opportunities for rest, learning, and fellowship among the team. Staff attended a one-day “Human-Animal Bond in Ministry” programme and also participated in a year-end tufting activity, which encouraged creativity, relaxation, and team interaction.

In addition, staff gathered regularly for quarterly meals, creating space for fellowship, mutual encouragement, and stronger relationships beyond the workplace. These activities helped to strengthen teamwork and foster a supportive and caring staff culture.



Programme & Activities (External)

HOLY INNOCENTS' HIGH SCHOOL



We gave an **assembly talk at Holy Innocents' High School** focused on drug awareness and the importance of making positive life choices. We also shared about the work of The Turning Point, encouraging students to support their communities through service learning, empathy, and peer support.



Programme & Activities (External)

TIJ AND THE DEPARTMENT OF CORRECTIONS OF THAILAND



Representatives from **Thailand Institute of Justice and the Department of Corrections** made their second-year visit to The Turning Point to learn more about its programmes and best practices in supporting the rehabilitation and reintegration of women. The visit provided an opportunity for meaningful exchanges on drug awareness, counselling and emotional support, skills development, and community-based reintegration efforts aimed at empowering women to rebuild their lives and reintegrate positively into society.





The Year Ahead

1) Review and Enhancement of Programmes

A comprehensive review of existing programmes will be carried out to ensure that services remain relevant, effective, and responsive to the evolving needs of residents. This includes evaluating current rehabilitation approaches, identifying areas for improvement, and introducing enhancements that will strengthen residents' recovery journeys, personal growth, and successful reintegration into society.

2) Training and Expansion of the Befriender Programme

Efforts will be made to strengthen and expand the befriender programme by recruiting and training more volunteers to provide sustained emotional and social support to residents. Through structured training, befrienders will be better equipped with communication, mentoring, and support skills to journey alongside residents during and after their rehabilitation process. The expansion of this programme aims to build a stronger support network that promotes confidence, resilience, and smoother community reintegration.

3) Strengthening Family Support Programmes

Greater emphasis will be placed on developing and implementing family strengthening programmes to help rebuild trust, improve communication, and foster healthier family relationships. By working closely with residents and their loved ones, these programmes aim to create a supportive home environment that encourages healing, stability, and long-term recovery. Partnerships with community agencies and professionals will also be explored to provide more holistic support for families.

4) Introduction of the Alpha Programme

The Alpha Programme will be introduced as part of efforts to support residents' personal and spiritual growth. Through guided discussions and reflective sessions conducted in a safe and supportive environment, residents will have opportunities to explore life purpose, values, relationships, and personal transformation. The programme seeks to encourage self-reflection, emotional healing, and the development of positive life perspectives as part of the rehabilitation journey.





The Year Ahead



- **Fund-raising plans**

- Online fund-raising campaign for general donation on giving.sg platform
- Cookies sales during Festive periods (e.g., Chinese New Year, Mooncake festival & Christmas)
- Donations from churches, corporate and individual donors



Expenditure plans

- Programme Cost (e.g., Family strengthening programmes)
- Recurring operating expenses including manpower cost

Governance

Role of Executive Committee (Exco)

The Executive Committee (Exco) meets at least six times a year to review and approve the charity's strategies, policies, and budgets. To provide more detailed support, sub-committees made up of Exco members and volunteers have been established.

In line with its policy, TTP does not provide remuneration to Executive Committee or Sub-committee members. To prevent conflicts of interest, no paid staff are related to the Executive Director or any member of the Executive Committee.

TTP operates under its Constitution as the primary governing document.



Term Limit of Exco

Chairman, Vice-chairman, Hon. Secretary, Hon. Treasurer and at least three (3) not exceeding seven (7) Ordinary Committee Members shall be proposed and seconded at the Annual General Meeting and election will follow in a simple majority vote of Ordinary Members. All officers must retire after two years in office but shall be eligible for re-election except the Hon Treasurer who shall not hold office for more than two (2) consecutive terms. One (1) term of service is equivalent to two (2) calendar years.

No Exco members are remunerated for their term of service in FY25.

A total of **6 Exco meetings** were held in FY25 on the following dates: 11/01/2025, 22/03/2025, 17/05/2025, 28/06/2025, 02/08/2025 and 06/12/2025.

Name	Current Exco Appointment	Past Exco Appointments	Occupation	2025 attendance
Ms Wang Loke Yang, Lilian	Hon. Chairman Cessation date 28/06/2025	Hon. Secretary 06/05/2017 & 11/05/2019 Hon. Chairman 24/07/2021	Finance & Admin Manager	3/3
Mr Lam Wai Seng	Hon. Vice-Chairman Cessation date 28/06/2025	Hon. Secretary 14/05/2016 Hon. Treasurer 06/05/2017 & 11/05/2019 Hon. Vice Chairman 24/07/2021	Advocate & Solicitor	3/3
Ms Jeann Low Ngiap Jong	Hon. Chairman 28/06/2025	Hon. Treasurer 24/06/2023	Senior Advisor	6/6
Ms Neo Cheo Tee, Joyce	Hon. Vice-Chairman 28/06/2025	NIL	Programme Executive	6/6
Ms Ng Chew Poh Amanda	Hon. Secretary 28/06/2025	Hon. Secretary 24/06/2023	Director	4/6
Ms Gan Siok Hoon	Hon. Treasurer 28/06/2025	NIL	Managing Director	6/6
Ms Wee Hwee Ling, Carol	Member 28/06/2025	Hon. Secretary 24/07/2021	Trainer/ Consultant	5/6
Ms Ngui Tet Lin Catherine Mrs Khoo	Member 28/06/2025	NIL	Managing Owner	6/6
Mr Chan Kuok Leng, Calvin	Member 28/06/2025	NIL	Business Advisor and Coach	5/6
Cheah Wenyi, April	Member 28/06/2025	NIL	Lawyer	3/3
Lim U Wei Ralph Howard	Member 28/06/2025	NIL	Lawyer	3/3

Sub-committees

Human Resource	Nominations	Finance	Programme	Casework
Ms Neo Cheo Tee, Joyce (Chair)	Ms Ngui Tet Lin Catherine Mrs Khoo (Chair)	Ms Gan Siok Hoon (Chair)	Ms Wee Hwee Ling, Carol (Chair)	Ms Neo Cheo Tee, Joyce (Chair)
Ms Wang Loke Yang, Lilian	Ms Ng Chew Poh Amanda	Ms Ngui Tet Lin Catherine Mrs Khoo	Mr Chan Chee Kong, Joseph	Mr Lim U Wei Ralph Howard
Mr Lim U Wei Ralph Howard	Ms Jeann Low Ngiap Jong	Ms Amy Loh	Cheah Wenyi, April	Ms Wee Hwee Ling, Carol (Chair)
Ms Christina Arumugam	Mr Chan Kuok Leng, Calvin	Mr Lam Wai Seng	Ms Wang Loke Yang, Lilian	Mr Steve Boey
		Ms Christina Arumugam	Ms Christina Arumugam	Ms Christina Arumugam
			Ms Eunice Quek	Ms Eunice Quek

Pastoral Advisors to Chair and EXCO: Mrs Shanti Thomas and Ms Florence Ng

Please refer to the link below to read on our sub-committees TOR:
https://theturningpoint.org.sg/about-us/our-board/#exco_tor



Remuneration Band of Key Management Personnel

S\$ 100,000 - S\$ 200,000 = 1 staff

	CHARITY’S RESERVE POSITION	2025 (S\$)	2024 (S\$)
A	UNRESTRICTED FUND		
	Accumulated general funds <i>(Represented mostly by cash and cash equivalents, and Singapore Government treasury bills)</i>	2,744,807	2,469,898
B	RESTRICTED FUND		
	Restricted funds	46,889	57,778
	TOTAL FUNDS	2,791,696	2,527,676
	Total Annual Operating Expenditure	851,799	830,795
	Ratio of Unrestricted Funds to Annual Operating Expenditure	3.22	2.97

- TTP has reserves for sustainability purposes of its operations. TTP’s reserve ratio is at least 2 times its annual operating expenditure.
- TTP ensures a healthy reserve ratio to fund projects that will benefit both rehabilitation as well as reintegration of our residents.



TTP is dedicated to upholding a high standard of compliance with various regulatory requirements, including accounting, financial reporting, auditing, and corporate governance.

To achieve this, TTP has implemented several governing instruments:

- 1) **Conflict of Interest Policy** which mandates proper procedures to manage potential conflicts of interest. Whenever a member of the governing board has a direct or indirect interest in a transaction, project, or other matter to be discussed at a meeting, they are required to disclose the nature of their interest before the discussion begins. If necessary, the member should offer to withdraw from the meeting to avoid participating in the discussion or voting on the matter.
- 2) **Data Protection Policy** to ensure that personal information is protected and managed accordance with Singapore Laws, international good practice and individuals' rights. We collect and use personal information in order to help us offer individuals appropriate information on our programmes and initiatives.
- 3) **Whistle-blowing Policy** that outlines the process for reporting and addressing any concerns or wrongdoing within the organization. This policy encourages employees, volunteers, donors, or any other stakeholders to come forward with information about illegal activities, unethical behavior, financial mismanagement, or other misconduct within the charity.
- 4) **Investment Policy** - TTP has several policies in place to manage its financial reserves, including its Investment Policy, which provides guidelines for conservative investments in onshore Fixed Deposits and Cash equivalents. TTP is supported by public donations from organizations, churches, and individuals through various channels. The organization also receives government funding for every mandatory client under the Revised Halfway House Service Model (HSM), which was re-contracted to The Turning Point for a three-year period from January 1st, 2025 to December 31st, 2028.

THANK YOU

We express our sincere gratitude for the unwavering support of our committed individual volunteers, church partners, donors, and employers. Your contributions towards the spiritual growth and provision of employment opportunities for our residents and donations for our cause are deeply appreciated. The transformative impact achieved at The Turning Point would not be possible without your invaluable support.

- AGAPE
- All Corporate and Individual donors
- BA Maintenance & Service Pte Ltd
- Blessed Grace Church
- Blossom Seeds
- Crossroad Prison Ministries
- Deborites
- Domino's
- Edible Garden City
- Engineering Good
- Eng Leng Contractors Pte Ltd
- E-cleaning Solutions Pte Ltd
- Full Gospel Assembly
- Faith Methodist Church
- Grace Assembly of God
- Gomama
- Human-animal bond In Ministry
- House of Phua
- Institute of Financial Literacy
- Ilao Ilao
- Mandai Wildlife Group
- Maro Agventure
- New Creation Church
- Nunchi Marine Pte Ltd
- National University Singapore
- Olive Tree Faith Church
- Orchard Road Presbyterian Church
- Praise Evangelical Church
- Providence Presbyterian Church
- Prison Fellowship Singapore
- Republic Polytechnic
- Rotary Club of Bukit Timah
- REVL
- Stuff'd Ventures Pte Ltd
- Singapore Garden Festival
- Song Kwang Electric Service
- Shiners facility Pte Ltd
- Yeap Medical Supplies Pte Ltd
- Yoon's Social Kitchen
- 108 Matcha Saro Pte Ltd

