

Expanding *Our Reach* Deepening *Our Impact*

ANNUAL REPORT FY2024/25



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About BCARE

Without a supportive community, individuals are far more vulnerable to social isolation and poor health. The risk is especially acute for those already facing disadvantage, such as lower-income families, frail or isolated seniors and persons with mental health conditions.

Established in 1996, Bethesda CARE Centre (BCARE) is a non-profit social service agency committed to serving the community, especially underprivileged and vulnerable groups. Today we support more than 2,000 clients, operating across 5 centres in the north-eastern region of Singapore.

We intervene by delivering care through the power of social connection. By fostering strong, caring communities, we uplift lives and bring hope to those in need.

Vision

To foster communities of care through bridging gaps and building lives in our neighbourhoods.

Mission

To serve the community with commitment and compassion so as to enrich lives, inspire a positive outlook and build resilience in those we serve.

Objectives

- 1** To provide community assistance to the poor and underprivileged; to those who are weak and neglected; and to those who are aged or sick
- 2** To promote and strengthen relationship between parents and children, spouses, teachers and pupils, peers and among inter-generational family members
- 3** To enrich the lives of individuals through engaging and meaningful activities

Core Values

Compassion

We value and care for all individuals and demonstrate empathy and kindness in all our interactions.

Understanding

We actively listen to our beneficiaries to better understand their needs so that assistance provided is practical and can create breakthrough in their lives.

Sincerity

We advocate clear and open communication, uphold integrity in our service, and prioritise authenticity in our relationships.

Our Centres

Head Office

Blk 242 Hougang St 22 #01-93
Singapore 530242

BCARE Connection @

Hougang 574

Blk 574 Hougang St 51 #01-09
Singapore 530574

BCARE Connection @

Hougang 603

Blk 603 Hougang Ave 4 #01-221
Singapore 530603

Joy Connection Student Care Centre

Blk 958 Hougang St 91 #01-268
Singapore 530958

BCARE Active Ageing Centre @ Compassvale

Blk 287A Compassvale Crescent
#01-151
Singapore 541287

Overview of Charity

Bethesda CARE Centre was incorporated as a society on 6 December 1996 and registered as a Charity under the Charities Act (Chapter 37) since 17 May 2002.

Unique Entity Number (UEN)	S96SS0198K
ROS Registration Date ROS Registration Number	6 December 1996 248/1996 WEL
Charity Registration Date Charity Registration Number	17 May 2002 01564
Institution of Public Character Number Validity	IPC000574 5 June 2024 to 4 March 2026
Member of National Council of Social Services	Registration Date: 12 March 2002 Registration No: V00027
Registered Address	Blk 247 #01-462 Hougang Avenue 3 Singapore 530247
Mailing Address	Blk 242 #01-93 Hougang Street 22 Singapore 530242
Bank	OCBC Bank, Hougang Branch
Auditor	Verity Partners

Joint Message by President and Executive Director



Mr Lawrence Chua
President



Ms Stella Tan
Executive Director

A Year of Growth and Deepening Impact

The past year has been a remarkable one for BCARE — a year marked by growth, new beginnings and deepening community impact. We are excited to share some key milestones and moments that defined this season of expansion.

On 1 April 2024, our Senior Activity Centre (SAC) was officially onboarded as an Active Ageing Centre (AAC). This milestone marked a significant step forward in our commitment to senior care. With this new status, we expanded and enhanced our existing programmes while also introducing fresh initiatives tailored to the diverse needs of the growing number of seniors under our care. To further our outreach, we organised 15 block parties across various neighbourhoods, creating lively and inclusive platforms to connect with more seniors where they live.

In September, we launched Senior Connect @ 574 — a daily programme designed to bring seniors together to build meaningful connections and enjoy engaging activities at our newly renovated centre. Since its inception, we've seen a steady and encouraging increase in participation, affirming the need for such an initiative within the community.

We also completed the renovation of Gym Tonic, our wellness facility tailored for seniors. This marks a significant step forward in our commitment to supporting healthy ageing — helping our seniors maintain both physical vitality and mental well-being. We look forward to journeying alongside them as they pursue a healthier lifestyle.

Our FAME Club — a programme dedicated to supporting persons with mental health challenges — continues to serve as a platform for members to explore their potential and showcase their talents. This year marked our fifth consecutive participation in the Shaping Hearts event, organised by North East CDC, which celebrates inclusivity through the arts. We are proud that one of our beneficiaries submitted her artwork for the exhibition — a wonderful demonstration of courage and creativity.

Many others also engaged wholeheartedly with the event, and their willingness to participate reflects the growing confidence and resilience within the group. Their journeys continue to inspire us, and we remain deeply committed to walking alongside these individuals – creating a safe, supportive, and empowering environment where they can heal, grow and thrive.

In addition to organising our own events, BCARE actively participated in various community initiatives such as Hair for Hope, organised by One Punggol Community Hub, and the Seniors' Connect Event, organised by grassroots organisations at Kovan Hub. These opportunities allowed us to extend our reach and strengthen ties within the broader community. At the heart of our work is a deep belief in collaboration – that lasting impact is only possible when we come together. As the saying goes, "it takes a village to raise a child," and we see this truth reflected daily in our partnerships with schools, corporate organisations and fellow social service agencies. By working hand-in-hand, we are building a more compassionate, inclusive and supportive environment for all – especially the most vulnerable among us.

Alongside programme highlights, our community's generous support through fundraising has been pivotal. We were truly heartened by the success of Stride for Good 2024, our second annual fundraising event. Thanks to the generous support of our fundraisers and donors, we not only achieved our financial target but also strengthened our capacity to broaden the reach and impact of our programmes and services. Thank you for believing in and supporting our mission.

None of these achievements would have been possible without the unwavering commitment, passion and resilience of our people. We want to take this opportunity to honour and thank our dedicated staff team, who give their best each day – showing up with compassion, professionalism and a shared desire to make a difference in the lives of those we serve. Your willingness to go the extra mile truly embodies the spirit of "teamwork makes the dream work." Whether it's planning programmes, engaging beneficiaries, supporting behind the scenes or working directly in the community, each role is vital and valued. Your collective efforts have not only advanced our mission but have also brought hope, dignity, and connection to those who need it most. Thank you for labouring together with such heart and purpose – we are stronger because of you.

We also want to extend our sincere gratitude to our Management Committee members, volunteers and donors for steadfastly supporting us in the pursuit of our shared vision. Your leadership, dedication and generosity have been invaluable in guiding our efforts, enriching our programmes, and enabling us to broaden our reach and deepen our impact.

As we look to the future, we remain committed to our mission. We will not rest on our laurels but will continue to evaluate, refine and grow our services to stay relevant and responsive to the evolving needs of the community.

Together, let us keep bridging gaps and building lives – one act of kindness at a time – just as our tagline reminds us. We are deeply grateful for the trust you place in us and for being a vital part of the BCARE family.

Management Committee

The following members were elected to the Management Committee for a term of 3 years starting on 1 September 2024 and ending on 30 August 2027 in accordance with the Constitution.

Management Committee Member	Current Appointment
Mr Chua Tong Yong	President
Ms Tan Kwee Choon	Vice President
Ms Tan Kai Lin Carolin	Secretary
Ms Hui Kam Hoong Jane	Treasurer
Ms Lim Wan Kie Ruth	Assistant Treasurer
Mr Gan Chee Weng Melvin	Committee Member
Mr Henry Teo Hak Hong	Committee Member
Ms Kok Kah Wei	Committee Member
Mr Lee Kwok Hoong Danny	Committee Member
Ms Lee Pey Woan	Committee Member
Dr Chua Ping Ping Nelson	Committee Member
Mr Ng Jun Ming	Committee Member

Full details on the Management Committee can be found in the Governance section.

Sub-Committees

Audit Committee

Member	Designation
Ms Kok Kah Wei	Chairperson
Ms Lee Pey Woan	Member
Ms Lam Jau Yea Vivien	Member

Programmes & Services Committee

Member	Designation
Mr Henry Teo Hak Hong	Chairperson
Ms Tan Kai Lin Carolin	Member
Mr Ng Jun Ming	Member

Finance Committee

Member	Designation
Ms Hui Kam Hoong Jane	Chairperson
Mr Chin Henn Khin Kenneth	Member
Mr Zhou Siming Mark	Member

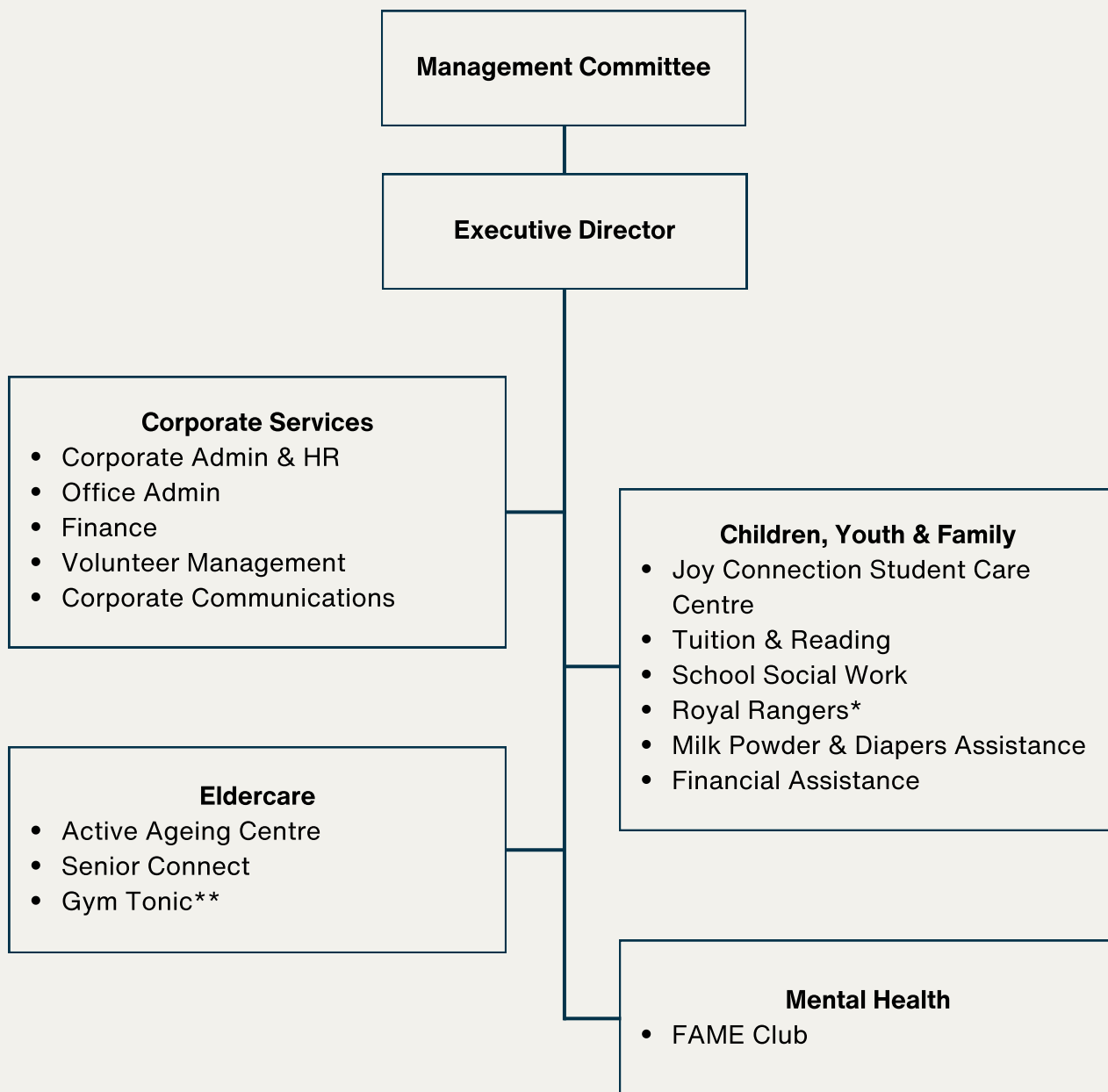
Human Resource Committee

Member	Designation
Mr Lee Kwok Hoong Danny	Chairperson
Dr Nelson Chua Ping Ping	Member
Ms Khor Ee Leen	Member (w.e.f. 19 December 2024)

Honorary Internal Auditors

Member	Term
Ms Fong Cheng Han	Lead Internal Auditor 27 August 2023 – 26 August 2027
Mr Ho Eng Leak Bernard	Internal Auditor 1 September 2021 - 31 August 2025

Organisational Chart



* Royal Rangers has been renamed as LEAP Programme w.e.f. 5 July 2025

** Gym Tonic started operations w.e.f. 1 April 2025

Our Impact



2,561*
Individuals Served

*Increased by 153% due to more seniors served through our Active Ageing Centre and new Senior Connect programme



360

Children, Youths & Families Served

- 48** Children received academic guidance through tuition and reading programmes
- 910** Tuition classes conducted
- 70** Reading programme classes conducted
- 102** Children and youth nurtured through character-building programme, Royal Rangers
- 60** Children supported through our student care centre
- 101** Children received care under our milk powder and diapers assistance



2,109

Seniors Served

2,456 Activity sessions to encourage active ageing

46 Home visits

29 Seniors turned volunteers

100% Satisfaction score
(survey conducted with seniors from Active Ageing Centre)



92

Persons With Mental Health Conditions and Caregivers Served

93.8% Clients without relapse

14.6% Clients gainfully employed

26 Therapeutic workshop sessions conducted

Children, Youth & Family



Making *Meaningful Connections* With Families Through Milk Powder and Diapers Assistance

What may seem like basic necessities became opportunities for care and connection for families supported by BCARE. Through delivering milk powder and diapers, staff and volunteer befrienders have brought encouragement and valuable support to families navigating challenging circumstances.

One such family is that of Einz and his wife, whose four-year-old daughter, Claire, was diagnosed with global developmental delay. She is non-verbal, dependent on diapers for toileting and consumes only milk.

With the additional costs incurred from regular purchases of milk powder and diapers, the couple felt the financial strain which also led to tensions between them. With support from the programme, they were able to find both financial and emotional relief in the help received.

The assistance was more than material — Einz met Kuo Ping, a volunteer befriender and fellow parent. They easily struck up a conversation which also surfaced more needs over time. Kuo Ping was able to then introduce Einz's son to BCARE's Reading Programme.

Volunteers in the programme have also felt the intangible benefits of being a befriender. One of them found the first-hand interaction helpful in allowing her to better understand the family's situation and "be able to see the same family through the period", creating "more positive impact than say a one-off volunteering event". Another volunteer also shared the same sentiments about making a positive impact "by offering companionship and support during challenging times".

"It's a pleasure to meet him... Every time he visits, he will surprise us such as by giving us some sparklers. He also shares some of the information. So far it's a relief for our family and also a very good experience."

- Einz on volunteer befriender, Kuo Ping



To support more families, we expanded our household income eligibility criteria in January 2024. As a result, we were able to assist 77 per cent more families in FY2024 compared to the previous financial year.



Bringing Cheer to Our Children

In a gigantic ball pit, a group of both children and adults were playfully tossing balls and burying themselves underneath. These were staff from Luminor Financial Holdings Limited who thoughtfully planned and sponsored an outing, that began at Bubble Planet, for children from our various programmes.

Moving through whimsical, larger-than-life installations, the children and volunteers bonded quickly as they explored each space, posing for fun photos, including one that was set up with a bathtub filled with rubber ducks. The excitement continued at the bowling alley, where mixed teams of children and Luminor staff engaged in a friendly competition.

Held during the December school holidays, the outing provided opportunities for the children to gain new experiences as well as connect with their peers and caring adults. We are grateful to partners like Luminor Financial Holdings Limited for bringing joy and encouragement to the children under our care.

*Sponsor a
Meaningful Outing*



If your organisation is keen to plan and sponsor an outing for our children, we'd love to hear from you. Get in touch with us at admin@bcare.org.sg.

Supporting *More Children in Achieving Academic Growth Through a New Partnership Centre*

In January 2025, we expanded our Reading and Tuition Programme services to a new location in Punggol, in addition to our four existing locations in Hougang and Sengkang. Through a collaboration with Pearl Care Centre, we are now using their venue to offer academic support to more children from lower-income families living in the Punggol area.



Improving *Social-Emotional Competencies and Building Resilience in Youths*

Supporting youths in navigating their challenges and developing their social-emotional competencies is key to building a resilient and connected community for the future. Since March 2024, we have been running a series of workshops and mentoring sessions for students across different secondary schools.

In Yuying Secondary School, we conducted a stress and anxiety management support group to equip students with practical skills to better manage their emotions and stressors. At Hougang Secondary School, we ran an anger management workshop to help students understand that while anger is a valid emotion, expressing anger can be done in constructive ways.

We also conducted mentoring programmes at Yuying Secondary School and Serangoon Secondary School, providing personal guidance on areas of concern such as dealing with conflicts and responsible decision-making.

From the Students



“I learnt to be less judgemental and more open to appreciating myself.”

“I learnt that I have my strengths and there are people that care about me.”

Building *Character* , Fostering *Teamwork* with Royal Rangers



Life Lessons on the Water

Stepping out of their comfort zone on a kayaking trip made the Royal Rangers learn some precious life lessons. While navigating choppy waters, one of them realised that “to go through obstacles, you need to stay calm”. Another youth learnt that “it is OK to be scared sometimes”.

During this outdoor adventure, the youths also learnt to care for the environment by picking up litter while kayaking.



Celebrating Growth at Council of Achievement

Leaving the comforts of home to visit an orphanage in Batam turned out to be Octavian’s favourite Royal Rangers activity of the year.

The 15-year-old youth shared at the Council of Achievement ceremony, “It gave me a window into the lives of the less fortunate and gave me an opportunity to make a difference in their lives.”



The ceremony, held annually, showcases and celebrates the Rangers’ growth over the year, as they participate in various character building activities. Family members are invited to witness their achievements and show support.



Some of the Rangers also received awards for their efforts. There were also special performances by the Rangers, such as a dance and rhythmic beats performance.

Enabling *Holistic Growth* at Joy Connection

Beyond just a place for after school care, Joy Connection Student Care Centre provides a holistic environment where children can grow in all aspects of their development.

Over the past year, the centre has organised various programmes to cultivate positive character values and build confidence. These efforts go beyond academic support — they lay the foundation for children to thrive both in school and in life.

Learning Kindness and Building Courage Through Interacting with Horses



Dancing with Confidence at Jalan Kayu Zone 2 Residents' Network's Children Carnival



Multi-Sensory Learning Through Music Appreciation



Eldercare



Empowering More Seniors Through Active Ageing Programmes

As at 1 April 2024, our Senior Activity Centre was renamed as Active Ageing Centre @ Compassvale, signifying a move to support more seniors in the Sengkang neighbourhood in staying active and being socially connected.

In order to connect with more seniors and raise awareness about our activities, we ramped up our community engagement efforts through a series of block parties at various precincts. From May to December 2024, we hosted a total of 15 block parties and connected with almost 2,000 seniors.

At our Active Ageing Centre (AAC), we also introduced more activities, catering to various interests such as line dancing, hydroponics gardening and resistance band exercise sessions.

The activity sessions amounted to more than double the number compared to the previous financial year. We also saw a five-fold increase in the number of seniors who were engaged through our AAC's initiatives.



Newly Renovated Senior Connect Centre with Gym Tonic

Seniors may experience declining health and shrinking social circles, which can lead to serious health concerns. To prevent frailty and improve holistic health, we enhanced our services for seniors by renovating our 574 centre and equipping it with a Gym Tonic facility.

The multi-purpose centre offers a gym specially designed for seniors as well as a space for activities such as ukulele and guitar lessons, birthday celebrations and outings, to improve their overall well-being.

Since its opening in September 2024 till March 2025, we have seen 69 seniors sign up as members and conducted 467 activity sessions. Our Gym Tonic started accepting clients in April 2025.





Building Bonds and Confidence Through Guitar Playing

Every week, a group of novices and experienced players gather at our Active Ageing Centre (AAC) to learn new riffs or simply enjoy strumming tunes together. The class was initiated by volunteer guitar instructor, Sam, whose goal is not just to pass down technical skills but to also inculcate a spirit of bringing joy to others through music. A long-time volunteer at hospitals and nursing homes, Sam has witnessed the uplifting power of music to engage seniors and improve their mood.

Sam initially started volunteering at our AAC in a healthcare related role. There, he noticed an interest among some male seniors in singing and playing the guitar. He was inspired to start a men's guitar group, hoping to eventually bring them to other care settings to bring cheer to others.

To do so, he needed to equip them with basic skills, build their confidence and synergise the group. They were given opportunities to perform at our AAC events such as Christmas and Chinese New Year celebrations. Another group of seniors also joined in as singers. Through the preparation, Sam constantly emphasised that the "main objective is not to perform for the audience" but to "encourage the audience to participate" through singing along.

Through the guitar group, seniors from different backgrounds and skill levels have found their lives enriched, not only in being socially engaged but also in keeping their mind and hands active.



Foo

This class marks not only Foo's first time learning the guitar but also his first time seriously learning any musical instrument. He cherishes the camaraderie, saying he simply enjoys "having fun" and "feels good" seeing everyone play and sing together.



Dennis

Veterans like Dennis, started playing the guitar at 13. He shared, "I joined the class so that I can mix around with people... so I won't feel lonely at home."

Enhancing *Food Security* for Lower-Income Seniors



Seniors from lower-income households face a higher risk of food insecurity and poor nutrition which can lead to serious health issues. To address this, Senior Connect @ 603 partnered with Food From The Heart to provide monthly food packs for seniors from lower-income households.

Following a successful rollout at our Active Ageing Centre, we extended this partnership to Senior Connect which is situated at another centre, enabling us to support more seniors in a different neighbourhood.



Every month, beneficiaries will collect a variety of food items, including both dry goods and fresh produce such as eggs, vegetables and fruits. Healthier options such as brown rice are also included to promote better nutrition.

Since the programme's launch in December 2024, a total of 49 seniors have benefitted from this monthly support, helping them to meet their dietary needs and improve their health.

Bringing *Warmth and Companionship* Through the Joy of Music



From nostalgic tunes to contemporary hits, music has the power to connect generations. Our seniors from various centres were all smiles as they enjoyed uplifting performances by volunteer group, Musical Touch.



With singing being one of the seniors' favourite activities, the chance to request and hear their favourite songs performed live made the experience all the more joyful. At Senior Connect @ 574, some of the seniors even got on their feet to dance along as they enjoyed the music.

Mental Health



An Artistic Journey of Self-Discovery

Understanding, accepting and celebrating one self are important steps towards cultivating better mental wellness. At FAME Club, we ran a series of eight sessions of art therapy workshops on the theme of self-discovery, allowing the members to explore their self-identity and affirm their worth.

Using different mediums such as painting, resin ink, paper-making and acrylic pouring, the members reflected on their inner selves and their relationships with others. The process encouraged growth in areas such as self-acceptance as well as embracing their life experiences and the future.

Weaving My World - using fabrics to represent self and others



"I cut out a big piece to represent my family as they are my pillar of support"

Mark



"I chose a bright colour to represent FAME Club as I feel happier after coming here."

Yan Fang

Letting Go - using acrylic pour painting to experience embracing the unexpected



"I was delighted when I saw the unexpected patterns and surprises that emerged."

Iris

FAME Club is a programme designed to help persons with mental health conditions reintegrate into the community. We offer a range of activities that promote holistic well-being, help build meaningful friendships and foster a sense of belonging.

**Names have been changed to maintain confidentiality*

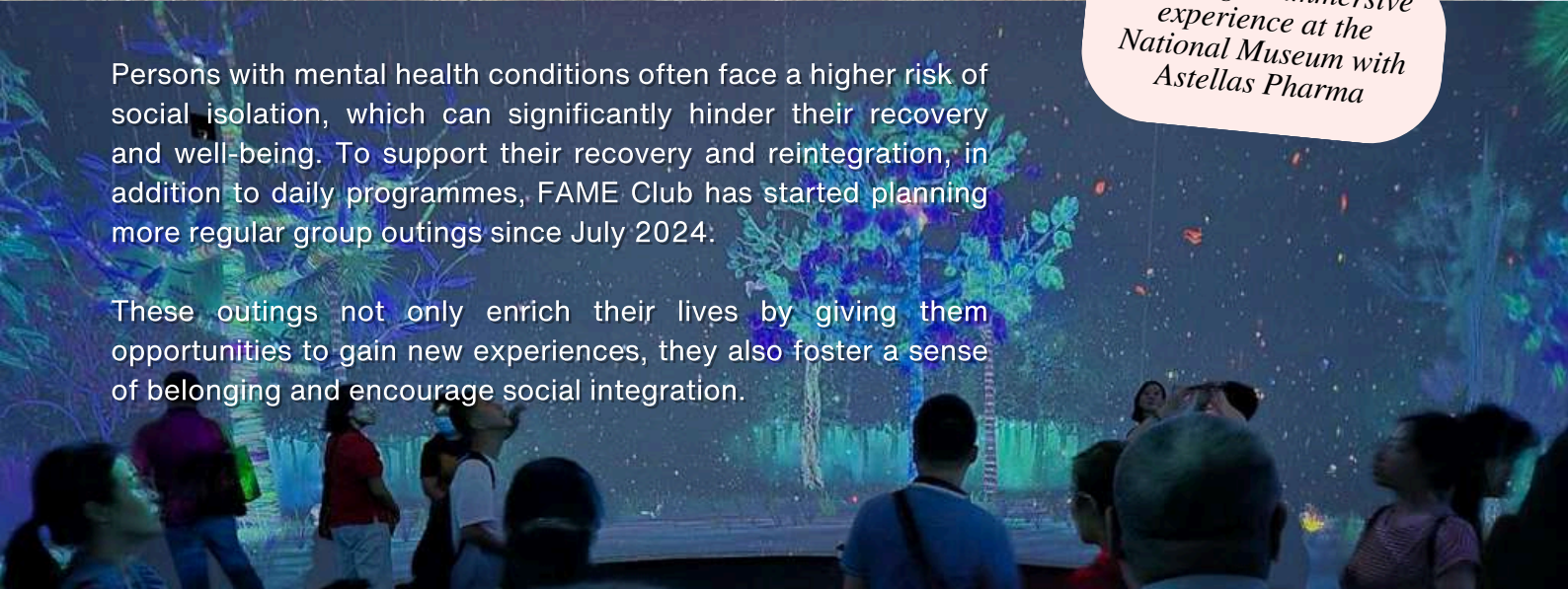


Group Outings to Encourage Social Integration

Persons with mental health conditions often face a higher risk of social isolation, which can significantly hinder their recovery and well-being. To support their recovery and reintegration, in addition to daily programmes, FAME Club has started planning more regular group outings since July 2024.

These outings not only enrich their lives by giving them opportunities to gain new experiences, they also foster a sense of belonging and encourage social integration.

Enjoying an immersive experience at the National Museum with Astellas Pharma



Soaking in the beauty of nature at Coney Island

Sponsor a Meaningful Outing

↓

If your organisation is keen to plan and sponsor a meaningful outing for our FAME Club members, we'd love to hear from you. Get in touch with us at admin@bcare.org.sg.

Partnerships



Volunteers from DBS guide seniors on using electronic payment and self-checkout counters for grocery shopping

Volunteering With Us to Foster Communities of Care

Our volunteers are our invaluable partners in delivering care to the underprivileged and vulnerable groups in our community. We are deeply grateful for their unwavering dedication, compassion and commitment to serving alongside us.

In FY2024,
we partnered

244

Volunteers

220

Individual
volunteers

24

Organisation volunteers
(schools, corporates, government bodies)



Volunteer hairdresser giving FAME Club members fresh cuts for the new year



Volunteers from Singapore Armed Forces engaging seniors at Active Ageing Centre block party



Games carnival for seniors organised by Robert Half



Leica Instruments makes DIY massage hammers with seniors



Christmas craft by NUS Pharmacy at FAME Club



Tote bag painting by RSVP Singapore at FAME Club



Art activity with seniors by Grab Singapore

Encouraging the Community to Give at Volunteer Festival

We were thrilled to participate in the first Volunteer Festival, launched by Ministry of Social and Family Development as part of its Year of Celebrating Volunteers.

It was a joy to chat with many individuals at the event at Our Tampines Hub, finding out their interests and skills, and then matching them with our various volunteering opportunities.

Volunteers have always been a vital part of BCARE, making a significant impact. For instance, our volunteer tutors have transformed lives, like Jolin's. She went from failing several subjects to achieving good results and even received an academic excellence award. Her mother shared, "She was very, very happy."



Volunteer With Us ↪

We welcome individuals, corporates and institutions looking for a meaningful cause to support.

Visit bcare.org.sg/volunteer or email admin@bcare.org.sg.

Stride For Good

Walking for a Good Cause

More than 200 participants, beneficiaries and volunteers joined us to support our cause at our inaugural Stride For Good walk and jog event. Completing a 3 km or 6 km route, participants displayed a strong community spirit.

Other activities included an energetic Zumba session, fun game booths and a lively dance performance by FAME Club. Titled “Better When I Am Dancing”, FAME Club members spent three months preparing for this item under the guidance of two dance movement therapists.

One of the members, Sase, shared, “It makes me happy to perform for people and show that FAME Club is a good programme with many activities.” Admitting the challenges she faced in remembering the dance steps, she overcame it by putting in extra time to practise at home. This final performance was a display of the members’ spirit of learning, resilience as well as courage to embrace new experiences.

The event was part of our Stride For Good fundraising campaign which ran from 1 August to 30 November 2024. More than \$300,000 was raised which contributed to our work in serving children from low-income families, individuals with mental health challenges as well as frail and isolated seniors. We are deeply grateful to all fundraisers, donors and participants for their support.



The Year Ahead

As we step into a new chapter, we remain grounded in our mission to uplift lives and build a more connected, compassionate community. Guided by the needs of those we serve, the coming year will see us growing in meaningful ways — extending our reach, enhancing our programmes, and deepening the impact of our work across all age groups.

Bringing Active Ageing to New Communities

We remain committed to deepening our impact and expanding our reach across the community. One of our key priorities is the expansion of our Active Ageing Centre into a new neighbourhood, bringing meaningful activities and essential services closer to seniors in the area. With this growth, we aim to introduce new and engaging programmes that reflect the diverse interests of our seniors — helping them stay socially connected and mentally active.

Strengthening Seniors with Gym Tonic

We are excited to announce the official launch of Gym Tonic, a 12-week progressive strength-training programme tailored specifically for older adults. Using smart, senior-friendly gym equipment and personalised training plans, the programme offers a safe and effective way for seniors to improve their physical strength. As Singapore's senior population continues to grow, initiatives like Gym Tonic play an increasingly vital role in promoting healthy ageing. Beyond physical benefits, the programme also helps build confidence and supports greater independence — empowering seniors to lead healthier, more active lives. We look forward to welcoming more participants and seeing the positive impact continue to grow in the years ahead.

Reimagining LEAP for Today's Young Generation

In our ongoing work with children and youth, we will be relaunching our LEAP (Learn. Explore. Act. Practise.) Programme with a refreshed identity and enhanced features. This updated version continues to focus on character and values development through dynamic, hands-on learning experiences that encourage reflection and real-life application. By evolving the programme to better meet the needs of today's young generation, we aim to support their growth into compassionate, resilient individuals who are equipped to navigate life's challenges with confidence.

Looking Ahead with Purpose

As we embark on these new and revitalised initiatives, we do so with a deep sense of purpose and responsibility. Whether supporting seniors in staying active and connected, or nurturing the development of our youth, our focus remains on creating meaningful, lasting impact.

Giving For a Good Cause

Our work in the community is made possible by the generous support of those who believe in making a difference. We invite you to join us in bridging gaps and building lives – your donation can help make an impact where it's needed most.

Ways to Donate

PayNow



UEN S96SS0198KD01

Cheque

Crossed cheque made payable to
"Bethesda CARE Centre"

Mail to:
Bethesda CARE Centre
Blk 242 Hougang Street 22
#01-93 Singapore 530242

Others



bcare.org.sg/donate

BCARE is an approved IPC (Institution of Public Character). Your donations are 2.5 times tax deductible.

For tax deduction, please email the following to finance@bcare.org.sg

Individuals	Companies
<ul style="list-style-type: none">• Name (as per NRIC)• NRIC no. or FIN no.• Contact no.• Email	<ul style="list-style-type: none">• Name of Company (as registered with ACRA)• UEN no.• Contact person and no.• Email

The tax deduction benefit will be automatically included in your tax assessment if you have provided us with your NRIC/FIN no. The tax deductible receipt will be sent to the email provided.

Organise a Fundraiser

Besides making a direct donation, you can partner with us to raise funds through private or corporate events. Some examples include inviting your friends to dedicate a love gift to BCARE for your birthday or organising a running event. If you are interested to host a fundraiser, email corpcomms@bcare.org.sg.

Governance

Management Committee

The following members were elected to the Management Committee for a term of 3 years starting from 1 September 2024 and ending on 30 August 2027 under the Constitution.

Management Committee Member	Appointment	Date of First Appointment	Date of Latest Appointment	Occupation	MC Meeting Attendance
Mr Chua Tong Yong*^	President	18 Dec 1996	1 Sep 2024	Lawyer	4 of 4
Ms Tan Kwee Choon*^	Vice President (Secretary from 1 Sep 2015 to 31 Aug 2018, Treasurer from 1 Sep 2021 to 31 Aug 2024)	25 Jun 2012	1 Sep 2024	Executive Pastor	2 of 4
Ms Carolin Tan Kai Lin*^	Secretary (Assistant Treasurer from 1 Sep 2015 to 31 Aug 2018, Assistant Treasurer from 1 Sep 2021 to 31 Aug 2024)	31 Aug 2009	1 Sep 2024	Executive Manager	4 of 4
Ms Hui Kam Hoong Jane^	Treasurer (Assistant Treasurer from 1 Sep 2018 to 31 Aug 2021, Secretary from 1 Sep 2021 to 31 Aug 2024)	1 Sep 2018	1 Sep 2024	Pastor	4 of 4
Ms Lim Wan Kie (Ruth)^	Assistant Treasurer (Committee Member from 20 Aug 2021 to 27 Aug 2022, Vice President from 28 Aug 2022 to 31 Aug 2024)	20 Aug 2021	1 Sep 2024	Sales Executive	4 of 4

Governance

Management Committee Member	Appointment	Date of First Appointment	Date of Latest Appointment	Occupation	MC Meeting Attendance
Mr Gan Chee Weng Melvin	Committee Member	20 Aug 2021	1 Sep 2024	Army Officer	4 of 4
Mr Henry Teo Hak Hong	Committee Member	29 Aug 2018	1 Sep 2024	Marketing Director	4 of 4
Ms Kok Kah Wei	Committee Member	22 Sep 2015	1 Sep 2024	Retiree	4 of 4
Mr Lee Kwok Hoong Danny	Committee Member	20 Aug 2021	1 Sep 2024	Country Lead	1 of 4
Ms Lee Pey Woan	Committee Member	20 Aug 2021	1 Sep 2024	Professor of Law	4 of 4
Dr Nelson Chua Ping Ping	Committee Member	29 Aug 2018	1 Sep 2024	Senior Consultant	4 of 4
Mr Ng Jun Ming	Committee Member	20 Aug 2021	1 Sep 2024	Architect	3 of 4

*Members who have served for more than 10 consecutive years have been invaluable, offering knowledge and guidance to the Management Committee.

^The President and Assistant Treasurer are in the Management Team (non-salaried) of Living Sanctuary Brethren Church (LSBC). The rest of the office bearers (Vice President, Secretary and Treasurer) are staff of LSBC.

Governance

Governing Instrument

1. The Society is governed by its Constitution and is committed to maintaining a high standard of corporate governance in line with the principles set out in the Code of Governance for Charities and Institutions of Public Character (IPC) 2023. This establishes and maintains a high standard of legal and ethical mode of operations to preserve the interests of all donors, beneficiaries, and stakeholders.

Governance and Disclosure

1. The Society is affiliated with Living Sanctuary Brethren Church (LSBC). Members of the Society must be Singapore Citizens aged 18 and above and currently members of LSBC.
2. No Management Committee members receive any remuneration.
3. No staff is involved in setting his or her own remuneration. None of the paid staff receives more than \$100,000.00 in annual remuneration.
4. There is no paid staff, being a close member of the family belonging to the Executive Head or a governing Management Committee member of the Society, who has received remuneration exceeding \$50,000.00 during the financial year.
5. The President Mr Chua Tong Yong and Management Committee member Ms Tan Kai Lin Carolin, daughter-in-law of Mr Chua Tong Yong, have served on the Management Committee for over 10 consecutive years. Mr Chua serves as a day-to-day consultant to the Society's Executive Director and staff while Ms Tan was the Finance Committee Chairperson till 30 August 2024, and then a member of the Programmes and Services Sub-Committee since 1 September 2024. The Management Committee approved their continued service in the committee for an indefinite period for as long as they are still available to serve and able to contribute effectively to the committee.
6. The President Mr Chua Tong Yong has a share and is a director of E.Q. Management Services Pte Ltd. E.Q. Management Services Pte Ltd handles payroll matters of BCARE. It is not involved in decision-making for remuneration. Salary increments and any contract terms for service rendered by E.Q. Management Pte Ltd is approved by all the members of the Management Committee except Mr Chua Tong Yong and Ms Tan Kai Lin Carolin.
7. All the Management Committee members and BCARE members are required to declare the conflict of interest yearly, if any.
8. Ms Stella Tan was appointed the Executive Director on 1 January 2021.

Governance

Financial Management and Internal Controls

1. The Society maintains a reserve equivalent to **1.5 times** the annual operating expenditure to ensure the adequacy of financial provision on the continuity of programmes and services provided. The documented reserve and investment policy is reviewed yearly by the Management Committee.
2. The Society's principal funding sources are from government grants and donations.
3. There are no loans, donations, grants or financial assistance provided which are not part of our core charitable programmes.

Conflict of Interest

All Management Committee members and staff are required to comply with the Charity's conflict of interest policy. The Management Committee has put in place documented procedures for Management Committee members and staff to declare actual or potential conflicts of interests on a need-to basis.

All new Management Committee members and staff are required to complete the conflict of interest declaration form upon hiring, appointment or election to the Management Committee as an acknowledgement of having understood the policy and that he/she will fully disclose to the Management Committee when a conflict of interest situation directly or indirectly arises. For example, the Committee member concerned should not participate in the discussion or vote on the matter and should also offer to withdraw from the meeting and the Committee shall decide if this should be accepted.

Whistle-Blowing Policy

We are committed to maintaining a high standard of compliance with accounting, financial reporting, internal controls and auditing requirements, and any legislation. In line with this commitment, our Charity has put in place, a whistle-blowing policy to address concerns about possible wrong-doing or improprieties in financial or other matters within our Charity. A copy is made available on our corporate website.

Whistle Blowing Policy aims to provide an avenue for employees, clients and stakeholders to raise concerns and offer reassurance that they will be protected from reprisals or victimisation for whistle blowing in good faith.

Social Media Policy

Our charity has also put in place the Social Media policy as a guiding principle for users acting on behalf of our Charity when using social media, or any form of electronic communication or application that enables them to create online communities to share knowledge, opinions, media, and private and public messages. This policy also applies to personal use of the social media when referencing our Charity.

Compliance

Code guideline	Code ID	Response	Explanation	Score	
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Complied	-	2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Complied	-	2
3	Have the Board review the charity’s strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Complied	-	2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. “Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Complied	-	2

Compliance

Code guideline	Code ID	Response	Explanation	Score	
Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Complied	-	2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Complied	-	2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Complied	-	2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Complied	-	2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Complied	-	2

Compliance

	Code guideline	Code ID	Response	Explanation	Score
Principle 2: The charity has an effective Board and Management.					
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	Complied	-	2
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Complied	-	2
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Complied	-	2

Compliance

Code guideline	Code ID	Response	Explanation	Score	
Principle 2: The charity has an effective Board and Management.					
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Complied	-	2
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Complied	-	2

Compliance

	Code guideline	Code ID	Response	Explanation	Score
Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Complied	-	2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Complied	-	2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied	-	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied	-	2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Complied	-	2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Complied	-	2

Compliance

	Code guideline	Code ID	Response	Explanation	Score
Principle 4: The charity is well-managed and plans for the future.					
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	4.1a	Complied	-	2
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Partial Compliance	There is an existing internal control policy. The Finance Manager is working with the Finance Sub-committee on updating it.	1
23	<p>Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).</p>	4.2	Complied	-	2

Compliance

Code guideline	Code ID	Response	Explanation	Score	
Principle 4: The charity is well-managed and plans for the future.					
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Complied	-	2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Partial Compliance	We have set in place Items a, b, c, d, e and g. In consultation with the Management Committee, the staff in the respective work function will work with the Executive Director in setting up the policies in the other areas.	1
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Partial Compliance	The Audit Committee has been looking into the various areas consistently and is working towards ensuring that all areas are covered.	1
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Partial Compliance	Ongoing work is in place to ensure the sustainability of the charity.	1

Compliance

	Code guideline	Code ID	Response	Explanation	Score
Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Complied	-	2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Complied	-	2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Complied	-	2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Complied	-	2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Complied	-	2

Compliance

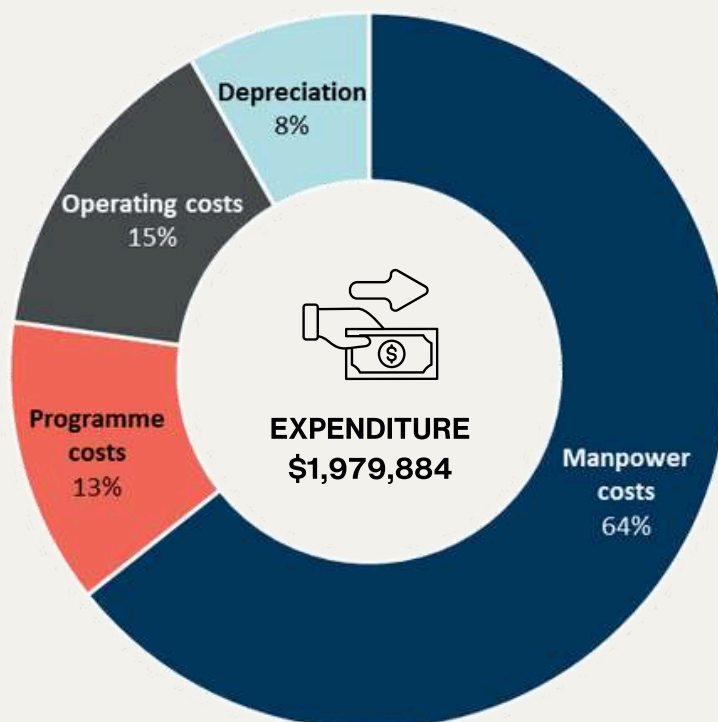
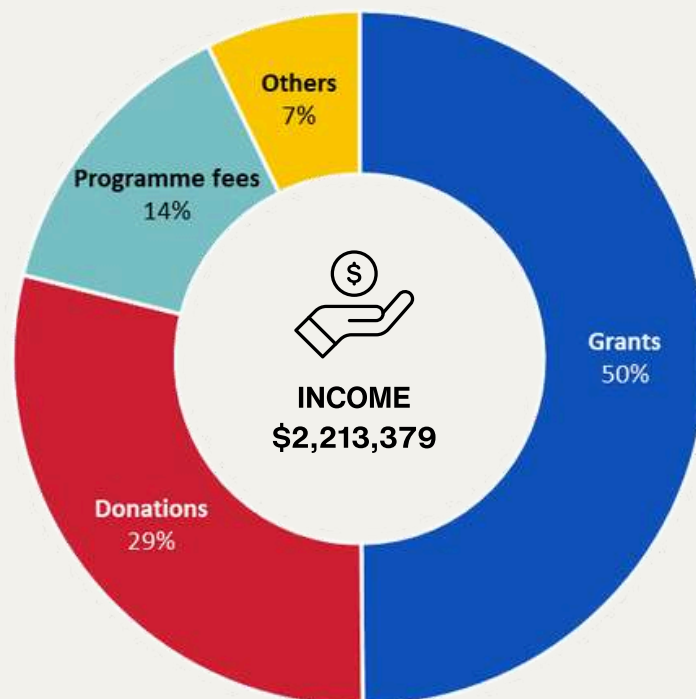
Code guideline	Code ID	Response	Explanation	Score	
Principle 5: The charity is accountable and transparent.					
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Complied	-	2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Complied	-	2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Complied	-	2

Compliance

Code guideline	Code ID	Response	Explanation	Score	
Principle 6: The charity communicates actively to instil public confidence.					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Complied	-	2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Complied	-	2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Complied	-	2

Total Score: 72
Percentage: 95%

Financial Performance at a Glance



You may access our Financial Statement on our website:

<https://www.bcare.org.sg/reports>



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