

# EMPOWERING CHILDREN & FAMILIES THROUGH CARE AND MENTORING

Life Community Services Society  
Annual Report FY 2023/24





# CORPORATE INFORMATION

Life Community Services Society (LCSS) is a charitable organisation registered under the Registry of Societies on 23 March 1996. It was also registered under the Charities Act on 22 January 2002 and was accepted as a full member of the National Council of Social Service on 20 June 2001. Since 2003, LCSS has been granted an Institution of a Public Character (IPC) status.

## **Unique Entity Number (UEN)**

S96SS0100H

## **Registered Address**

114 Lavender Street #02-52  
CT Hub 2  
Singapore 338729

## **Website**

[www.life-community.org](http://www.life-community.org)

## **Auditor**

C.C. Yang & Co

## **Bankers**

DBS Bank, Standard Chartered Bank, OCBC Bank, Maybank

## **Lawyer for Property Matters**

Kalco Law, LLC

## **Investment Adviser**

Standard Chartered Bank, Treasury



# CONTENTS

## ABOUT US

- About Life Community Services Society..... 4
- Our Five Core Programmes..... 5
- Key Milestones..... 6
- Chairman’s Message..... 8

## HIGHLIGHTS OF THE YEAR..... 9

## IMPACT AT A GLANCE..... 12

## PROGRAMME HIGHLIGHTS

- Friends of Children & Youth..... 15
- MightyKids, Families & Community.... 15
- Life Student Care..... 16
- EduGrow for Brighter Tomorrows..... 16
- Friends2Gather..... 16

## EMPOWERING LIVES TOGETHER

- Golf for Life! 2023..... 18
- Love Came Down @ Christmas 2023..... 20
- Donor & Volunteer Appreciation Event 2024... 22
- What keeps you going?..... 23

## IMPACT STORIES

- From Awkward to Awesome..... 27
- Building Strong Foundations from Young..... 28
- From Tears to Cheers..... 29

## FINANCIAL HIGHLIGHTS..... 30

## THE YEAR AHEAD..... 32

## FROM THE CEO’S DESK..... 33

## LEADERSHIP & GOVERNANCE..... 34

## DONATION METHODS..... 47

## CONTACT US..... 48

NOTE: Pseudonymous names are used in some stories to protect the privacy of our beneficiaries and their families. These names have been marked with an asterisk (\*).



## About Life Community Services Society

Life Community Services Society (LCSS) believes that the value of the individual and the importance of the family lay the foundation for the growth and progress of the community. In its mission, LCSS seeks to affirm, nurture, and develop the intrinsic value of the individual to the fullest potential, and inculcate love and develop respect within the family. Started in 1996, LCSS focuses on social and community work like mentoring children, youths and families, and the provision of before and after school care. We also partner with like-minded social service agencies to provide effective care for the less advantaged children and their families.

# ABOUT US

## OUR VISION

Every child, the best that they can be

## OUR MISSION

Empowering children and families through care and mentoring

## OUR CORE VALUES

- Love
- Integrity
- Teamwork
- Excellence

## OUR STRATEGIC THRUSTS

LCSS will continue to review, enhance, and grow our five core programmes to ensure value add and to deliver greater impact to our service users, while maintaining a focus on mentoring children with the support of a core pool of consistent and committed volunteers. We strive to be at the forefront of child mentoring excellence in the coming years.



# OUR FIVE CORE PROGRAMMES

## FRIENDS OF CHILDREN & YOUTH

Supports children and youth from 6 to 16 years old, whose parent/s are presently or were formerly incarcerated. FOCY provides casework management, social, educational, and care support. It aims to increase resilience in children and youth, and lower the risk of intergenerational offending.



## MIGHTYKIDS, FAMILIES & COMMUNITY

Serves the children and youth of our community by affirming and nurturing them within a loving and learning environment at our drop-in centre. We focus on mentoring children and youth through creative and enriching activities that empower them to give back to the community. MKFC focuses on four core schemes, namely Life! Mentors, Life! Readers, Life! Sports, and Life! Tuition.



## LIFE STUDENT CARE

Provides quality student care services to primary school children by focusing on the total development of the child in a safe and caring environment, through a holistic Social, Physical, Intellectual, Creative, Emotional and Spiritual (moral) (S.P.I.C.E.S.) programme.



## EDUGROW FOR BRIGHTER TOMORROWS

A child-centric, early intervention programme that aims to propel children (Kindergarten 1 to Primary 6) from vulnerable, lower-income families on a path of social mobility through mentoring, group academic coaching and parents engagement. This is a joint project with The Hut Limited.



## FRIENDS2GATHER

A social mobility programme that seeks to give every child an opportunity to develop to their fullest potential. Through fostering trusting and stable mentoring relationships between mentors and their children (aged 6 to 10), F2G hopes the children will develop socio-emotional skills, cultivate positive learning experiences, and increase school connectedness.



# KEY MILESTONES



1996

Registered as a society (non-profit)



Opening of 1st Life Student Care in Hougang

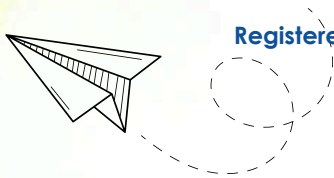
1999

- Member of National Council of Social Service (NCSS)
- Opening of 2nd Life Student Care in Sengkang



2001

Registered as a Charity



2002

- Conferred Institution of a Public Character (IPC) status
- Awarded Certificate of Recognition for the Family Life Ambassador Programme

2003



Launch of Friends of Children Programme

2004

- Awarded Best Grandparenting and Intergenerational Bonding Programme

2005

- Opening of 3rd Life Student Care in Yishun



2006

- Featured in The Straits Times "Charity at Home"
- Received Letter of Commendation from Singapore Prison Service

2007

Launch of Friends of Youth Programme



2008

- Featured in The Straits Times "Group helps kids whose parents are in prison"
- Received Letter of Commendation from Prison Link Centre (Changi)

2009

Opening of MightyKids, Families & Community centre in Telok Blangah



2012



Opening of 4th Life Student Care in Meridian Primary School (ceased wef 31 Dec 2020)

2013

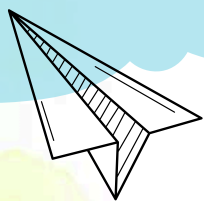
Inaugural Run for Life with 2000 participants – Featured in The Sunday Times & Berita Harian

2014

- Opening of Activity Centre in Kallang Leisure Park (ceased wef 31 Mar 2023)
- Received Friends of Nan Chiau High School Award
- Received "Against Family Violence" Appreciation Award
- Organised 2nd Run for Life with 3800 participants







- Strategic Visioning Retreat
- Transited our corporate office from Kallang Leisure Park to CT Hub 2
- Awarded the Charity Transparency Award 2023
- Launch of Volunteer App
- Launch of Friends2Gather @ Opera Estate Primary School
- Launch of LCSS-RCSW Aspire Awards



2023/24

- Awarded the Charity Transparency Award 2022
- Launch of Volunteer Management System

- Launch of Friends2Gather 

2022

- International Learning Trip – Two delegates participated in the National Mentoring Summit in Washington D.C.
- Partner agency for MOE Uplift Programme Office Tele-befriending services (Dazhong Primary School)
- Learning Hub @ Sengkang LSC (Sponsored by HP)
- Presented a workshop at the European Mentoring Summit in Barcelona

2021

- 2nd KidSTART Family Day in partnership with ECDA for 700 children and families (Hosted by Mr Desmond Lee)
- Learning Is Fun and Engaging (LIFE) Programme (in partnership with Temasek Foundation Nurture)

2020

2019

- LCSS 25th Anniversary
- National Mentoring Summit (organising committee member)
- Soft Launch of LCSS New Vision: Every child, the best that they can be

2018

- Christmas Extravaganza
- Appointed KidSTART partner agency by ECDA

- Inaugural KidSTART Family Day in partnership with ECDA (Hosted by Assoc Prof Dr Muhammad Faishal Ibrahim)
- CARE Network Children Support Programme
- Christmas Extravaganza 2: Kids Give Back – Outreach at Ling Kwang Home
- Opening of 5th Life Student Care in Park View Primary School (ceased wef Dec 2023)



2017

- LCSS 20th Anniversary commemorative book launched by Mrs Mary Tan
- Launch of EduGrow for Brighter Tomorrows programme – A collaborative effort between LCSS & The Hut Limited



2016

# CHAIRMAN'S MESSAGE

**Nicholas Goh**  
Chairman



Dear friends and supporters of LCSS,

As we gather to reflect on the past year and the impact we have made in the lives of children in Singapore, I am both humbled and inspired by the resilience and determination of our community. In a society grappling with rising mental health issues and a growing emphasis on mentoring, LCSS stands as a beacon of hope, bridging the gaps that often go unnoticed.

Despite Singapore's reputation as a nation with a high standard of living, it is imperative to recognize that there are many who are struggling silently, unseen, and underserved. Not every child is born into a complete and affluent family. LCSS exists to fill these gaps, to give children from marginalized backgrounds a chance in life, and to extend a helping hand to those who need it most.

Our work is founded on the belief that it takes an entire village to raise a child. We cannot do it alone. We rely on people like you who step forward and support us with your time, resources, and/or donations for the work we do. Most importantly, we rely on the power of God's love to permeate through our community, touching lives and instilling hope where it is needed most.

As we look to the future, our hope is unwavering. We remain steadfast in our commitment to our mission, knowing that every small effort, when combined, leads to great impact. Each hour volunteered, each dollar donated, contributes to the transformative work we do.

In this annual report, I invite you to be inspired by the stories of our volunteers and partners, who tirelessly dedicate their time, talents, and resources to make a difference. Witness how our young people, having received a lifeline themselves, now extend their hands to others in need.

Remember, you are never too young or too old to contribute. Whether an hour a week or \$20 a month, your support can go a long way in shaping tomorrow's generations.

Will you choose to pledge for a life transformed today? Together, let us create a ripple effect that spans generations, empowering each successive wave to build a brighter tomorrow. Let us ensure that every child, regardless of circumstance, is given a fair chance to succeed in life.

To end, let me refer you to two of my favourite verses from the scriptures. Proverbs 11:25 says, "A generous person will prosper; whoever refreshes others will be refreshed." And Proverbs 19:17 goes on to say, "Whoever is kind to the poor lends to the LORD, and he will reward them for what they have done."

Therefore, let us be generous in our giving and serving because this pleases God.

Thank you for your unwavering support, and may God bless you and your family richly.

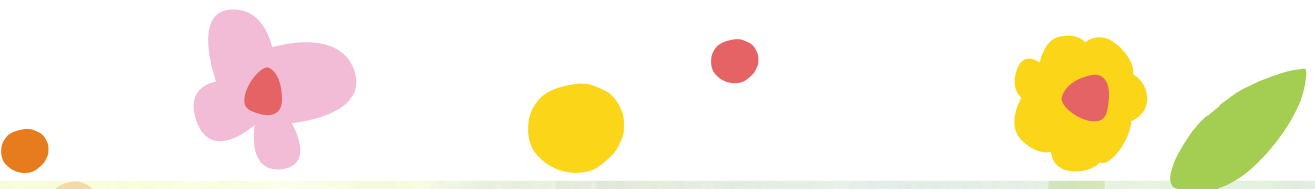


# HIGHLIGHTS OF THE YEAR

02



**It takes a village to raise a child...**



### APRIL 23

- Partnership with **Yellow Ribbon SG** - Camp Cacti fostered the building of **pro-social relationships among kids**



### MAY 23

- Partnership with **SportCares** - Soccer Tournament enhanced our kids' resilience and teamwork spirit
- Engagement by **NIE volunteers** - Healthy Food Workshop to **learn good eating habits and nutrition**



### NOVEMBER 23

- Collaboration with **Deutsche Bank** - Dream Beyond Concert featuring three **beneficiaries performing live on stage**



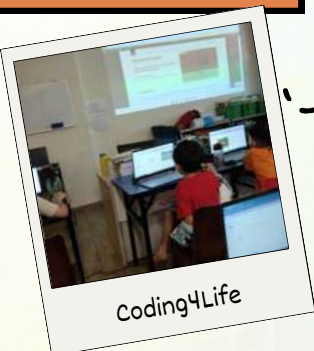
### OCTOBER 23

- **Life Community** was awarded the **Charity Transparency Award 2023**
- Launch of **Volunteer App**



### DECEMBER 23

- Together with **Resonance Project** - Ukulele by **our kids as a way of giving back** at Wisteria Mall
- Partnership with **ST Telemedia** - Coding4Life to promote **digital literacy for the future**



### JANUARY 24

- Partnership with **Rotary Club of Singapore West** - Launch of **LCSS-RCSW Aspire Awards** to **inspire kids to achieve their educational potential**





**JUNE 23**

- Learning opportunity at **Betr Academy** - Coffee Taster Workshop to offer a platform for **youths' vocational skills training**
- Partnership with **BMW & HP** - Sustainability Workshops to educate our kids to learn about how to protect the environment
- Sponsored excursion by **SLNG** - Kiztopia Outing for kids to explore future career pathways in a fun and creative way

**JULY 23**

- Dinner treat sponsored by **MotherShip** - A night out for kids and their loved ones to enjoy quality time.



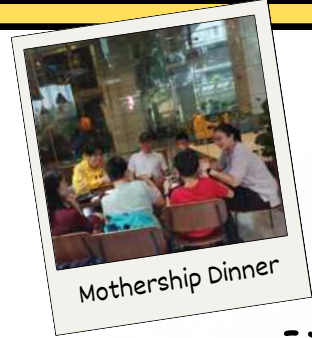
Coffee Taster Workshop



sustainability Workshops



Kiztopia Outing



MotherShip Dinner

**SEPTEMBER 23**

- Together with **Bedok Methodist Church volunteers** - Launch of **Friends2Gather (F2G) @ Opera Estate Primary School**
- Organised by **Deutsche Bank volunteers** - Kids' reading contest brought encouragement to many young budding readers

**AUGUST 23**

- **Life Community's Annual Staff Retreat**
- Partnership with **SMU - Project Yolo** for kids to enjoy hands-on learning activities



F2G @ Opera Estate Primary School



Reading Contest



Staff Retreat



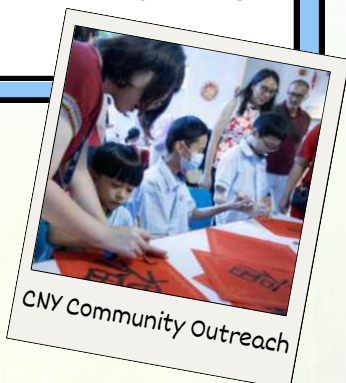
project YOLO

**FEBRUARY 24**

- Chinese New Year Community Outreach @ Sengkang for children and family bonding

**MARCH 24**

- **Life Community** held an in-house Mentoring Training for Staff



CNY Community Outreach



Mentoring Training

# IMPACT AT A GLANCE

03

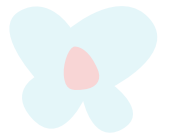






959

TOTAL NO. OF  
SERVICE USERS



1381

VOLUNTEERS



112

LIFE! MENTORS



1744

LIFE! MENTORS  
MANHOURS



23

SERVICE-BASED  
VOLUNTEERISM  
PARTNERSHIPS



2159

ACTIVITIES  
CONDUCTED



64

TOTAL STAFF  
STRENGTH

# PROGRAMME

## HIGHLIGHTS

04

*“The work that all of you do for the kids in the centre is so meaningful and precious! I am so happy these kids have a safe haven to turn to when life is tough. You make such a big difference every day in your job.” – Sandra, Life! Readers volunteer*







# FRIENDS OF CHILDREN & YOUTH



**231**

SERVICE USERS



**277**

ACTIVITIES CONDUCTED



**87**

VOLUNTEERS GAVE THEIR TIME TO HELP



# MIGHTYKIDS, FAMILIES & COMMUNITY



**110**

SERVICE USERS



**442**

ACTIVITIES CONDUCTED



**116**

VOLUNTEERS GAVE THEIR TIME TO HELP



# LIFE STUDENT CARE



**508**

SERVICE USERS



**806**

ACTIVITIES  
CONDUCTED



**878**

VOLUNTEERS GAVE  
THEIR TIME TO HELP



# EDUGROW FOR BRIGHTER TOMORROWS



**74**

SERVICE USERS



**581**

ACTIVITIES  
CONDUCTED



**40**

VOLUNTEERS GAVE  
THEIR TIME TO HELP



**Friends2Gather**

# FRIENDS2GATHER



**36**

SERVICE USERS



**53**

ACTIVITIES  
CONDUCTED



**88**

VOLUNTEERS GAVE  
THEIR TIME TO HELP



# EMPOWERING LIVES TOGETHER

05





# GOLF FOR LIFE! 2023

The 8th edition of LCSS's annual Charity Golf Tournament, Golf For Life!, was held on 14 July 2023 at the Singapore Island Country Club. With the generous support of our sponsors, donors, and volunteers, we raised over \$240,000, which will go towards helping over 900 children and youths from vulnerable backgrounds, empowering them to be the best they can be! The event was graced by Guest of Honour, Mr Seah Kian Peng (Speaker of Parliament and MP for Marine Parade GRC) and Special Guest, ESM Mr Goh Chok Tong.







LIFE COMMUNITY SERVICES SOCIETY PRESENTS  
**GOLF FOR LIFE! 2023**  
 FRIDAY, 14 JULY 2023  
 SINGAPORE ISLAND COUNTRY CLUB

GUEST OF HONOUR

**MR SEAH KIAN PENG**

MP for Marine Parade GRC  
 Chairman, Government Parliamentary Committee  
 (Social & Family Development)

SPECIAL GUEST

**ESM GOH CHOK TONG**

PATRON

**MR DESMOND LEE**

Minister for National Development &  
 Minister-in-charge of Social Services Integration



DIAMOND SPONSORS



SAPPHIRE SPONSORS



RUBY SPONSORS



MR LEE ANG SENG



HOLE-IN-ONE PRIZE SPONSOR



OFFICIAL MEDIA PARTNER



## Alumni Sharing:

Yazid joined LCSS's FOCY programme during his primary school years. When his father was **arrested and imprisoned**, it caused **financial struggles and instability** for his family. Here is his inspiring story:



“

During my school years, I faced **academic challenges** and lacked enthusiasm for studying. I often found myself in conflicts with friends, **overwhelmed by inner frustrations** I couldn't express. LCSS provided invaluable support, offering **mentorship** and **a safe space** to share my emotions. One day, my caseworker, Nicholas—now the current FOCY manager—noticed my interest in music and encouraged me to join a music group at LCSS. This opportunity allowed me to start singing as a vocalist in a band.

**LCSS has become a significant part of my life, like family.** In December 2022, during the “Love Came Down @ Christmas” event, I brought my three-month pregnant wife to volunteer with me. Despite feeling that my contribution was small, serving the younger children filled my heart with joy. I'm grateful for the chance to **give back and inspire the next generation.**



# LOVE CAME DOWN @ CHRISTMAS 2023

On Saturday, 2 December 2023, we blessed 450 children and families from our various programmes through “Love Came Down @ Christmas”, an annual Christmas carnival that aims to bring love, cheer, and hope. This year’s Carnival was held at Radin Mas Community Club, and we were honoured to have Ms Tin Pei Ling (Member of Government Parliamentary Committee for Social & Family Development) grace the event.

From bouncy castles, to yummy-licious carnival food and beverages, to games and arts and crafts, the atmosphere was absolutely delightful. The carnival also gave our beneficiaries (both past and current) a platform to serve alongside our community, taking on roles such as photography, doing stage performances, and providing logistical support, among others.







A number of our beneficiaries were also presented Good Progress Awards for their academic performance in school. A big shout-out to Mothership for inspiring and encouraging the youths with these cash awards!



*Thank you LCSS and all my friends for supporting me throughout my studies, and for giving me a chance to reach my goals. LCSS has a lot of mentorship programmes. The mentors always encourage me and there are a lot of supportive mentors around. To my friends, don't give up, even when it's very hard. It's best if you keep going, because the results will show when you keep persevering.*

*- \*Elle, recipient of the Mothership Good Progress Award*



*Being in the community helped me distract myself from this whole situation, and helped make me happier and find a way to cope with stuff. Even if my schedule is busy, I'll definitely try to find a way to come back to the event to help out, even if it's a last-minute thing. It's a way to give back for what they have done for me.*

*- Ariffin, beneficiary-turned-volunteer (featured on Mothership)*





# DONOR & VOLUNTEER APPRECIATION 2024



We had a meaningful time on 23 March 2024 reconnecting with our volunteers and donors over lunch. The event was filled with heartfelt conversations, anecdotes, and speeches.

Children from Life Student Care (LSC) and MightyKids, Families & Community (MKFC) joined in the thanksgiving by cheerfully singing, dancing, and playing the ukulele to express their gratitude.

It was also an opportunity for us to recognise donors and volunteers who have toiled with us for 5, 10, and 15 years. We are grateful for their commitment to our children and families, and to LCSS's mission.

A big THANK YOU to all our donors and volunteers, even those who weren't able to join us! We are excited to dream big and continue working together to bring our children, youths, and families love, hope, and joy.



# What keeps you going?

— “

“Being able to **grow and evolve together with my mentee** over the **last five years** has been fulfilling. From her fresh perspective to her unfiltered curiosity to **her wanting to give back as a mentor to my newborn daughter**, it has definitely been an incredible journey. I can't wait to **grow alongside more children** to build a **brighter and more inclusive tomorrow.**”

– Ms Joan Ng, our 10-year long service awardee

“**15 years is not a long time** when you journey with a **child** and have the **privilege to witness his or her growth** over the years!”

– Mr Ray Oh, our 15-year long service awardee

”



“At Huawei, we are committed to **empowering digital transformation and innovation, nurturing a future-ready talent pool and driving sustainable growth** for the future economy together with local partners. We believe that by harnessing the power of technology, we are able to **inspire young minds, cultivate digital literacy, and pave the way for a brighter future.** It is our pleasure to collaborate with LCSS, as together, we strive to create **meaningful educational opportunities** and foster lifelong learning in the digital age, with **no one left behind.**”

– Huawei International



— “

“After having journeyed with my mentee all these years, I've discovered **the heart carves out space on its own accord.** Even on days when work is overwhelming or emotions are high-strung, everything clicks when you're back on the ground. **Our mentees are so deserving of our love,** and we begin to realise **how the little things we do add up.** And we keep at it.”

– Mr Loo Bin Hui, our 5-year long service awardee



”

# What keeps you going?



“It has been our pleasure to have partnered with Life Community Services Society (LCSS) on this **journey of impacting lives, for the past ten years.** We are delighted to have been able to **contribute, in a small way, towards making the lives of these children just a little better!**”

- Mr Simon Ang, Senior Manager, Engagement & Communications, Singapore LNG Corporation



“BMW Group Asia has been actively collaborating with LCSS since 2022, from **donating laptops and art supplies** to arranging **sustainability workshops**, as part of the BMW Group Asia Learning Space initiative. As a result, **we’ve seen first-hand the positive impact these initiatives have had on the children at the Life Student Care Centres.** We look forward to continuing our engagement with LCSS as we aim to **empower these children with the tools they need to become leaders of tomorrow.**”

- Ms Preeti Gupta, Director of Sales Channel & Network Development and Sustainability Lead, BMW Group Asia







“We are **investing in our future**. Because children are the future of our communities, our society, and our nation, **every child that succeeds in life benefits their family and the community around them**. With **more children succeeding in life**, the **positive impact on our society and our nation multiplies**.”

– A Rotarian from Rotary Club of Singapore West

“**Contributing to the local community** is part of ST Telemedia’s mission and culture. We have been supporting various social agencies over the longer-term and Life Community Services Society is one of them. **Aside from donations, our employees have also volunteered and engaged LCSS’s children and youths** for different activities and initiatives like the latest Coding4Life by ST Telemedia workshop. It has been **a collaborative and meaningful partnership with LCSS over the past four years**. We are very encouraged to see **how our combined efforts are making a difference in the lives of those we are helping**.”

– Ms Melinda Tan, Senior Vice President & Head Strategic Relations & Communications, ST Telemedia



“Over the past few years, we have **seen and heard many testimonies of youths whose lives have been transformed by the good work that LCSS has done for them and for so many others**. ONERHT Foundation is proud and privileged to be able to **contribute in a small way to LCSS’s tireless mission to better the lives of less privileged children and families in Singapore**.”

– Mr Yang Eu Jin, RHTLaw Board Director



# IMPACT STORIES

06

In our community, countless children face significant challenges while growing up in public rental housing. Among them are Jay, Zee, and Pearl, whose stories highlight the transformative impact of care and mentoring.

**Join us as a volunteer mentor to impact more lives!**



*Mentors and their mentees from our Friends2Gather programme*



# From Awkward to Awesome

\*Jay was **16 years old** when we first got to know him. Sadly, his **father was in prison** for a lengthy sentence. Living in a **one-room rental flat**, Jay **grew up without a male role model**, and relied on his mother as the sole breadwinner. He was **often awkward and displayed signs of social anxiety** in group settings.



It was in FOCY that Jay was able to **successfully form a positive connection** with the person who would become a **role model** to him - his caseworker. His caseworker employed a **collaborative approach** to explore the issues Jay wanted to work on.

Over time, Jay recognised the need to boost his confidence and **agreed to work with his mentor on both confidence-building and career development**. In late-2022, \*Cass became Jay's mentor, committed to guiding him and providing practical assistance in enhancing his self-confidence.

## Mentoring journey



It has been one year since Cass and Jay embarked on their mentoring journey together. **Jay refers to Cass as his beloved mentor**. He appreciates her for being **a good role model** to him and often sings her praises. He is grateful to her for **helping him grow and become better through their mentoring** sessions. Despite having social anxiety, Jay tries his best to be included and is still able to actively participate in groups and in shared tasks. With much-needed encouragement, **Jay is slowly gaining confidence**.

“**My mentor has loved me and shown me the right way to live and bond with others.**”



Fast-forward to **today, 20-year-old Jay** has **secured himself an internship**. While he has a long road ahead of him, there is **optimism** that the lessons learnt during **this phase with his mentor will serve as a foundation** for his continued progress. We hope his internship experience, too, will **act as a catalyst, propelling his self-confidence** as he navigates the challenges of life.

# Building Strong Foundations from Young

*Every mentoring relationship is unique, and we never quite know how each one will turn out.*



For Life! Mentor \*Kayla and Mentee \*Zee, their story continues to be written.

Their special time together not only provides Zee with a playmate, confidant, and guide, it also allows Kayla to mentally unwind from her hectic work commitments and express her inner child.

Zee, who also attends our drop-in centre at MKFC, loves playing games, and this has become a way for Kayla to connect with her. At each session, Kayla **acts as a trusted friend** and **positive adult role model**. She **encourages Zee to stay focused and persevere even when things get difficult**.

Once, the pair played a game and as it got harder, Zee gave up and decided not to play anymore. Kayla **encouraged Zee to press on and try her best nonetheless**.

YOU Can  
Do THIS



Keep  
GOING

## Reinforcing positive learnings



Through mentoring, Zee is also **exposed to other meaningful activities such as reading**. Kayla even helped Zee register for an account with the National Library Board (NLB) app so that she could **borrow library books online**.

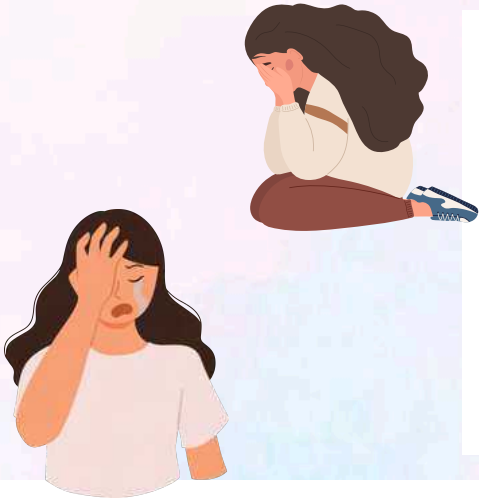
While spending quality time together, Zee has begun to **open up about her thoughts, emotions, and the challenges** she encounters in school and at home. With Kayla as her **mentor and trusted adult companion**, Zee feels confident that anything she discloses will be kept confidential, except when it concerns her safety and well-being.



“I am happy to witness Zee’s growth since a year ago. She is mature well beyond her age. I am proud of her!”



# From Tears to Cheers



One day, **\*Pearl was not her usual cheerful self.** She was found sulking in a corner by herself. Our MKFC manager, Geraldine, approached her and asked if she needed a listening ear. **All of a sudden, Pearl started to tear up and cry very badly.** When brought into a room for her to calm down, Pearl was unable to express her emotions as she was choked up in tears. Geraldine assured Pearl that she could take her time and use the space to freely express her emotions without pressure or judgement.

Remembering that Pearl once shared about her interest in journal-writing, Geraldine shared a quote by Anne Frank to encourage Pearl to write about her emotions. The quote read, **‘Paper has more patience than people.’** Pearl smiled and listened as Geraldine went on to share the life story of Anne Frank, who was similarly a young girl when she started penning her thoughts in her diary.

A few days later, Geraldine passed Pearl a copy of Anne Frank’s book and encouraged her to read it in her free time. **Hopefully, Pearl will one day grow up to write and be inspired to share her own story with the world.**



## Mentoring journey



Since then, **Pearl has also been asking for a mentor as she saw her friend benefitting from having a mentor.** After finding her a suitable match, Pearl commenced mentoring sessions with her mentor, **\*Sally, in August 2023.**

“

### **Pearl’s sharing:**

“I enjoy our weekly mentoring sessions! My favourite memory was our MKFC movie outing to Leisure Park Kallang to watch ‘Marcel the shell with no shoes on’ (as part of the Mental Health Film Festival) because the movie was so funny and we had a lot of fun.”

”

“

### **Sally’s sharing:**

“I enjoyed being able to partner fellow mentor, Pat, as we brought Pearl and her mentee, **\*Anna, out for planned outings, with the aim of enriching their lives through different experiences. I’m happy to watch how my relationship with Pearl has grown over the past few months as she has gradually opened up and now readily shares about her encounters in school and at home with me.”**

”

# FINANCIAL HIGHLIGHTS

07

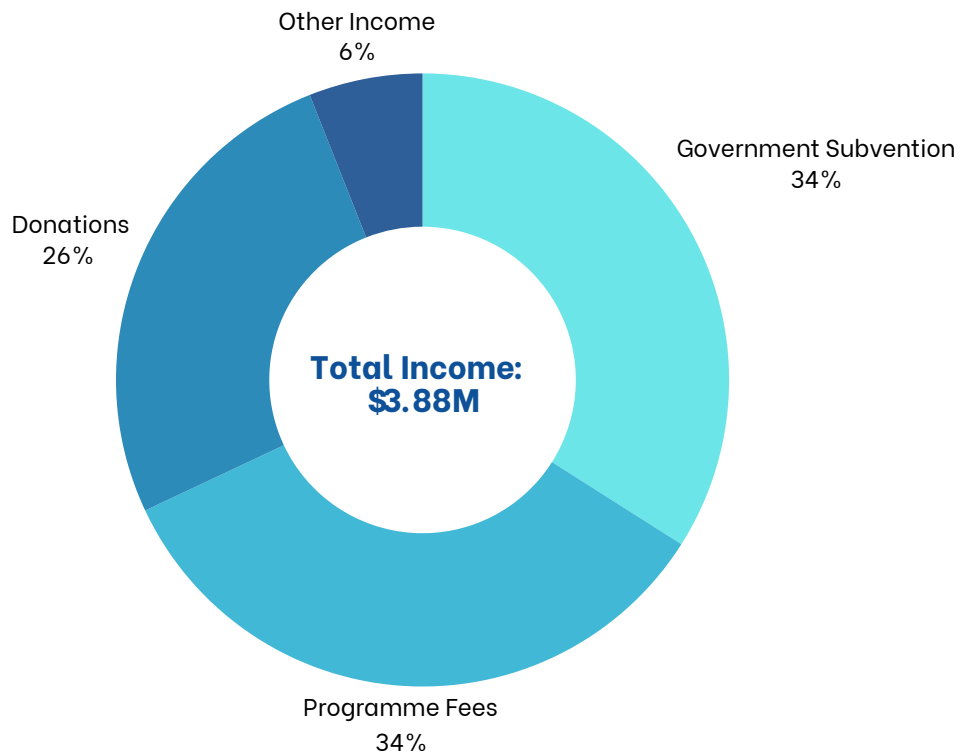




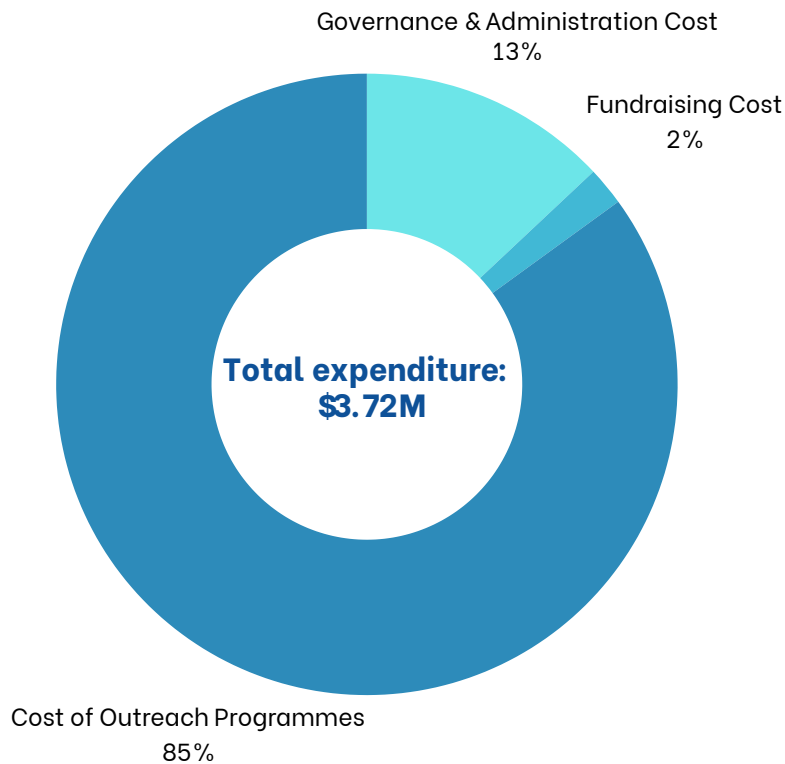
# FINANCIAL HIGHLIGHTS

For the financial year ended 31 March 2024 (AUDITED)

## Sources of Income



## Distribution of Expenditure



## Auditor's Report

Please refer to the auditor's unqualified opinion in our audited financial statements, a separate booklet, which is to be read in conjunction with this Annual Report.

# THE YEAR AHEAD

08

- We will enhance our **Volunteer Management capability** by piloting a Volunteer Engagement Leader role as part of NCSS's Volunteer Management Consultancy Development
- We will form a team of **mental health professionals** to build our capability in providing mental health support and counselling to address rising mental health needs, challenges, and complex family issues faced by our children.
- We will continue to build **strong collaborative partnerships** and deepen our core programmes and mentoring initiatives, to better serve the needs of children and families.





A large yellow sun is in the top left corner. Several yellow stars of various sizes are scattered across the top half of the page. A small red and white rocket is flying towards the right in the upper middle section.

# FROM THE CEO'S DESK...

Life Community is grateful for all that we have been able to accomplish in the past year because of your support! As we look ahead to the future, we remain steadfast in our mission to create positive change and make a difference in the lives of those we serve. A wise colleague once shared, “To help children to dream, they need someone who believes in them, someone who sees their hidden strengths and provides them with opportunities to groom their talents. Despite their difficult family backgrounds and oftentimes rejection by society, each one of them deserves the right to be heard, the right to have a voice, the right to receive care, the right to pursue dreams and one day achieve their fullest potential to have a bright future.”



Indeed, Life Community is a charity who believes in the potential of every child to be the best that they can be. We empower children and families through care and mentoring. Our children are living in a more challenging society with prevalent mental health needs pervading our society. The battle is fierce, and the upstream prevention work becomes so much more important. We seek to have children gain socio-emotional skills, have trusting and stable relationships with good role models and have greater school connectedness. We help children build their self-confidence and resilience to tackle the challenges, stressors and demands that they inevitably will encounter in life. We also seek to have these children empowered to be positive contributors to society.

Thank you to our dedicated team, donors, volunteers, partners, and supporters for their unwavering commitment and contributions. We envision a charity where our stakeholders are also architects of our charity's future. We are envisioning new pathways, exploring uncharted territories, and re-imagining where our impact knows no bounds, where every individual has the opportunity to thrive.

Together, we look forward to continuing our mission in making a positive difference in the lives of those we serve, fuelled by hope, passion and a shared vision for a better tomorrow.

**Sincerely,**  
**Lam Moi Kwai**



# LEADERSHIP & GOVERNANCE

09





# PATRON



**Mr Desmond Lee**

Minister for National Development  
Minister-in-Charge of Social Services Integration

# BOARD OF MANAGEMENT



**Mr Nicholas Goh**  
Board  
Chairman



**Mr Shaun Tan**  
Board  
Vice-Chairman



**Ms Dawn Tan**  
Board  
Honorary Treasurer



**Ms Ng Mi Li**  
Board  
Honorary Secretary



**Dr Gilbert Tan**  
Board Member



**Ms Ashley Low**  
Board Member



**Ms Esther Khor**  
Board Member



**Mr Raymond Wong**  
Board Member

The Board serves as stewards of the charity and owns the responsibility of steering towards, as well as overseeing the charity's long-term goals and strategies. The Board also ensures that the charity is run effectively, sustainably, and maintains accountability to all stakeholders of LCSS. It sets and conducts periodic reviews on the vision and mission statements to ensure its intended goals and objectives remain relevant.

# BOARD APPOINTMENTS & ATTENDANCE

Board Member Date of Appointment Appointment Since	Current Board Appointment	Board Appointment Since	Occupation	Other Charitable Involvement(s)	Attendance
<b>Mr Nicholas Goh</b> Appointed 22 Sep 2023	Chairman  Chair - 1. Nomination Committee  Overseeing all 6 sub- committees	19 Oct 2011	Founder & Group CEO, Verztec Consulting Pte Ltd	Finance Committee & Board Member, Dementia Singapore Finance Board Member, The Rice Co. Ltd Council Member, Workforce Advancement Federation Board Member, Global Cultural Alliance Board Member, Sim Lim Tower Committee	4/5
<b>Mr Shaun Tan</b> Appointed 22 Sep 2023	Vice Chairman  Chair - 1. Fundraising Committee  Member - 1. Finance and Investment Committee	26 Nov 2013	Group Chairman, DG Packaging Pte Ltd	Vice Chairman, The Mennonite Church Singapore Board Member, Tanjong Katong Primary School	4/5
<b>Ms Dawn Tan</b> Appointed 22 Sep 2023	Honorary Treasurer  Chair - 1. Finance and Investment Committee  Member - 1. Audit Committee 2. Nomination Committee	5 Feb 2021	Managing Director, Ashurst ADTLaw  Commercial and Disputes Lawyer and Arbitrator	Chairwoman, Singapore International Chamber of Commerce Member, Civil Legal Aid and Criminal Defence Aid Means Test Panel	5/5
<b>Ms Ng Mi Li</b> Appointed 22 Sep 2023	Honorary Secretary  Chair - 1. Programmes and Services Committee  Member - 1. Human Resource Committee	30 Jul 2018	Managing Director, Rockbell International Software Pte Ltd  Practising Management Consultant	Honorable Treasurer, The Mennonite Church Singapore	5/5
<b>Dr Gilbert Tan</b> Appointed 22 Sep 2023	Board Member  Chair - 1. Audit Committee 2. Human Resource Committee  Member - 1. Programmes and Services Committee	28 Jun 2007	Former Associate Professor, Singapore Management University	N.A.	5/5
<b>Ms Ashley Low</b> Appointed 22 Sep 2023	Board Member  Member - 1. Finance and Investment Committee 2. Fundraising Committee	10 Feb 2020	Chief Impact Investment Officer, Global Green Connect Pte. Ltd	Fundraising Committee, Dover Park Hospice	0/5
<b>Ms Esther Khor</b> Appointed 22 Sep 2023	Board Member  Member - 1. Human Resource Committee	22 Sep 2023	Managing Partner, Co- Founder, TENTEN Partners Pte Ltd	President, The Women's Society of Christian Service (WSCS), Trinity Methodist Church	1/2
<b>Mr Raymond Wong</b> Appointed 22 Sep 2023	Board Member  Member - 1. Fundraising Committee	22 Sep 2023	Former Senior Director, LinkedIn APAC Marketing	Community Group Leader, Redemption Hill Church	2/2

\*A total of 5 meetings were held between Apr 2023 to Mar 2024, including Board meeting & AGM.



# KEY LEADERSHIP



**Ms Lam Moi Kwai**  
Chief Executive Officer

Name	Designation	Date of Appointment
Ms Lam Moi Kwai	Chief Executive Officer	19 Aug 2013

## Introductory Profile

11 years of social service experience  
 Director in various capacities, in a Finnish-based MNC  
 28 years of experience including General Management, Sales Management, Customer Experience Management, Human Resource and Administration Management



**Delia Pak**  
Deputy Director,  
Operations & Strategy



**Elaine Soh**  
Deputy Director, Operations &  
Volunteer Management



**Shirley Mun**  
Deputy Director,  
Corporate Services



**Evelyn Loke**  
Fundraising &  
Partnerships Manager



**Joanne Poh**  
Finance Manager



**Nigel Ng**  
Volunteer Manager



**Geraldine Chew**  
Programme Manager  
MightyKids, Families &  
Community

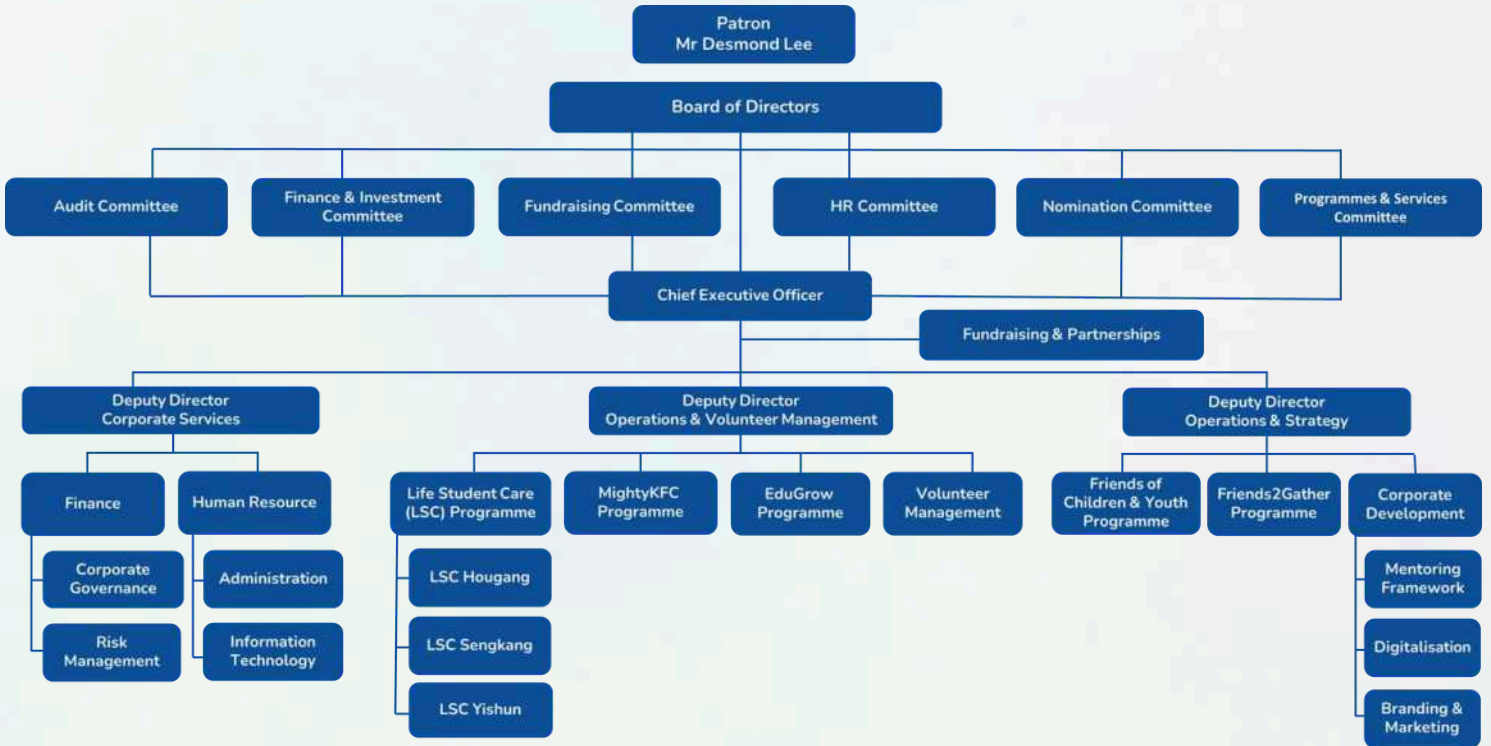


**Nicholas Lo**  
Programme Manager  
Friends of Children & Youth

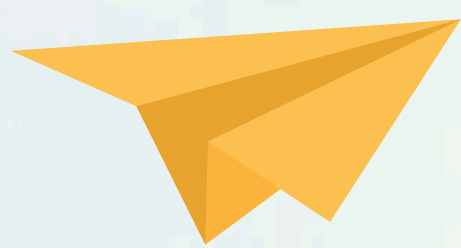


**Sabrina Sin**  
Programme Manager  
Life Student Care

# LIFE COMMUNITY SERVICES SOCIETY ORGANISATION CHART



As of 31 March 2024





# GOVERNANCE



Good governance refers to good framework and processes that guide the overall direction, effectiveness, supervision, and accountability of a charity. The Board and Management of Life Community Services Society (LCSS) are committed to maintaining a high standard of corporate governance practices in accordance with the Code of Governance for Charities & Institutions of a Public Character (IPC).

LCSS is honoured to be accorded the Charity Transparency Award (CTA) 2022 and 2023, organised by the Ministry of Culture, Community & Youth (MCCY). The award is aimed to promote good governance and transparency in the charity sector by acknowledging the excellent work of charities, while inspiring others to emulate their best practices.

The esteemed recognition in 2023, following our receipt of the award in 2022, reaffirms LCSS's ongoing commitment to transparency, accountability, and effective governance in managing the charity.

In addition, LCSS has complied with all the applicable guidelines of the Code of Governance Evaluation Checklist for Charities and Institutions of a Public Character ("IPC"). The complete checklist can be found in this annual report and is also available at [www.charities.gov.sg](http://www.charities.gov.sg).

Our Constitution is available at the Registry of Societies.

## BOARD COMPOSITION

Board members, as individuals, promote the work, services, and mission of LCSS to the community in alignment with LCSS's vision. The specific roles and responsibilities of the Office Bearers of the LCSS Board, including the Chairman, Vice Chairman, Honorary Secretary, and Honorary Treasurer are listed in the Constitution of LCSS. None of the members are remunerated and they render their services on a voluntary basis. None of the Board members held staff appointments.

The Board has met five times in FY23/24.

In the spirit of strong governance, the Board has put in place 6 sub-committees in the respective areas as follows:

1. Audit committee
2. Finance and Investment committee
3. Fundraising committee
4. Human Resource committee
5. Nomination committee
6. Programmes and Services committee

The Chairman chairs the Nomination sub-committee and oversees the rest of the sub-committees.

## 1. AUDIT COMMITTEE

**Members: Dr Gilbert Tan (Chair), Ms Dawn Tan**

The Audit Committee oversees LCSS financial reporting, disclosure and adherence of accounting policies and principles to the relevant accounting standards. The committee considers the effectiveness of actions taken by management on any auditor's recommendations where applicable. The committee provides guidance on overall risk management, and conducts periodic checks on internal controls and compliance with the organisation's established procedures and processes. The Audit Committee also oversees regulatory compliance and whistleblower guidelines, where applicable.

## 2. FINANCE & INVESTMENT COMMITTEE

**Members: Ms Dawn Tan (Chair), Mr Shaun Tan, Ms Ashley Low**

The Finance and Investment Committee oversees and reviews the financial performance of LCSS, budget and financial reports prepared by the internal finance team. The committee ensures regular monitoring and accountability for funds and looks into any financial irregularities and concerns. The committee also oversees LCSS investment strategies and conducts periodic reviews on the viability of LCSS's short and long-term investments.

LCSS board-approved investment policy sets out the objective and approved investment assets classes and places its reserves in low to moderate risk investment such as (i) Singapore Dollars fixed deposits held with full banks; (ii) balanced funds (half equity, half fixed income) with monthly dividend payouts.

## 3. FUNDRAISING COMMITTEE

**Members: Mr Shaun Tan (Chair), Ms Ashley Low, Mr Raymond Wong**

The Fundraising Committee oversees LCSS's overall fundraising plans and budget. The committee supports and identifies sources of funds to help raise money through Board members' networks. The committee involves all Board members in fundraising efforts and activities, and ensures fundraising guidelines are in place and adhered to, where applicable and practicable, and that fundraising efforts are cost-effective.

## 4. HUMAN RESOURCE COMMITTEE

**Members:** Dr Gilbert Tan (Chair), Ms Ng Mi Li, Ms Esther Khor

The HR Committee is responsible for guiding the development and revision of LCSS HR policies and procedures for Board approval. They ensure LCSS's compliance with applicable employment laws, guidelines, codes of governance, standards, and practices. In addition, the HR Committee serves as a mediator for employee complaints or grievances when necessary.

## 5. NOMINATION COMMITTEE

**Members:** Mr Nicholas Goh (Chair), Ms Dawn Tan

The Nomination Committee reviews the composition of the Board to ensure independence and a balanced mix of expertise, skills, attributes, and abilities among its members, all contributing value to LCSS. Additionally, the committee oversees succession planning and decision-making for potential new Board and sub-committee members, taking into careful consideration the desired traits and characteristics required.

## 6. PROGRAMMES & SERVICES COMMITTEE

**Members:** Ms Ng Mi Li (Chair), Dr Gilbert Tan

The Programmes and Services Committee oversees new programmes development, reviews and approves strategic plans, monitors outcomes and assesses the success of LCSS programmes and services in terms of their effectiveness and efficiency. Programme and services outcomes are closely monitored to be in line with LCSS's vision, mission and objectives. The committee also guides the development of service delivery mechanisms.

# GOVERNANCE POLICIES

## BOARD GOVERNANCE

### BOARD SELECTION, RECRUITMENT & SUCCESSION

A good board consists of individuals who can contribute the needed resources the organisation needs such as the required expertise, skills, experience and time. Henceforth, the Board proactively plans and conducts reviews for the development, succession, renewal, and diversity in the composition of the Board. LCSS Board has an appropriate mix of core competencies and collective expertise among its members. This is so that the Board is ensured to possess the necessary knowledge and objective judgment to meet its responsibilities. Nomination for the prospective individual is put forth by Board members to the Nomination Committee for consideration to join the Board or sub-committee(s). The Nomination Committee assesses the potential candidate with reference to a criteria selection list.

## BOARD TRAINING & DEVELOPMENT EVALUATION OF BOARD EFFECTIVENESS

Together with the CEO, the Board orientates new Board members to their responsibilities so that new Board members are familiar with the work and Board functions of LCSS at the start of their term of service. The orientation programme is initiated by the CEO, including an overview of LCSS programmes and a tour of the facilities across LCSS.

The Board conducted a self-evaluation using a custom Board Effectiveness Questionnaire in 2020, addressing areas for improvement during a board retreat that same year. In January 2023, an external consultant led another board retreat to revisit LCSS's vision and mission, guiding the board in aligning with strategic goals for growth. Moving forward, the Nomination Committee will annually evaluate the Board's effectiveness to identify areas for improvement.

## DISCLOSURE OF BOARD MEMBERS' TENURE

We are actively transitioning and committed to Board renewal. In September 2023, Mr Seow Kiat Wang, our previous Treasurer and a Board member exceeding the term limit, retired from the Board. Similarly, Dr Gilbert Tan, another long-serving member, has announced his retirement from the Board effective from August 2024 after our upcoming Annual General Meeting (AGM) in August.

Our Chairman, Mr Nicholas Goh, has been serving on LCSS Board since October 2011. He was last re-appointed for a 2-year term in September 2023. Our Vice Chairman, Mr Shaun Tan, surpassed his 10-year term in November 2023. Approval for extending his term for another 2 years will be sought at the upcoming AGM.

Both the Chairman and Vice Chairman possess deep knowledge of LCSS's heritage, culture, vision, and mission. Their expertise is invaluable for maintaining continuity and ensuring alignment with LCSS's core values and objectives as the organisation continues to evolve. Additionally, their mentorship and guidance to the younger members are essential for cultivating leadership capabilities. LCSS has a succession plan underway in which both the Chairman and Vice Chairman play an important role in identifying, grooming, and preparing new leadership, as well as facilitating the leadership transition.

## TERMS OF REFERENCE OF THE BOARD

LCSS abides by the terms and conditions listed in our Constitution and in adherence to the Charity Code of Governance. All members of the Board shall hold office for a term of two years upon election and shall be eligible for re-election with the exception of the Treasurer and Assistant Treasurer, whose maximum term limit is four consecutive years.



## CONFLICT OF INTEREST POLICY

The Board and key management staff:

- Serve LCSS wholly and not any particular interest group or constituency.
- Avoid potential conflict of interest and disclose potential conflict of interests (if any) to the Executive Board Committee.
- Abstain from discussion and voting on matters where there can be potential conflict of interest and let the remaining of the Executive Committee make the final decision.
- Do not accept (or offer) personal favours or gifts from/to any interest group, constituency, or LCSS staff, in performing their Board Member duties.

All Board Members are independent and do not receive any remuneration for their services to LCSS.

All Board members and key executive management staff are required to declare on an annual basis that they do not have any personal or private business, or associates that might be in a conflicting position to their functions or employment with LCSS.

No staff of LCSS sits on the Board to avoid conflict of interests and doubts on the independence of all Board decisions.

## STRATEGIC MANAGEMENT

LCSS employs a strategic house diagram to illustrate its core strategic objectives. Emphasising three key pillars - (i) Children empowered to thrive (ii) A leading agency in child mentoring (iii) Sustainable partnerships, the diagram outlines specific goals aimed at advancing these pillars. Guided by principles of being spirit-led, fostering strong and meaningful relationships, and maintaining a focus on child-centric, family-centric, and community-grounded approaches, LCSS strategically aligns its operations to realise its overarching vision: 'Every child, the best they can be.'

The strategic house diagram guides LCSS's direction and priorities, ensuring relevance to changing environments and needs. It also aligns LCSS with sector trends as the organisation aims to be a forward-looking social service agency.

## PROGRAMME MANAGEMENT

The Board reviews strategic plans and outcomes of LCSS in measuring the effectiveness and efficiency of its programmes. Programme outcomes are always monitored to be in line with LCSS's vision, mission and objectives.

## HUMAN RESOURCE MANAGEMENT

### Remuneration of Highest Paid Staff (FY2023/24)

\$100,001 – \$200,000 : 3

The 3 highest-paid staff do not serve as governing board members of the charity.

### Disclosure & Transparency

- No Board members receive any remuneration for their board services.
- No staff is involved in setting his or her own remuneration.
- No paid staff are close members of the family of the CEO or Board members, who have received remuneration exceeding S\$50,000 during the financial year.
- LCSS does not make any loans to any employees, management, Board members, related parties and third parties.
- LCSS does not make any nor provides any sponsorship to any charities.

## VOLUNTEER MANAGEMENT

At LCSS, volunteers are valued partners who passionately dedicate their time and skills to fulfill our mission of empowering children & families through care and mentoring, and together build a caring community.

We have established a comprehensive volunteer management policy and procedures to guide our operational processes. Our volunteer management framework encompasses key areas such as Recruitment, Screening, Training, Onboarding and Matching, Recognition and Feedback, Relationship Management, and Closure of Relationship.

Our volunteers consist of dedicated individuals and corporate/institutional partners who support our beneficiaries through service-based or skill-based volunteering. Each volunteer role is accompanied by a position description, outlining role requirements, commitments, and expectations. We actively seek feedback from our volunteers through surveys, feedback forms, and exit interviews to continuously improve our programmes.

## FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

### Procedures for Key Financial Matters

The Board and Management take responsibility in ensuring LCSS has an effective system of internal controls to safeguard LCSS's stakeholders' interests and LCSS's assets.

The Finance and Administrative department ensures that all operations comply with the policies and procedures set out in the Internal Financial Policies and Procedures Manual. The key areas of the documented procedures for financial matters of LCSS are:

- Procurement procedures and controls
- Receipts, payment procedures and controls
- Delegation of authority and limits of approval

As part of internal controls, all purchases of more than \$3,000 require three quotations to be obtained before approval of purchase. In any case of waiver of this requirement, documented reasons and relevant support documents must be obtained prior to approval by the Treasurer and Chairman.

The annual budget is prepared by the Finance department with inputs from the different departments, and reviewed by the Treasurers before submission to the Board for approval before the new financial year kicks in. Monthly performance financial reviews are conducted where the Finance department discussed the Financial Statements with the CEO comparing actual financial results with analysis and explanations against the annual budget and same period the previous year. Reasons for any discrepancies, unusual items and transactions are explained before presentation to the Board for review.

Regular reviews are also conducted to ensure the effective functioning of LCSS internal controls and processes, ensuring any key risks are being identified at the same time.

### Investment Policy

The Board takes a conservative approach on the investments of LCSS, including low-risk strategies that generate returns while preserving reserves and capital. The Board, along with the Finance and Investment Committee, determines the investment limit and approves investments in financial instruments such as fixed deposits, unit trusts, bonds and equities according to the terms and parameters laid out in LCSS Investment Policy.

### Reserves Policy

LCSS has reserves for sustainability purposes of its operations. The Reserves Policy of LCSS is to retain not more than three years of its annual operating expenditure to meet its operational needs. The Finance & Investment Committee regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil LCSS's continuing obligations.

### Reserves Ratio

LCSS has a reserves ratio of 1.6 for FY23/24.

### Restricted Funds Policy

LCSS utilises restricted funds in accordance with the specific intentions of donors and funders for our programs. In the event of surplus funding, LCSS communicates with the respective donors and funders to discuss planned usage of any unutilised balance in future periods, if permissible.

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## PERSONAL DATA PROTECTION ACT POLICY

LCSS is committed to comply with the Personal Data Protection Act 2012 to safeguard against any misuse of data and to ensure data privacy for all our stakeholders – sponsors, donors, partners, volunteers, staff and beneficiaries. Data is used only for the purposes disclosed unless otherwise permitted under the law.

LCSS respects our stakeholders of their rights to be treated courteously and fairly in terms of data protection. Personal information given in good faith to LCSS is used to maintain or engage relationships between the stakeholders and LCSS only. It is deemed that stakeholders have given consent to LCSS for use of their personal information for donation-related and communication purposes unless they choose to state otherwise by informing us via our email: [lcss@life-community.org](mailto:lcss@life-community.org)

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## MEDIA COMMUNICATIONS POLICY

In line with principles of good governance, LCSS ensures that all feedback, complaints, and grievances from the public, donors, volunteers, and clients are promptly addressed by the CEO. The CEO responds within 24 hours or consults the Board for complex matters.

LCSS commits to deciding on the appropriate action and communicating it in writing to the complainant within one week of receiving the complaint. Additionally, LCSS maintains a detailed log of all feedback, complaints, and grievances, including the date received, nature of the complaint, and follow-up actions taken.



## WHISTLE-BLOWING POLICY

LCSS promotes having an open, transparent, no-rank culture where employees are encouraged to whistle blow any suspected improprieties such as:

- All forms of financial or non-financial malpractices including fraud, corruption, bribery or theft.
- Misappropriation of funds and classified documents.
- Harassment, abuse and misrepresentation of power and authority.
- Failure to comply with laws and regulations.
- Serious conflict of interest without disclosure.
- Violation of Private Data.

Employees should raise such improprieties with their immediate supervisor or the next level of authority if deemed more appropriate.

All complaints are channelled to the CEO (and the HR Committee if necessary) and investigated. The CEO prepares a report detailing the nature of the complaint, the outcome of the investigation and the recommended course of action to the Board. Where appropriate, the complainant may be notified of the outcome.

All such whistle-blowing reports are kept confidential and accessible to the CEO and members of the Board only.

## CODE OF CONDUCT & ETHICS

The Board has approved documented Code of Conduct & Ethics policy for all Board members, as well as handbooks for staff and volunteers. The Code of Conduct & Ethics is aligned to LCSS values in achieving its vision and mission.

## RISK MANAGEMENT

The Board oversees LCSS's risk management, with particular focus by the Audit Committee. Policies and guidelines for financial limits, internal control systems, corporate procedures, and work plans have been established to achieve LCSS's strategic objectives. The Board and the Senior Management Team review these policies, guidelines, plans, and internal control systems to identify potential risks, determine the level of risk tolerance, and develop action plans for key risks on an ongoing basis. Areas of review encompass financial, governance, strategic issues, work plans, policies, operations, media communications, human resources, and data and information technology risks. Daily operations are carried out by the CEO, staff, and volunteers in accordance with the risk management policies, guidelines, and strategies, fostering a risk-aware culture within LCSS.

### Business Continuity Plan

LCSS has established Business Continuity Plans (BCP) to protect the interests of our beneficiaries and stakeholders. These plans are designed to mitigate losses and ensure the continuity of our operations, including essential services, programmes, and corporate practices, in the event of disasters or unforeseen situations.

All staff are informed of these plans, and individuals involved in service delivery are fully aware of their roles and responsibilities to ensure business continuity during any disruptions.

## FUNDRAISING PRACTICES

LCSS has established fundraising guidelines based on best practices set out by the Commissioner of Charities. These guidelines include strict confidentiality measures, ensuring donors' identities are not disclosed and their information is not shared without prior permission. Additionally, LCSS does not engage third-party fundraisers.

Funds raised are dedicated to supporting our beneficiaries through our core programmes, which focus on intervention work and holistic development in alignment with our vision and mission. All donations received, whether solicited or unsolicited, are meticulously accounted for and promptly deposited.

Furthermore, LCSS adheres to the 30/70 rule, maintaining a fundraising efficiency ratio below 30%.

# GOVERNANCE EVALUATION CHECKLIST

LIFE COMMUNITY SERVICES SOCIETY  
(for the period April 2023 to March 2024)

S/N	Description	Code ID	Compliance
<b>Board Governance</b>			
1	<b>Induction</b> and <b>orientation</b> are provided to incoming Board members on joining the Board.	1.1.2	<input checked="" type="checkbox"/> Complied
	Are there Board members holding staff <sup>1</sup> appointments? (Skip items 2 and 3 if "No")		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
2	Staff <sup>1</sup> does <b>not chair</b> the Board and does <b>not comprise more than one-third</b> of the Board.	1.1.3	<input type="checkbox"/> Complied
3	There are written job descriptions for their executive functions and operational duties which are <b>distinct from their Board roles</b> .	1.1.5	<input type="checkbox"/> Complied
4	There is a <b>maximum limit of four consecutive years</b> for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	<input checked="" type="checkbox"/> Complied
5	All Board members submit themselves for <b>re-nomination and re-appointment</b> , at least once every three years.	1.1.8	<input checked="" type="checkbox"/> Complied
6	The Board conducts regular <b>self-evaluation</b> to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	<input checked="" type="checkbox"/> Complied
	Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
7	The charity discloses in its annual report the <b>reasons for retaining Board member(s) who have served for more than 10 consecutive years</b> .	1.1.13	<input checked="" type="checkbox"/> Complied
8	There are <b>documented terms of reference</b> for the Board and each of its Board committees.	1.2.1	<input checked="" type="checkbox"/> Complied
<b>Conflict of Interest</b>			
9	There are documented procedures for Board members and staff <sup>1</sup> to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	<input checked="" type="checkbox"/> Complied
10	Board members <b>do not vote or participate</b> in decision-making on matters where they have a conflict of interest.	2.4	<input checked="" type="checkbox"/> Complied



S/N	Description	Code ID	Compliance
<b>Strategic Planning</b>			
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the activities are in line with its objectives.	3.2.2	<input checked="" type="checkbox"/> Complied
Human Resource and Volunteer <sup>2</sup> Management			
12	The Board approves <b>documented human resource policies</b> for staff <sup>1</sup> .	5.1	<input checked="" type="checkbox"/> Complied
13	There is a <b>documented Code of Conduct</b> for Board members, staff <sup>1</sup> and volunteers <sup>2</sup> (where applicable) which is approved by the Board.	5.3	<input checked="" type="checkbox"/> Complied
14	There are processes for regular supervision, appraisal and professional development of staff <sup>1</sup> .	5.5	<input checked="" type="checkbox"/> Complied
	Are there volunteers <sup>2</sup> serving in the charity? (Skip item 15 if "No")		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
15	There are <b>volunteer management policies</b> in place for volunteers <sup>2</sup> .	5.7	<input checked="" type="checkbox"/> Complied
Financial Management and Internal Controls			
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	<input checked="" type="checkbox"/> Complied
17	The Board ensures <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	<input checked="" type="checkbox"/> Complied
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	<input checked="" type="checkbox"/> Complied
19	The Board ensures that there is a process to <b>identify, regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	<input checked="" type="checkbox"/> Complied
20	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors its expenditure.	6.2.1	<input checked="" type="checkbox"/> Complied
	Does the charity invest its reserves, including fixed deposits? (Skip item 21 if "No")		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
21	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	<input checked="" type="checkbox"/> Complied
<b>Fundraising Practices</b>			
	Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 22 if "No")		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
22	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	<input checked="" type="checkbox"/> Complied

S/N	Description	Code ID	Compliance
	Did the charity receive donations-in-kind during the year? (Skip item 23 if "No")		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
23	All donations-in-kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	<input checked="" type="checkbox"/> Complied
<b>Disclosure and Transparency</b>			
24	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance.	8.2	<input checked="" type="checkbox"/> Complied
	Are Board members remunerated for their Board services? (Skip items 25 and 26 if "No")		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
25	<b>No</b> Board member is involved in setting his or her own remuneration.	2.2	<input type="checkbox"/> Complied
26	The charity discloses the <b>exact</b> remuneration and benefits received by each Board member in its annual report. <u>OR</u> The charity discloses that no Board members are remunerated.	8.3	<input type="checkbox"/> Complied
	Does the charity employ paid staff <sup>1</sup> ? (Skip items 27, 28 and 29 if "No")		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
27	No staff <sup>1</sup> is involved in setting his or her own remuneration.	2.2	<input checked="" type="checkbox"/> Complied
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for <b>each of its three highest paid staff<sup>1</sup></b> , who each receives remuneration <b>exceeding \$100,000</b> , in bands of \$100,000; and ii) If any of the three highest paid staff <sup>1</sup> also serves on the Board of the charity. <u>OR</u> The charity discloses that <b>none</b> of its staff <sup>1</sup> receives more than \$100,000 in annual remuneration each.	8.4	<input checked="" type="checkbox"/> Complied
29	The charity discloses the number of paid staff <sup>1</sup> who are close members of the family <sup>3</sup> of the Executive Head or Board Members, who each receives remuneration <b>exceeding \$50,000</b> during the year, in bands of \$100,000. <u>OR</u> The charity discloses that there is <b>no</b> paid staff <sup>1</sup> who are close members of the family <sup>3</sup> of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	<input checked="" type="checkbox"/> Complied
<b>Public Image</b>			
30	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	<input checked="" type="checkbox"/> Complied

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

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

3 **Close members of the family:** Those family members who may be expected to influence, or be influenced by, that person in their dealings with the charity. In most cases, they would include:

- That person's children and spouse;
- Children of that person's spouse; and
- Dependants of that person or that person's spouse.



# DONATION METHODS

## PAYNOW

PayNow with our UEN number:

**S96SS0100H**

or scan this QR Code via your bank's app on your mobile device. Kindly include your NRIC & contact number in the reference field for tax deduction receipt purposes.



## DONATE BY GIVING. SG

Give via NVPC portal at:

<https://giving.sg/life-community-services-society>

(one-time or monthly giving options available)

## DONATE BY CREDIT CARD

<https://life-community.org/do/give-to-change-lives/>

## DONATE BY BANK TRANSFER

Account Name: **Life Community Services Society**

Account Number: **0330151217**

Bank Code: **7171**

Branch Code: **033**

## DONATE BY CHEQUE

Make the cheque or cashier's order payable to "Life Community Services Society" and mail it to:

**Life Community Services Society**

114 Lavender Street #02-52

CT Hub 2 Singapore 338729

Kindly include your full name, NRIC, email address and contact number, at the back of the cheque for tax deduction receipt purposes.



## TWENTY2000 CAMPAIGN

TWENTY2000 is our call for **2000 willing hearts** to donate **\$20 monthly** for **at least a year**.

Your contribution will go towards the **building of long-term foundations** and **opportunities for the empowerment and growth of children** from **underprivileged backgrounds**.

**TWENTY2000**  
EMPOWERING LIVES TOGETHER

LEAVE NO CHILD BEHIND.  
JOIN TWENTY2000 TODAY.  
PLEDGE \$20 MONTHLY



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# CONTACT US

## LIFE COMMUNITY SERVICES SOCIETY

### **Corporate Office**

114 Lavender Street  
#02-52 CT Hub 2  
Singapore 338729  
[www.life-community.org](http://www.life-community.org)

## ACTIVITY CENTRE

### **MightyKids, Families & Community Activity Centre**

32 Telok Blangah Rise #01-267  
Singapore 090032  
T: 65-6270 7198  
Email: [mkfc@life-community.org](mailto:mkfc@life-community.org)

## LIFE STUDENT CARE CENTRES

### **LSC Hougang**

665 Hougang Ave 4 #01-365  
Singapore 530665  
T: 65-6489 8720  
Email: [hglsc@life-community.org](mailto:hglsc@life-community.org)

### **LSC Yishun**

611 Yishun St 61 #01-199  
Singapore 760611  
T: 65-6755 0678  
Email: [yslsc@life-community.org](mailto:yslsc@life-community.org)

### **LSC Sengkang**

306C Anchorvale Link #01-77  
Singapore 543306  
T: 65-6489 8718  
Email: [sklsc@life-community.org](mailto:sklsc@life-community.org)