



EMPOWERING CHILDREN & FAMILIES

THROUGH CARE & MENTORING



...to live and leave a legacy

Annual Report FY2022/23



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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 (*).

01

ABOUT US





ABOUT LIFE COMMUNITY SERVICES SOCIETY

...to live and leave a legacy

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.



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 transmission of criminality.



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.



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 towards a path of social mobility through mentoring, group academic coaching and parents engagement. This is a joint project with The Hut Limited.



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.



FRIENDS2GATHER

Aims to cultivate positive learning experiences by fostering mentoring relationships between mentors and children aged 6 to 8 from vulnerable backgrounds. Friends2Gather also provides befriending support to the families of these young children.





OUR MISSION

Empowering children and families through care and mentoring

OUR VISION

Every child, the best that they can be

OUR CORE VALUES

Love
Integrity
Teamwork
Excellence

OUR STRATEGIC THRUSTS

LCSS will continue to review, enhance, and grow our five core programmes to provide value-add and 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



MightyKids, Families & Community



EduGrow for Brighter Tomorrows



Life Student Care



Friends2Gather



KEY MILESTONES



1996

Registered as a society (non-profit)



1999

- Opening of 1st Life Student Care in Hougang

2001

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



2002

Registered as a Charity

2003:

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



2004:

- Launch of Friends of Children Programme

2005:

- Awarded Best Grandparenting and Intergenerational Bonding Programme
- Opening of 3rd Life Student Care in Yishun



2014

- Opening of Activity Centre in Kallang Leisure Park (ceased w.e.f. 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

2013:

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



2012:

- Opening of 4th Life Student Care in Meridian Primary School (ceased w.e.f. 31 Dec 2020)



2009:

- Opening of MightyKids, Families & Community centre in Telok Blangah

2008:

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



2007:

- Launch of Friends of Youth Programme

2006:

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





2016

- 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



2017:

- Christmas Extravaganza
- Appointed KidSTART partner agency by ECDA

2018:

- 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



2019:

- 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 Nurtures)

2023:

- Strategic Visioning Retreat
- Transited our corporate office from Kallang Leisure Park to CT Hub 2

2022:

- Awarded the Charity Transparency Award 2022
- Launch of Volunteer Management System
- Launch of Friends2Gather



Friends2Gather

2021:

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

2020:

- 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



CHAIRMAN'S MESSAGE

MR NICHOLAS GOH
Chairman



Dear friends and supporters of LCSS,

It is with great pleasure and gratitude that we present to you our Annual Report 2023. I would like to thank my fellow Board members and the dedicated staff at LCSS for their hard work and continued support in serving our children.

As we review and reflect upon the past year, we find ourselves in a rapidly changing world where societal and cultural trends demand that we adapt to better serve the young people of Singapore.

Of course, change is not an entirely new concept. One need only look back to LCSS's humble beginnings to see how much our organisation and our operating environment have evolved. It all began with a heartbeat to support the poor and vulnerable, when our founder Dr Tan Kok Beng's uncle gave him a lifeline out of poverty by supporting his education when his family could not afford it. What Dr Tan experienced firsthand completely transformed his outlook and life trajectory.

We started out as a student care centre, operating out of a bomb shelter in Bishan with just a handful of children. We were small, unknown, and continually faced financial difficulties. Even with so little, we sought to do our best for those in need. We believed that it was our calling to provide the children a safe and caring space.

It is only by God's provision and grace that we can reach out to more children in the community. Through an ever-expanding range of programmes, we now lend many helping hands to over 900 children from vulnerable backgrounds across Singapore. Deepest appreciation to our donors, partners, staff, volunteers, and the wider community, who in their own way take a leap of faith to support our cause of enabling every child to be the best that they can be.

As we move forward, we are mindful of our responsibility to stay ahead of the curve. We will continue to collaborate with like-minded organisations, funders, experts, and stakeholders to create more sustainable partnerships, identify emerging needs and develop innovative solutions to better mentor and support the children and youths we serve.

Indeed, the world we live in today has a lot of uncertainties and we can easily be distracted by many things. This is why it is important for us to have the right focus on things of eternal value and not of temporal value so that we can finish well. Instead of running the Rat Race, we must run the Right Race. The Christian journey is all about running a race to seek after our Lord Jesus, so that we can be His faithful servants. No race is easy, there will always be difficulties and problems along the way, but God has promised us that He will be with us every step of the way and that He will never leave nor forsake us.



This race requires us to fix our eyes on God and trust Him entirely, regardless of any circumstance. Even though the whole world around us may change, God is the same yesterday, today, and tomorrow. He is the Provider for all our needs, and He loves us with all His heart. In fact, the Bible tells us that whether we are Christians or not, we are all the apple of His eye because we are made in His image, and our names are inscribed on the palms of His hands.

I am reminded of John 21:17, which is my source of inspiration for serving in LCSS:

The third time he said to him, "Simon son of John, do you love me?" Peter was hurt because Jesus asked him the third time, "Do you love me?" He said, "Lord, you know all things; you know that I love you." Jesus said, "Feed my sheep."

With this in mind, the Board and I renew our commitment to our mission. We also humbly invite you to join us in this journey of sharing this love and transforming young lives. May you be inspired by the many heartwarming stories in this report, which are testament to the power of compassion and collective effort. Together, we can make an even greater difference and bring lasting change to the lives of these vulnerable children and their families.

With every life transformed, we believe so too will many more.

Thank you, and may God bless you and your family.





CEO'S MESSAGE

MS LAM MOI KWAI
Chief Executive Officer



It is with a heart filled with thanksgiving as I take stock of the past year and pen this message. I am thankful that LCSS, with our team of over 60 dedicated staff, can continue to impact the lives of over 900 children like Matthew and Susan (their stories are on pages 32 and 34). These children deserve a fair chance in life to be cared for and to grow to their fullest potential. Life may not have dealt them the best hand of cards, but every child can be supported to be the best that they can be. This colossal endeavour would not have been possible without my co-labourers in LCSS, who are committed to our mission of Empowering Children and Families through Care and Mentoring.

On 13 January 2023, the Board and Management held a strategic visioning retreat to collectively map out the strategic pillars, key priorities, as well as guiding principles and core values that will enable LCSS to better meet the needs of our service users. Over the past year, we have also implemented good people practices, including a set of core values (Love, Integrity, Teamwork, and Excellence), a strong internal communications framework, and a culture of open feedback.

COVID-19 has changed the way we live, work, and interact with people and with the world around us. Our children, in particular, are living in an increasingly pressurising environment with youth mental health issues, suicide rates, and family-related problems on the rise. This begs the question of what our future generations will be like, and how we can support those at greater risk so that they will not be deprived of resources and opportunities to overcome these challenges. LCSS and its partners have been coming together to meet some of these needs. On 29 December 2022, in collaboration with the UPLIFT Programme Office (UPO) and the Social Service Office (Bedok / Geylang Serai), LCSS launched Friends2Gather, a new pilot programme that serves 17 children aged 6

to 8 and their families residing in Bedok Town. Through this programme, we work on key outcomes such as school connectedness, development of positive learning experiences, and establishing trusting mentoring relationships. We are thankful to all our partners, including Mr Tan Kiat How (Senior Minister of State, Ministry of Communications and Information & Ministry of National Development), his constituency leaders, and the volunteers from SMU and NIE who have committed themselves to a year of regular weekly volunteering to support children from the ComLink families.

A core pillar of our work is to see our beneficiaries, too, become enablers in serving others. With that in mind, we provided a platform, themed Love Came Down @ Christmas, for our alumni to combine their talents towards serving others. Ten beneficiaries took to the stage in dance, singing, cosmic play, and emceeing just to name a few. Many were heartened to see our annual Christmas celebration come to fruition, with the older clients serving the younger ones. We had a wonderful time with 400 beneficiaries and their families, together with 80 volunteers and partners turning up for the event. It is amazing how events like these can strengthen family bonds and bring everyone together. I was encouraged by a mother who shared that she could never find time for her kids because of her irregular and hectic work hours. She was touched when she finally got to be excused from work to be at the event with her two children, and even went on stage to sing for them. This is but one of the heartwarming stories from that day. Every child deserves avenues to enjoy time with their family without financial burdens and restrictions weighing down on them; we were glad that we could be that spark to get the fire going.

LCSS has been placed to serve children in various parts of Singapore regardless of race, language, or religion. Daily, we continue to conduct home visitations through our island-wide outreach programme to provide care and intervention support for children and youth affected by parental incarceration. In the more intensive cases, we support children and youth who are self-harming, contemplating suicide, or at risk of committing criminal offences. Over at our void deck space at 32 Telok Blangah Rise, we continue to support our young clients aged 4 to 16 as they seek refuge in our MightyKids, Family & Community (MKFC) Centre. This is one of our service platforms where we are able to keep our pulse on the ground and directly meet the needs of children who could be left behind due to challenging family situations.

2022/23 saw COVID-19 becoming endemic. The resumption of our annual Golf for Life fundraising event, which took place on 30 September 2022, enabled us to raise a total of \$246,720. The event was graced by Mr Seah Kian Peng and Emeritus Senior Minister Mr Goh Chok Tong, together with 144 golf players and 160 diners. We are thankful for our faithful donors as well as new donors for their generous support towards our cause. On 18 March 2023, we also brought back our annual Volunteer Appreciation Event to honour our regular volunteers who have given selflessly to mentor children through our various schemes such as Life!

Mentors, Life! Readers, Life! Tuition, and Life! Tech. It was a wonderful time of meaningful connection where everyone could relax over food, take stock of the year, and simply get to know their fellow volunteers. Five long service awards were handed out, and we had one of our longest-serving volunteers, Mr Simon Tan, receive his 15-year award. Our volunteers are our best advocates given how they have personally experienced the joy of seeing lives transformed. It is always uplifting to hear how they have learnt and grown in the process of volunteering. Our donors and volunteers are an integral part of the LCSS family, and we are indelibly indebted to each of them for running in solidarity alongside us and signalling to us that we are doing work that matters.

I am also pleased to share that LCSS was accorded the Charity Transparency Award 2022. This is a testament to our commitment to uphold ethical standards and good governance as a charity, as we continue to serve the less privileged.

Last but not least, our heartfelt thanks and appreciation to all our donors, corporate partners, volunteers, and stakeholders who stood with us in one way or another, making the mission of empowering children and their families possible!

To God be the Glory.





HIGHLIGHTS OF THE YEAR





LCSS RECEIVES THE CHARITY TRANSPARENCY AWARD 2022

LCSS is honoured to be accorded the Charity Transparency and Governance (CTA) Award 2022, 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.

Mr Nicholas Goh, Chairman of LCSS, received the award from the Chairman of the Charity Council, Dr Gerald Ee, at the award ceremony held at the Singapore Chinese Cultural Centre on 9 November 2022. Mr Edwin Tong, Minister for Culture, Community and Youth & Second Minister for Law graced the occasion.

This is the first time LCSS is receiving this prestigious award and we share this achievement with all our donors, volunteers, and community partners. The award affirmed our dedication to upholding and strengthening our corporate governance and transparency standards. As a trusted charity, we will continue to serve and meet the evolving needs of our vulnerable clients, believing in our cause in helping every child be the best that they can be.

For more information on the Awards and the Framework, please visit the CTA website: <https://tinyurl.com/CTA-Website>

Read more:

<https://tinyurl.com/CTA-News>



YELLOW RIBBON AWARDS 2022: WE ARE EACH OTHER'S SECOND CHANCES

LCSS is honoured to be named as an Advocate for Second Chances (Community Partners) in the Yellow Ribbon Awards 2022, for our efforts in journeying with overcomers (ex-offenders) and their families.

Our Friends of Children & Youth (FOCY) programme supports children and youths impacted by parental incarceration, and is part of the Community Action for the Rehabilitation of Ex-Offenders Network (CARE Network).

Thank you, Singapore Prison Service and Yellow Ribbon Singapore, for recognising our efforts in shaping a more compassionate and inclusive society!



APPRECIATION AWARD TO MKFC

On 3 November 2022, Radin Mas CC (RMCC) organised a networking event and dinner for its community partners, with Mr Melvin Yong, MP for Radin Mas SMC, as the guest of honour. MKFC was honoured at the event with a trophy of appreciation presented by the RMCC grassroots committee, in recognition of our community work in the Radin Mas Division.

LAUNCH OF FRIENDS2GATHER

@ BLK 430A BEDOK NORTH ROAD



Friends2Gather, launched on 29 December 2022, strives to cultivate positive learning experiences through mentoring relationships between mentors and children (ages 6 to 8) from vulnerable backgrounds, as well as offer befriending support to the families of these young children.

We appreciate SMS Tan Kiat How's and all of our partners' steadfast support. A big thank you also goes out to the committed group of NIE and SMU volunteer mentors who have been working with these kids week in and week out, rain or shine!

It has been heartwarming to see relationships and friendships develop between our kids, their caregivers, and volunteer mentors over the last three months. The once reserved and quiet kids are now more at ease and full of energy – even asking their parents if they can stay longer to play more games with their friends.

Weekly emotion check-ins, learning values like compassion, reading stories, learning new vocabulary and spelling through fun literacy activities, arts and crafts, and learning how to prepare wholesome fruity waffles are among the highlights.

During the March school holiday, we also went on our first Friends2Gather family adventure! From a hearty McDonald's dinner to a leisurely stroll down the Marina Bay Waterfront Promenade and taking in the views of Singapore's skyline, the evening was capped off with the magical Spectra light and water show. It was indeed a wonderful time of bonding.

Our caregivers' strength and heartbeat are palpable. One mother even requested a work leave way in advance, solely to spend time with her kids; she even carried her infant the entire time.

We hope that through Friends2Gather, our kids will continue to have stable, trusting relationships with their mentors, which will help them learn new things and develop their social skills, learning ability, emotional regulation, and self-confidence. We also hope that caregivers will feel more supported and engaged with their children, and that their kids will be more connected to the community and school.



VOLUNTEER APPRECIATION EVENT 2023

Being able to give is a gift that fulfils what the heart innately desires. Some, if not most, volunteers would share that they have personally gained so much even as they are the ones stepping out to give of their time and resources.

This year's appreciation-cum-networking event at Nalati Restaurant was joined by more than 70 volunteers from our various programmes, both individuals as well as key representatives from our corporate partners. We connected with each other more intimately and heard many heartwarming stories on the ground. Some volunteers found relief in knowing that they were not alone on this journey while others shared tips on how to navigate the unfamiliar with some even spontaneously breaking into role-plays to tackle challenging situations faced with children they support. Conversations went beyond the scope of work where volunteers found support in their own personal life situations from other fellow volunteers. Such a precious time to cherish as we gathered as an authentic community of people joined by their heart for children.



We also watched with pride as the adorable children from our Life Student Care centre (Hougang) presented a lovely handbell performance. We specially celebrated and affirmed some volunteers for their faithful services including Simon Tan, who has demonstrated a stellar commitment of 15 years of volunteering with LCSS. Awards were also presented to Deutsche Bank and SportCares for 10 and 5 years respectively, for outstanding partnerships with LCSS.

Our volunteers' tireless dedication and perseverance greatly encouraged us to push forward together for our children. We thank them for offering this precious gift of their hearts and time. We look forward to many more years of partnering with each other to bring love, hope, and joy to our children, youth, and families.

A very big THANK YOU to all our awesome volunteers (even those who could not join us). You have truly made a difference in so many lives including ours.



LAUNCH OF VOLUNTEER MANAGEMENT SYSTEM (VMS)

We truly value our volunteers in our LCSS family who play a big part in our cause to empower children and families through care and mentoring. As such, it is also only natural that we continue to improve our digital infrastructure to better manage and serve our volunteers. Although the journey of any change is not an easy one, LCSS is proud to have launched our Volunteer Management System (VMS) in July 2022. With the VMS, we have improved our capabilities to better consolidate, process, and access volunteer data in one centralised space while also adding a layer of protection to safeguard volunteer data. We are now well poised to further improve our volunteers' experience and scale our impact to more children in our community.



LIFE COMMUNITY SERVICES SOCIETY PRESENTS

GOLF FOR LIFE! 2022

FRIDAY, 30 SEPTEMBER 2022,
ORCHID 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

DIAMOND SPONSORS



SAPPHIRE SPONSORS



RUBY SPONSORS



Mr Jimmy Heng
Mr Jonathan Ke

Mr Yeo Kai Eng
Mr Chim Yoon Fah
Mr Lee Ang Seng

HOLE-IN-ONE SPONSORS

Sponsored by Cycle & Carriage



OUR EVENING PROGRAMME



A HEARTFELT APPRECIATION TO ALL OUR DONORS, SPONSORS AND SUPPORTERS!



LOVE CAME DOWN @ CHRISTMAS



Amidst the afternoon downpour on 17 Dec 2022, 400 children and youths from our core programmes gathered at our MightyKids, Families & Community (MKFC) centre, located at Blk 32 Telok Blangah Rise, for the LCSS Christmas Carnival. It brought vibrancy and cheer, promoting family bonding through activities such as carnival games, face painting, balloon sculpting, arts and crafts, photo booths, video games, as well as booths serving an array of foods! We were moved and encouraged when we received feedback from residents that they had not attended such a good carnival in many years. Some parents even asked for a repeat of the event! We were honoured to have Minister for Trade and Industry, Mr. Gan Kim Yong, grace the event.

We celebrated the importance of communities coming together to bring out the best in our children and their families. We celebrated the sacrifices our caregivers have made to provide the best for their children. With thanksgiving and a grateful heart, we celebrated the limitless potential of every child.

A big shout-out to the graduates and alumni of our programmes, who have grown up well and are now positively contributing to society. At the Christmas Carnival, it was heartening to see them give back through their performances, by serving at various carnival booths, and supporting us in logistics and crowd control.





Jia Jing, a budding chef and a graduand of our MKFC programme, could have chosen to do other things on his day off, but he chose to give back by whipping up a scrumptious Christmas spread for over 30 alumni, mentors, and staff of LCSS, to cheer everyone on during the eve of the Christmas Carnival!



“ We serve because God calls; we serve because of the smiles and laughter on the children’s faces. ”

Some families have never experienced the love and joy of giving that others feel during Christmas. Being able to share this meaningful experience with the children is the team’s wish.

- Our faithful volunteer, Augustine Lee, on what brings him and his team of event committee volunteers back year after year to organise amazing Christmas parties for our children and families.



IMPACT AT A GLANCE





956

TOTAL NO. OF
SERVICE USERS



1,744

VOLUNTEERS



102

LIFE! MENTORS



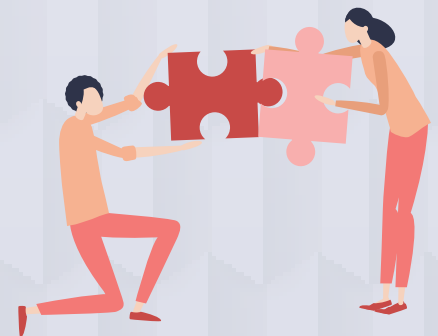
754

LIFE! MENTORS
MANHOURS



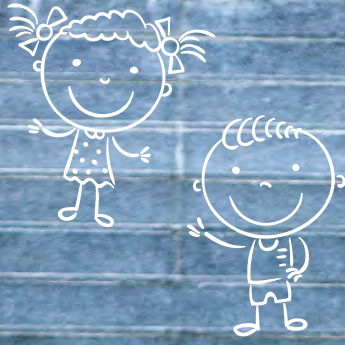
1,146

ACTIVITIES
CONDUCTED



22

SERVICE-BASED
VOLUNTEERISM
PARTNERSHIPS



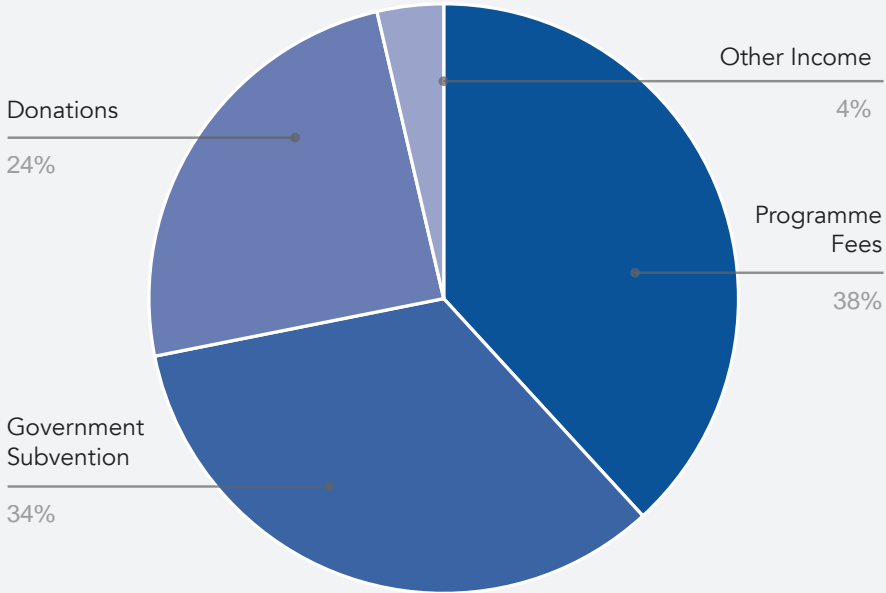
FINANCIAL HIGHLIGHTS



FINANCIAL HIGHLIGHTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

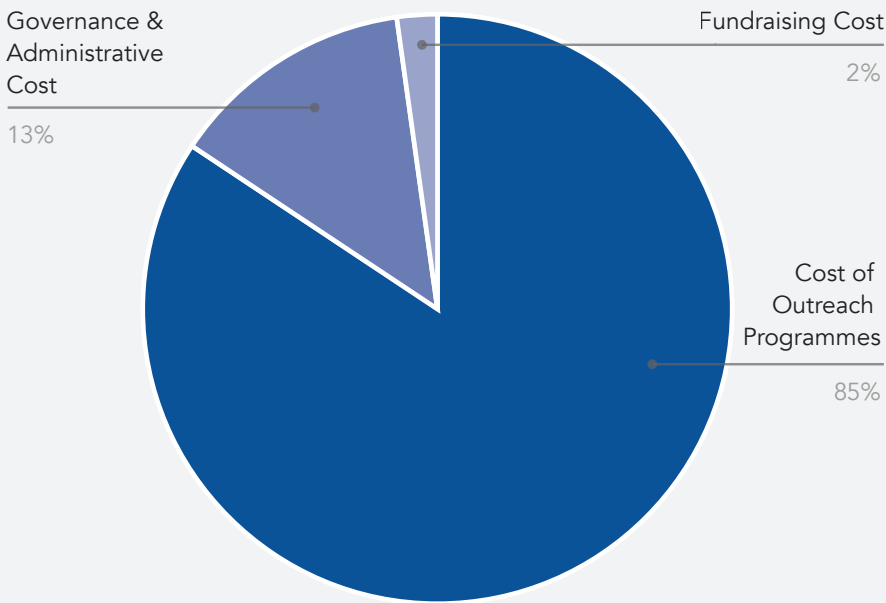
SOURCES OF INCOME



TOTAL INCOME:

\$3.45M

DISTRIBUTION OF EXPENDITURE



TOTAL EXPENDITURE:

\$3.61M

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.



PROGRAMMES



FRIENDS OF CHILDREN & YOUTH



Friends of Children & Youth (FOCY) programme helps children and youths, ages 6 to 16 years, from families where at least one parent is presently or formerly incarcerated. FOCY assists our children and youths in their social, physical, emotional, cognitive, and educational development, as well as financial referrals, by engaging them in both individual and group sessions/ activities, and case management.



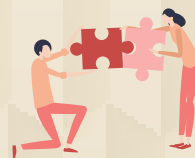
248
Service users



36
Activities conducted



139
Volunteers gave their time to help



86%
of our FOCY clients improved their relationship with their caregivers

MIGHTYKIDS, FAMILIES & COMMUNITY



MightyKids, Families & Community (MKFC) 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.


107

Service users


307

 Activities
conducted

141

 Volunteers gave
their time to help

EDUGROW FOR BRIGHTER TOMORROWS



EduGrow for Brighter Tomorrows (EduGrow) is a child-centric, early intervention programme that aims to propel children (Kindergarten 1 to Primary 6) from vulnerable, lower-income families towards a path of social mobility.

From mentoring to group academic coaching and parents engagement, EduGrow focuses on building supportive relationships and strong educational foundations. At its core is the symbiotic relationship between Life Community Services Society and The Hut Limited, two organisations with distinctly different yet complementary strengths, bolstered by the guidance and holistic support provided by trained volunteer mentors—trusted adult friends in the community—who reinforce positive learning and serve as cheerleaders and encouragers to the children.



62

Service users



43

Activities conducted



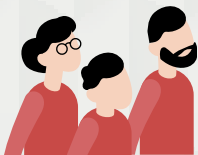
54

Volunteers gave their time to help

LIFE STUDENT CARE



Life Student Care (LSC) provides quality after-school student care services, in an environment akin to a second home, to primary school children whose parents require additional support. We emphasise the total development of the child as part of our "SPICES" programme, with activities focusing on the Social, Physical, Intellectual, Creative, Emotional, and Spiritual (Moral) aspects of their well-being.



522

Service users



746

Activities conducted



1,323

Volunteers gave their time to help

LSC HOUGANG



LSC SENGKANG



LSC YISHUN



LSC PASIR RIS

FRIENDS2GATHER



Friends2Gather

Friends2Gather aims to cultivate positive learning experiences by fostering mentoring relationships between mentors and children aged 6 to 8 from vulnerable backgrounds. The programme also provides befriending support to the families of these young children.



17
Service users



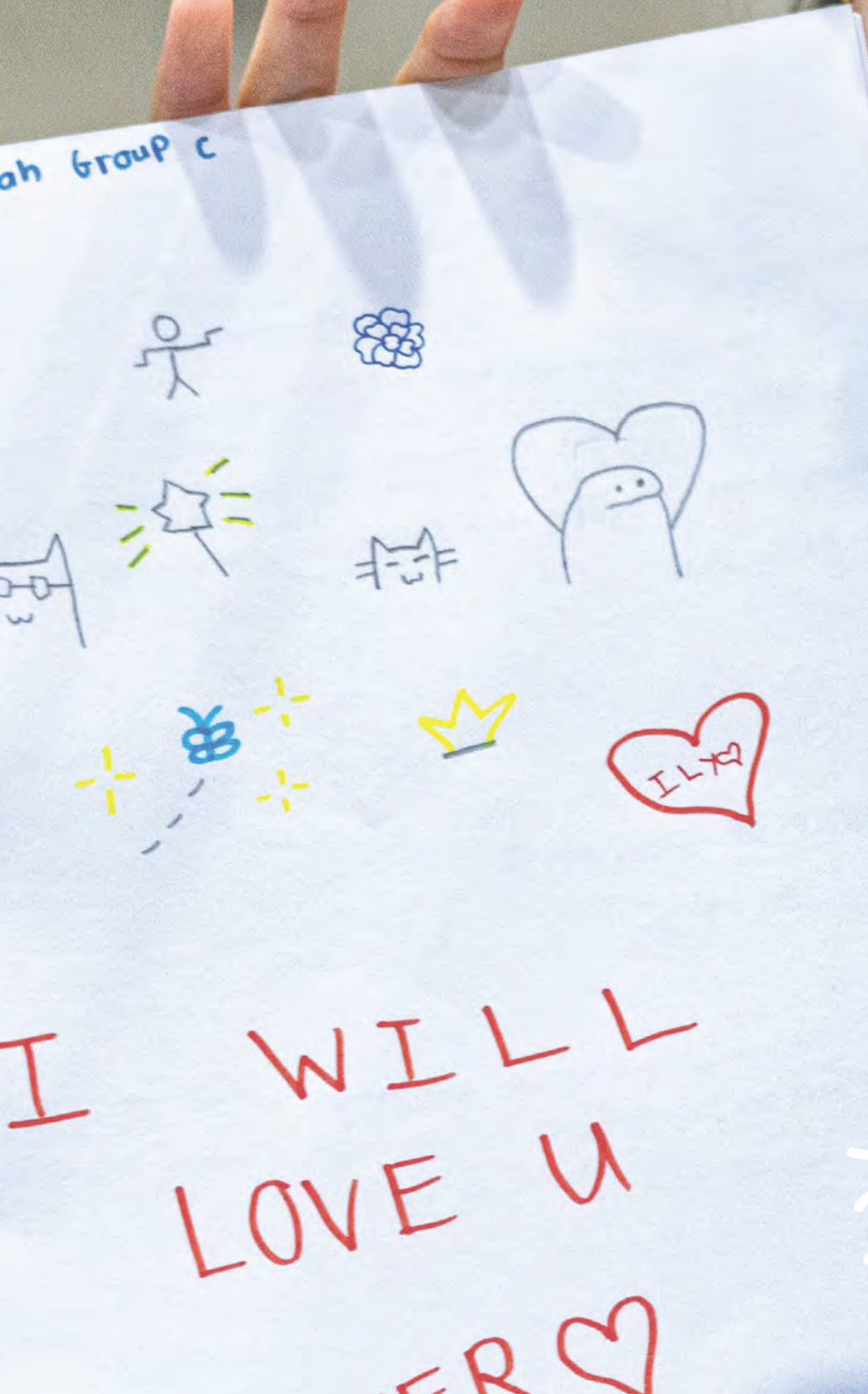
14
Activities conducted



9
Volunteers gave their time to help

From 29 Dec 2022 to 31 Mar 2023

SUCCESS STORIES



FINDING PURPOSE: MATTHEW'S STORY



*Matthew is a 16-year-old teenager who has been through a lot in his life. He failed his Secondary 3 examinations and was retained, causing him enormous embarrassment in front of his peers. Moreover, this was just the tip of the iceberg. Matthew had health problems that kept him from attending school on a regular basis. Despite his mother's pleas, he refused to consult a doctor for fear of what they might discover. Matthew's aversion to crowds exacerbated the situation. He was uneasy around people and frequently isolated himself from them. Everyone could see that he needed assistance, but he had no idea where and to whom to turn.

To assist him, Matthew's caseworker enlisted the assistance of a coworker who had experienced similar challenges, including retention in school and social anxiety, and knew just what Matthew was going through. They worked together to reframe Matthew's negative views into more positive ones. Slowly, Matthew began to show improvement after a few weeks. His

school attendance improved and he established new friendships with some of his classmates. While there remained a long way to go, we were encouraged to see him take small steps in the right direction.

However, more challenges were around the corner. While Matthew's father was in prison, his mother fell ill and required a liver transplant. Matthew realised that he needed to step up and assist. As a result, he began to do more around the house and that put added pressure upon his already weary shoulders. Thankfully, with continued guidance, help, and support from his caseworkers, Matthew was able to learn valuable lessons and grow despite this trying situation. He recognised that asking for help is a strength, not a weakness. He realised that failing is okay and that it is never too late to try again. He learnt to cook, clean, and did whatever he could to make his mother's life easier. Through this, it was most encouraging to witness Matthew progressively finding a sense of purpose in his life.

EMPOWERING THROUGH READING: A FATHER'S CHANGE OF HEART



*Melvin joined MKFC Life! Readers scheme at the age of six. He came from a broken family where his parents were separated. He spoke mostly in Mandarin at home and had little exposure to the English language, which in turn impeded the development of his social skills. Initially, he was very shy and took a long time to warm up to his reading mentor. His short attention span required his mentor to engage him through various creative means of reading, art, and games. However, over time, Melvin began to open up to his mentor, and his attention and ability to focus improved significantly, resulting in more meaningful reading sessions.



At first, Melvin's father was hesitant to send him to MKFC, as he did not see the need for him to learn English before entering primary school. However, our MKFC social worker offered to fetch Melvin to the centre every Saturday morning for the reading sessions, which eventually led to a positive change in his father's attitude towards MKFC Life! Readers. Melvin's father became more receptive to our MKFC staff, and he even joined the reading sessions to observe how our mentor taught his son. It was a breakthrough moment for all of us.



A MOTHER'S TESTIMONY

I enrolled my daughter, *Susan, in Life Student Care @ Yishun when she entered Primary 1. Having a child with autism spectrum disorder has always been something that I worry about. Therefore, I was glad that Susan managed to mingle and adapt to the new environment with the centre's intentional efforts to cater to her needs. The teachers also helped to check on Susan's homework and spelling. This is something we appreciate as working parents who have very little time with our children due to work commitments. Due to the homework support by the teachers, we now have more time to reinforce our child's learning through revision.

From time to time, Susan shares with me what she does at the centre. There were also bonding sessions held for parents and children, with the most recent one being a field outing at the MINT Museum of Toys, which Susan enjoyed very much.

The centre also provides a safe environment for Susan's learning. Feature such as the check-in and check-out system, which tells us when Susan has taken her temperature, give us peace of mind. The centre teachers and supervisor are patient with Susan, and that shows in their authentic interactions with one another. Even in the relatively short time Susan has spent at the centre, I can already see the educators moulding my child into a more independent and confident individual.

I am thankful and grateful to the centre for their patience, guidance, and love. The whole team is amazing and we really love this centre!

GROWING IN CONFIDENCE

“ After initially being scared and hesitant to attend Friends2Gather, Trish has made remarkable progress in just a few months. We have noticed a significant improvement in her confidence and willingness to speak up. In fact, she looks forward to going to Friends2Gather so much that she asks to attend even on days when it is not scheduled. Prior to joining the programme, Trish was extremely shy and reserved, often only opening up to those she felt comfortable around. However, through Friends2Gather, she has blossomed into a more sociable and outgoing individual who is able to connect with others. Her ability to respond to questions, even from strangers, has improved greatly. I am delighted to hear her enthusiastic stories about Friends2Gather; it has become one of our favourite conversation topics at home. Thank you for helping Trish develop valuable life skills and providing a nurturing environment where she can continue growing and thriving. ”

~Ifa (Trish's Mom)





A LETTER FROM MY STUDENT

BY LSC SENGKANG SUPERVISOR, MS CHU LI HUI

When I received a letter from my Primary 6 student, *Kingston (who had been diagnosed with attention deficit hyperactivity disorder (ADHD)), I was overcome with mixed feelings, yet touched and inspired by the messages.

“ Thank you, Ms Chu and Life Student Care (LSC) Sengkang. Thank you, Ms Chu, for allowing me to stay at LSC! You are so nice and kind to be accepting towards me. I like LSC so much for many reasons, such as when you remained gracious towards me when I lost my temper. I like the teachers here because they are patient with me. I also like Auntie Oh as she cooks yummy food and keeps the centre clean and tidy. I also like that I can make new friends here and enjoy outdoor play, which somehow helps me overcome my fear. ”

VOLUNTEER STORIES



1

2 =

5 + 3

I'M HERE FOR YOU: A LIFE! MENTOR'S JOURNEY

Over the course of just nine months, we witnessed the impact a mentor was able to have on *Elle's life.

Spending quality time together with Elle has made Crystalyn (also known as Cryst) a trusted adult friend and positive role model for the now 10-year-old. She has come to see Cryst as a confidant with whom she can openly discuss some of her deeper struggles. This did not come naturally, as Elle was initially thought to be quiet and reserved, though she often presented a cheerful exterior.

Cryst, a long-time special needs educator, was patient and persistent in her search for Elle's lively and vibrant inner self. "I sensed many complex layers; on one hand, Elle yearned to be a child. On the other, she was striving to meet the expectations others had of her as an elder sister to two younger siblings." The pressures placed on Elle were immense given her mother's absence and her father's incarceration.

Cryst was inspired to give Elle a safe and secure space where she could simply be who she is and express her true self. She was deliberate in her selection of activities to engage in with Elle. She would, for instance, use entertaining activities that also developed visual and aural capabilities to push Elle's talents and abilities. She ensured that Elle could feel her thoughts and ideas being heard, and that she was empowered with the freedom to select the things she was passionate about. The fact that Elle eagerly anticipated what she had planned for each session inspired Cryst to continue in her role as a Life! Mentor.

Sometimes, Elle's younger brother, too, would ask to participate in their mentoring sessions. This led to Cryst discovering that Elle could at times be prideful. According to Cryst, "Elle seemed to always want to answer everything on her brother's behalf." After seeing this behaviour firsthand, Cryst took steps to address it with Elle. Despite some initial resistance, Elle began to show growth, and Cryst noticed that she began to exercise self-control in their subsequent sessions.

Cryst offers the following advice to aspiring mentors who are looking to volunteer: "Stay true to who you are and be sincere in your approach to your mentee. Children can sense how genuine a person is. It is more important to be relatable than to be impressive."

"I am determined to be there for Elle, to the best of my ability, for as long as she needs a mentor."

“ All children, regardless of background, deserve a safe space to be themselves, to be able to freely express their feelings without fear, and to have confidence in themselves and their future. ”

Note from mentee Elle to Cryst:

I feel happy :) because I get to play games and do lots of other fun stuff. Jie Jie Cryst is very kind and fun.



A JOURNEY OF PERSISTENCE



Hemant became a volunteer at MKFC in September 2021 through the Life! Readers Scheme. His assignment was to mentor a child named *Zane, who was six years old and could only understand and speak in Malay. This presented a significant language barrier for Hemant, especially since the reading sessions were conducted online due to the Covid-19 pandemic. During the online Zoom sessions, Zane was very shy and did not speak a single word. Hemant tried using hand gestures and drawing activities to engage Zane, but it was still a challenge.

Despite these difficulties, Hemant did not give up and continued to reach out to Zane. Finally, at the six-month mark, the pair met in person, and it was a significant milestone in Hemant's mentoring journey as Zane spoke his first word.

We were also heartened by Hemant's decision to promote LCSS's cause by reaching out to his company to support the LCSS Christmas Carnival 2022. His company stepped in to sponsor two food booths, for which we were tremendously grateful.



WE ARE STRONGER TOGETHER



Dawn and Susan, Life! Mentors under the EduGrow programme, first met their mentees, *Fern and *Ina, two years ago over Zoom during the COVID-19 pandemic. Till today, the group of four continues to meet fortnightly – in person and in addition to their weekly one-to-one sessions – meetings which are often filled with hearty discussions and laughter. A dynamic duo, we would say; Dawn and Susan have amazing rapport working together.

“Initially, conversations were dominated by the chattier mentee, but as we all got to know one another better over time, the girls looked out for each other and grew comfortable having conversations between themselves too, which is lovely to witness,” shared Dawn.

Dawn also found that building rapport with the mentees’ caregiver was also a great help. Dawn shared that she felt lucky to be able to hear from Fern’s mother about anything that might have happened on days when there were no mentoring sessions. She could then talk to Fern about what she had learnt or why she felt a certain way in those situations. “It helped us build a more trusting relationship and put us at ease in our sharing,” the energetic mentor added.

Journeying together over time, both mentors observed that Ina learnt to be more compassionate, helpful, and caring towards others. It was initially a challenge for the bubbly and forthcoming Ina to share about her late father whom she dearly missed. However, as the friendship blossomed, a safe space for vulnerability also grew. Dawn and Susan, too, have had their own experiences losing a loved one – and having that shared experience and talking about it empowered Ina to process her emotions better. Moreover, when Fern and Dawn, as well as their families, fell ill, Ina showed care and concern towards them and wished them a speedy recovery.

Susan also observed that Ina, although stubborn at times and insistent on her ways of handling matters, was still teachable, and was often willing to listen and make changes. Personally, Susan also began to understand herself better and grew through her journey with her mentees. She shared that she has been learning to put herself in her mentee’s shoes so that she can be someone whom Ina can trust and share her feelings and thoughts with.

“In order for me to see her perspective, to see how she sees the world, I am willing to listen and understand her lingo — the new generation’s way of communicating.”



MY JOURNEY AS A VOLUNTEER MENTOR

BY VALERIE ONG



When I first decided to volunteer for Friends2Gather, I truly did not know what to expect. The thought of having to take care of children and educate them through literacy and numbers was quite scary for me as I had never had the opportunity to interact with kids on such a personal level before. But after joining Friends2Gather and spending time with my mentees, I must say it is one of the best decisions I have ever made. This programme has not only positively impacted the kids and their families in numerous ways, but it has also touched my heart and the hearts of many others as well.

This programme has provided a stable, consistent platform for the children and their families to rely on. Knowing that, every Thursday, their children will be surrounded by so many people who love and care for

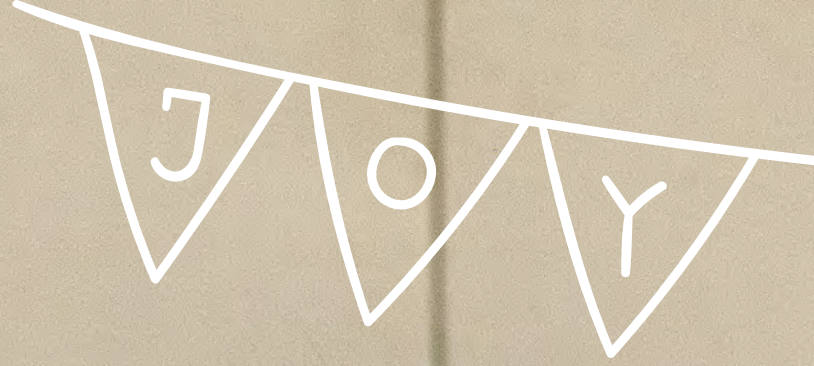


them, provides parents a sense of assurance and security. The support that LCSS and SMU have extended to these families will not only last the duration of the programme, but for a lifetime. I am grateful to be able to contribute to that and to make a difference.

I have learnt many valuable lessons about myself and discovered some hidden potential while working with these kids. I have grown, just as they have grown. I look forward to our weekly sessions, and though the hours are short, I always try my best to maximise the time we have together and put a smile on their faces. At the end of the day, seeing them happy makes me happy, and seeing them smile makes me smile. I am forever proud of all our small achievements so far. Thank you to everyone for making Friends2Gather possible.



ACTIVITIES OF THE YEAR





LIFE! LEADERS

Life! Leaders aims to help young people build self-management skills so they may become the best versions of themselves. In the sessions, they also gather for both indoor and outdoor group activities, which encourage the building of friendships.

At times, the youths' lack of motivation and occasionally raucous behaviour were disruptive. However, by offering advice and managing their disputes, our staff were able to use these conflicts as teaching opportunities. Many of the youths who participated in our programme informed us they had gained respect for one another, affirming that there is always something to learn even in the most challenging of circumstances.

CHILDREN'S CAMP

Our children's camp, jointly organised with Republic Polytechnic (RP) students as part of their service learning project, is another such activity. This year's event emphasises teamwork, bravery, resilience, and life skills, with a focus on encouraging pro-social skills through social engagement and establishing new friendships.

The camp welcomed roughly 26 kids between the ages of 8 and 13; the activities ranged from baking to sports. Among the highlights was the Game of Life – a game specifically created to support the 13-year-old camp attendees during their transition from primary to secondary school. As part of the game, the kids had to make a series of decisions for themselves, and they quickly realised that their decisions have impact.



PHOTOGRAPHY INTEREST GROUP

Since it started in September 2022, the photography interest group has added about 8 new members. One of our caseworkers, who had previously worked as a professional photographer, trains the youths on how to use DSLR cameras. The group meets frequently to discuss photography-related topics and develop their photography skills. To overcome their shyness while approaching people on the street to take pictures, the group also headed out for some hands-on street photography. One participant even gained the courage to offer her skills as a student photographer for school events.

DANCE WELLNESS CLASSES

At MKFC, several children have expressed a growing interest in using dance as a means of exercising and engaging in social interactions with their peers. Dance, along with other creative activities, provides children with an outlet to cope with various stressors. As of February 2023, we have enlisted the services of a dance teacher, May, to instruct nine children in hip-hop dance every week.

Conducting dance classes at MKFC has proven to be an effective strategy for attracting children who were previously inactive at the centre. Of the nine registered children, three had been inactive before but showed a keen interest and commitment to participating in the dance classes.

The dance classes have been designed to achieve meaningful learning outcomes, such as teamwork, building resilience, physical wellness, and emotional expression. Children are also encouraged to develop their self-confidence and self-esteem through dance.



ARTLINK WORKSHOP

In collaboration with Art Outreach Singapore, a group of 18 children from our MKFC and FOCY programmes participated in a recycled paper-making art workshop designed to enhance their environmental awareness, creativity, and self-confidence.



CELEBRATING RACIAL DIVERSITY

On 21 July 2022, MKFC organised a Racial Harmony celebration for our children. The purpose of this event was to instill values of respect, empathy, and teamwork among the children. Given that there had been some conflicts among some of the children due to racial insensitivity, this event was a timely opportunity to promote harmony and unity, and encourage them to learn and appreciate one another's ethnicities and cultures. The children had an enjoyable time participating in games, role-play activities, and trying various foods prepared for them. Towards the end, all the children were then invited to pen their reflections.



EDUGROW BOARD GAMES NIGHT

On 30 November 2022, EduGrow held its first physical mentor-mentee bonding activity since the easing of COVID-19 restrictions. 29 mentors and mentees came together for a great time of bonding at The Hut – a drop-in centre at 35 Marine Crescent that serves children and youth from lower-income families.

While the key objective of the event was to create bonding opportunities, we also took the chance to introduce new games that mentors and mentees can engage in with each other, and that mentees can also play with their own friends. Through board games, we were able to create valuable teachable moments such as the importance of teamwork, patience, and how to win or lose gracefully. It was heartening to see mentees taking care of each other and waiting for their turn for the games.

At the end of the activity, mentors and mentees were also asked to reflect on their experience, on what they enjoyed the most, as well as something they had learnt.

MORE ACTIVITIES IN ACTION!





THE YEAR AHEAD: BUILDING THE NEXT GENERATION

In the year ahead, in accordance with our vision and goals, we will continue to **build our capabilities and capacity**, by deepening our core programmes and initiatives to better serve the needs of children and families, refining staff and volunteer training and development roadmaps, and joining hands with other community groups, government agencies, corporate partners, and the wider public.

We will also **strengthen our organisational health and trust** by inculcating a culture of open communication, enhancing our internal staff support structures, and ensuring a high level of ethics and governance.



VISION

Every child, the best that they can be

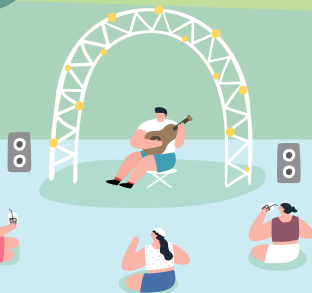
KEY PILLARS



Children empowered to thrive



A leading agency in child mentoring



Sustainable partnerships (people, public, private)

GOALS

Every child's developmental needs understood and addressed holistically

Empathetic and supportive family relationships

A virtuous cycle where every child gives back to the community

LCSS as a credible and respected voice in child mentoring advocacy

Comprehensive capabilities & enhanced capacity to serve our client

Strong governance & organisational health

Strong volunteer relationships that augment human resource needs

Effective and impactful strategic collaborations with government and SSAs

Committed long-term private donors, partners, and stakeholders that support funding needs

GUIDING PRINCIPLES

Spirit-led

Child-centred

Family-oriented

Strong & meaningful relationships

Community development

Volunteerism



LEADERSHIP & GOVERNANCE



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



Mr Seow Kiat Wang
Board Honorary Treasurer



Dr Gilbert Tan
Board Honorary Secretary



Ms Ng Mi Li
Board Honorary
Assistant Treasurer



Ms Ashley Low
Board Member



Ms Dawn Tan
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, and 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*
Mr Nicholas Goh Appointed 31 Aug 2021 Since 2011	Chairman Overseeing all 6 sub-committees	19 Oct 2011	Founder & Group CEO Verztec Consulting Pte Ltd	Finance Committee 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 Board Member, National Translation Committee	4/4
Mr Shaun Tan Appointed 31 Aug 2021 Since 2013	Vice Chairman Chair - 1. Fundraising Committee Member - 1. Finance and Investment Committee	26 Nov 2013	Group Chairman DG Packaging Pte Ltd	Board Member, The Mennonite Church Singapore Board Member, Tanjong Katong Primary School	4/4
Dr Gilbert Tan Appointed 31 Aug 2021 Since 2007	Honorary Secretary Chair - 1. Audit Committee 2. Human Resource Committee Member - 1. Programmes and Services Committee	28 Jun 2007	Former Professor Singapore Management University	N.A.	4/4
Mr Seow Kiat Wang Appointed 31 Aug 2021 Since 2004	Honorary Treasurer Chair - 1. Finance and Investment Committee 2. Nomination Committee Member - 1. Fundraising Committee	26 Feb 2004	General Partner Altara Ventures	N.A.	4/4
Ms Ng Mi Li Appointed 31 Aug 2021 Since 2018	Honorary Assistant Treasurer Chair - 1. Programmes and Services Committee Member - 1. Human Resource Committee	30 Jul 2018	Managing Director Rockbell International Software Pte Ltd	N.A.	3/4
Ms Ashley Low Appointed 31 Aug 2021 Since 2020	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	2/4
Ms Dawn Tan Appointed 31 Aug 2021 Since 2021	Board Member Member - 1. Audit Committee 2. Nomination Committee	5 Feb 2021	Managing Director Ashurst ADT Law Commercial and Disputes Lawyer and Arbitrator	Deputy Chairwoman, Singapore International Chamber of Commerce Member, Criminal Defence Aid Means Test Panel, Public Defender's Office (Ministry of Law)	4/4

*A total of 4 meetings were held between Apr 2022 – Mar 2023, 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

10 years of social service experience
 Director in various capacities, in a Finnish-based MNC
 27 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

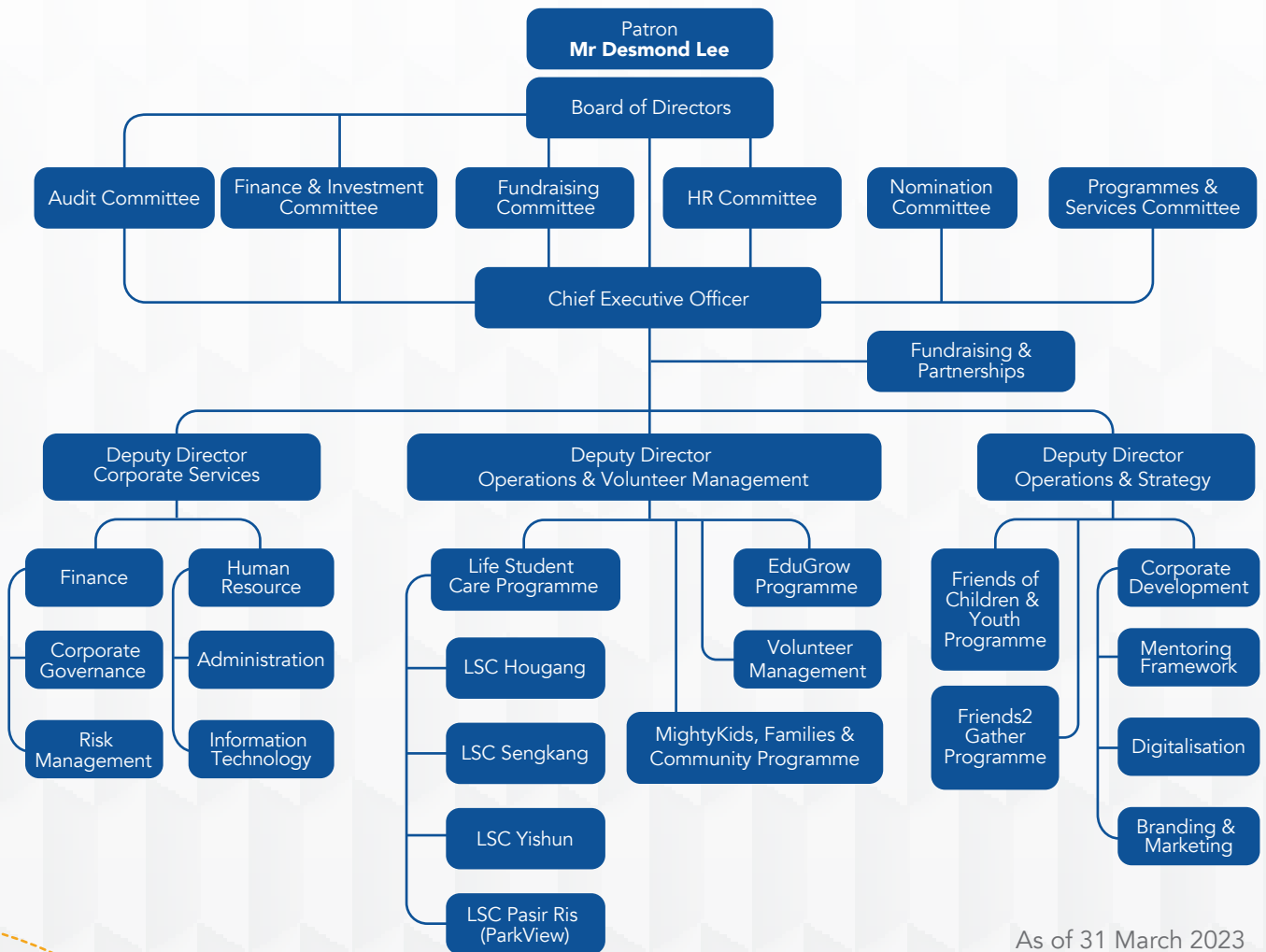


Nicholas Lo
Programme Manager
Friends of Children & Youth



Sabrina Sin
Programme Manager
Life Student Care

LIFE COMMUNITY SERVICES SOCIETY ORGANISATION CHART



As of 31 March 2023



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 and Institutions of a Public Character (IPC).

LCSS was awarded the Charity Transparency Award by the Commissioner of Charity in November 2022. This is a recognition of our governance in managing the charity to advance the purpose of touching lives and making an impact in our community. In the same month, we were also recognised by the Commissioner of Prisons, in supporting the children and families of offenders and ex-offenders on their rehabilitation journey.

Further, 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.

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 hold staff appointments.

The Board has met four times in FY22/23.

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 & Services committee

The Chairman oversees the work of all 6 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 to the organisation's established procedures and processes. The Audit Committee also oversees regulatory compliance and whistleblower guidelines, where applicable.

2. FINANCE & INVESTMENT COMMITTEE

Members: Mr Seow Kiat Wang (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), Mr Seow Kiat Wang, Ms Ashley Low

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

The HR Committee guides the development and revision of LCSS HR policies and procedures for Board approval, ensures LCSS's compliance to applicable employment laws and guidelines, codes of governance, standards and practices. The HR Committee also acts as a mediator for employee complaints or grievances when necessary or required.

5. NOMINATION COMMITTEE

Members: Mr Seow Kiat Wang (Chair), Ms Dawn Tan

The Nomination Committee examines the composition of the Board annually to ensure independence and proper equilibrium of expertise, skills, attributes and ability amongst the Board members in bringing value to LCSS. The Nomination Committee also oversees the succession planning and decision-making for prospective 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 an LCSS selection criteria 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 exercise through a customised Board Effectiveness Questionnaire to measure its performance in 2020. The areas identified for development were reviewed and addressed over a board retreat in the same year.

Going forward, the Nomination Committee will annually evaluate the effectiveness of the Board and identify areas of improvement.

In January 2023, an external consultant was engaged to lead the Board in another board retreat session. The consultant brought the Board to revisit LCSS's vision and mission, providing guidance to the Board on their roles in helping LCSS to thrive forward as LCSS looks to grow and anchor itself stronger, aligning to LCSS's strategic goals towards reaching its vision and mission.

DISCLOSURE OF BOARD MEMBERS' TENURE

LCSS's Mr Nicholas Goh and two other Board members, Mr Seow Kiat Wang and Dr Gilbert Tan, have served more than ten consecutive years on the Board. The Chairman remained in playing a key role in leading the Board, and together with Mr Seow Kiat Wang and Dr Gilbert Tan, they remained on the Board to guide the Board renewal process, as well as to ensure that LCSS continues to attain and maintain the highest standards of corporate governance.

LCSS has two spiritual advisors, Dr Tan Kok Beng (founder of LCSS) and Mr Goh Kng Yan. They were previous board members, and as spiritual advisors, they provide pastoral care and support to LCSS staff and leaders.

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.

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

In addition, 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.

STRATEGIC MANAGEMENT

Changes in the environment present new opportunities which require LCSS to work in innovative ways to weather any challenges coming alongside such opportunities. LCSS has in place a Strategy Development Process which includes a Board Retreat for the Board and Management to agree on new strategic thrusts, the direction forward and priorities to ensure LCSS stays relevant to any changing environment and needs as well as moving in tune with the sector with an aim to be a future-directed 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 (FY2022/23)

\$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 provide any sponsorship to any charities

VOLUNTEER MANAGEMENT

Our volunteers are our partners who are passionate and committed to give their time and skills to fulfil our mission of empowering children & families through care and mentoring, and together build a caring community.

LCSS has in place a volunteer management policy and procedures to provide guidance on the key operational procedures in our volunteer management framework. Our volunteer management framework encompasses these key areas - Recruitment, Screening, Training, Onboarding and Matching, Recognition and Feedback, Relationship Management, and Closure of Relationship.

Our volunteers comprise passionate individuals and committed corporate/ institutional partners, who support us and our beneficiaries through service-based or skill-based volunteering. Each volunteer role has a position description, which outlines the role requirements, commitment, and expectations of the volunteer. Feedback from our volunteers is essential so that we can continuously enhance our programmes. Such volunteer feedback is obtained through surveys, feedback forms and exit interviews with outgoing volunteers.

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 stakeholders' interests and LCSS's assets.

The Finance and Administrative departments ensure 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 \$10,000 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.

Reviews are also conducted regularly to ensure the effective functioning of LCSS internal controls and processes, ensuring any key risks are 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 sub-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 and 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 FY22/23.

Restricted Funds Policy

LCSS uses restricted funds according to the respective donors and funders' intent for our programmes. Should an excess from the funding result, LCSS communicates with the respective donors and funders on planned usage of the unutilised balance in future periods, if allowed.

PERSONAL DATA PROTECTION POLICY

LCSS is committed to complying 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 the 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

PUBLIC COMMUNICATIONS POLICY

In the context of good governance, all feedback, complaints and grievances by the public, donors, volunteers, and clients are addressed by the CEO. The CEO responds immediately (within 24 hours) or consults the Board on the appropriate response, depending on the nature and complexity of the complaint. The turnaround time for LCSS to decide on the appropriate action to be taken and to communicate to the complainant in writing is 1 week upon receipt of the complaint. A log is maintained by LCSS for all feedback, complaints and grievances received. The log documents important information such as the date of complaint, the nature of complaint, and the 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 with LCSS values in achieving its vision and mission.

RISKS MANAGEMENT

The Board oversees the risk management of LCSS, particularly the Audit Committee. The Board has established policies and guidelines for financial limits, internal control systems and processes, corporate procedures and work plans to achieve LCSS's strategic objectives. The Board and the CEO review the policies, guidelines, plans, internal control systems and processes to identify potential risks, determine level of risk tolerance, and develop action plans for key risks to be addressed and reviewed on an ongoing basis. Areas of review include financial, governance, strategic issues, work plans, policies, operational, public communications, human resource, data and information technology risks. The CEO, staff, and even volunteers are responsible for carrying out daily operations in accordance with the risk management policies, guidelines and strategies to foster a risk-aware culture in LCSS.

Business Continuity Plan

LCSS has Business Continuity Plans (BCP) in place to safeguard the interests of our beneficiaries and stakeholders. These BCP plans help mitigate losses and ensure the ongoing of our operations in providing the essential services, programmes and corporate practices when disasters or unforeseen situations strike LCSS.

All staff are informed of these plans and all persons involved in the delivery of services are fully aware of their roles and responsibilities in ensuring business continuity in case of any disruptions in our service.

FUNDRAISING PRACTICES

LCSS has established guidelines on fundraising. These guidelines are based on the best practices set out by the National Council of Social Services and the Charity Council. We do not disclose donors' identities or share information on donors without their prior permission. LCSS does not engage in any third-party fundraisers.

The funds raised go towards helping our beneficiaries through our core programmes which focus on intervention work and holistic development in alignment with our vision and mission. All donations received (solicited or unsolicited) are properly accounted for and promptly deposited.

At LCSS, the fundraising efficiency ratio is always kept below 30%, commonly known as the 30/70 rule.

GOVERNANCE EVALUATION CHECKLIST

LIFE COMMUNITY SERVICES SOCIETY
(for the period April 2021 to March 2022)

S/N	Description	Code ID	Compliance
Board Governance			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	<input checked="" type="checkbox"/> Complied
	Are there Board members holding staff ¹ appointments? (Skip items 2 and 3 if "No")		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
2	Staff ¹ does not chair the Board and does not comprise more than one-third 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 distinct from their Board roles .	1.1.5	<input type="checkbox"/> Complied
4	There is a maximum limit of four consecutive years 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 re-nomination and re-appointment , at least once every three years.	1.1.8	<input checked="" type="checkbox"/> Complied
6	The Board conducts regular self-evaluation 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 reasons for retaining Board member(s) who have served for more than 10 consecutive years .	1.1.13	<input checked="" type="checkbox"/> Complied
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	<input checked="" type="checkbox"/> Complied
Conflict of Interest			
9	There are documented procedures for Board members and staff ¹ to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	<input checked="" type="checkbox"/> Complied
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	<input checked="" type="checkbox"/> Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan 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 Volunteer² Management			
12	The Board approves documented human resource policies for staff ¹ .	5.1	<input checked="" type="checkbox"/> Complied
13	There is a documented Code of Conduct for Board members, staff ¹ and volunteers ² (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 ¹ .	5.5	<input checked="" type="checkbox"/> Complied
	Are there volunteers ² serving in the charity? (Skip item 15 if "No")		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
15	There are volunteer management policies in place for volunteers ² .	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

S/N	Description	Code ID	Compliance
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures .	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 identify, regularly monitor and review the charity's key risks .	6.1.4	<input checked="" type="checkbox"/> Complied
20	The Board approves an annual budget 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 documented investment policy approved by the Board.	6.4.3	<input checked="" type="checkbox"/> Complied
	Fundraising Practices		
	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 properly accounted for and promptly deposited by the charity.	7.2.2	<input checked="" type="checkbox"/> Complied
	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 properly recorded and accounted for by the charity.	7.2.3	<input checked="" type="checkbox"/> Complied
	Disclosure and Transparency		
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	No Board member is involved in setting his or her own remuneration.	2.2	<input type="checkbox"/> Complied
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3	<input type="checkbox"/> Complied
	Does the charity employ paid staff ¹ ? (Skip items 27, 28 and 29 if "No")		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
27	No staff ¹ 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 each of its three highest paid staff¹ , who each receives remuneration exceeding \$100,000 , in bands of \$100,000; and ii) If any of the three highest paid staff ¹ also serves on the Board of the charity. OR The charity discloses that none of its staff ¹ 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 ¹ who are close members of the family ³ of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff ¹ who are close members of the family ³ of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	<input checked="" type="checkbox"/> Complied
	Public Image		
30	The charity has a documented communication policy 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 & CORPORATE INFORMATION



CORPORATE INFORMATION

LIFE COMMUNITY SERVICES SOCIETY (LCSS)

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

Auditor

C.C. Yang & Co.

Lawyer for Property Matters

Kalco Law LLC

Registered Address

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

Bankers

DBS Bank, Standard Chartered Bank,
OCBC Bank, Maybank, UOB Bank

Investment Adviser

Standard Chartered Bank, Business
Banking - Treasury

Website

www.life-community.org

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 CHEQUE

Make the cheque or postal 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.

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**

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CONTACT US

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LIFE STUDENT CARE CENTRES

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Singapore 530665
T: 65-6489 8720
Email: hglsc@life-community.org

LSC Sengkang

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Email: sklsc@life-community.org

LSC Yishun

611 Yishun St 61 #01-199
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T: 65-6755 0678
Email: yslsc@life-community.org

LSC Pasir Ris

Located within Park View Primary School
60 Pasir Ris Dr 1 Singapore 519524
T: 65-6282 2969
Email: pvlsc@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