

Empowering children and families through Care and Mentoring

Annual Report 2020/21





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LIFE COMMUNITY SERVICES SOCIETY

Life Community Services Society (LCSS) is a charitable organisation registered under Registry of Societies in March 1996. It is an approved Institution of Public Character (IPC) and a full member of the National Council of Social Service. As an IPC, all donors of LCSS are given tax deduction of 250% on the amount donated.

Unique Entity Number (UEN) : S96SS0100H
Registered Address : 5 Stadium Walk #04-04/07
Kallang Leisure Park
Singapore 397693

1996 - 2021

25 years of dedicated community service by the Grace of God.

VISION

Outreach to the Community

MISSION

Empowering Children and Families through Care and Mentoring

4 CORE SERVICES



Friends of Children

Provide care and support for children (7-13yrs) with parent/s presently/formerly incarcerated through Social, Physical, Emotional, Educational and Dollars (S.P.E.E.D.) intervention.



Friends of Youth

Befriend and mentor youths (12-19yrs) with parent/s presently/formerly incarcerated by harnessing their energy and talent into positive outcomes through Social, Physical, Relational, Emotional, Academic and Dollars (S.P.R.E.A.D.) intervention.



MightyKids, Families & Community

Serve and mentor the community children and youth; affirming and nurturing them within a caring and learning environment. Our focus is on building their Character, Competency and Connection through creative and enriching activities.



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

Strengthen social mobility of children from low-income families by adopting a relational approach where community mentors are matched to the children, supporting their aspirational, character, educational, financial and relational growth, in addition to group academic coaching, activities and workshops as part of the EduGrow programme. This is a joint project with The Hut Limited.



Message from Chairman

Thanks be to God for his faithfulness and favour for all who walk in His will.

I would like to express my deepest thanks and appreciation to my fellow Board members of LCSS, Executive members of LCSS and LCSS staff for the support and dedication.

I would also like to thank all donors, volunteers and partners of LCSS for your generosity - trusting, and having faith in the work of LCSS especially during these times. Each and every one of you means a lot to us and it is only with your kind support that we continue to see more lives being touched, and good fruits across our programmes.

LCSS exists to empower children and families through care and mentoring. We aim to review, enhance and grow our four core programmes to proactively reach out to our community, and to bring about greater blessings to those in need.

The year 2020 has been an eventful year for all of us and we learnt many lessons. The COVID-19 pandemic has indeed changed the way we live, work and play. For those who have lost their jobs and whose businesses are affected, many would have to make adjustments and grow in resilience.

At LCSS, the pandemic demands many adjustments that we have to make as well, both with staff as well as the way we engage with our beneficiaries. I am pleased to mention that LCSS has a competent management team who has been working tirelessly to see us through. Indeed, it is during such times of crisis that good and competent leaders are called to step up to meet new challenges and become stronger in the process.

We are also thankful for our Government's commitment in managing the difficult COVID-19 pandemic and to protect the lives of our people.

Finally, I would like to end with an encouragement verse from 1 Thessalonians 5:16-18. Rejoice always, pray continually, give thanks in all circumstances; for this is God's will for you in Christ Jesus. We are called to have faith, rejoice and give thanks for all circumstances. For though we may not know what Tomorrow holds, we surely know who holds Tomorrow.

Chairman
Mr Nicholas Goh Cher Shuie



Message from CEO

Dear Friends of Life Community,

We started FY2020/21 in a 2-month Circuit Breaker. We had to find ways to keep our services up and running. We had to find new ways to engage our young clients and ensure our financial sustainability. We turned our islandwide, physical home visits into e-visits. Our caseworkers and volunteers braved pandemic risks to deliver food rations to needy children and their families. We increased our supply of food rations to each family because while worried Singaporeans were sweeping supermarket shelves clean, many of our clients could not afford even to purchase daily necessities. We were taken aback to be informed that two of our young clients were left stranded when their sole caregiver quietly passed away at home. Thankfully, the police were able to locate our caseworker's contact information in the caregiver's mobile phone, and we were thus able to render immediate help. We are sobered by the thought of how unpredictable life can be and how we ought not to take things for granted, even as we strive to do what we can to care for the community.

I am heartened by how our team banded together and managed to restore close to 95% of our regular, physical daily operations - all within a month after we stepped out of the Circuit Breaker. We continued our yearly tradition of holding a Christmas party, along with other group activities, while still observing safe management measures. We did not allow the pandemic to stop us from reaching out, even though the work had indeed become more tedious. What normally took five hours per session to complete, had to be done over twenty hours (four sessions)! But the effort more than pays itself off when we see high participation rates and our clients' happy faces. We believe every seed we sow will one day bear fruit, like how some clients who have graduated have now returned to volunteer and play their part.

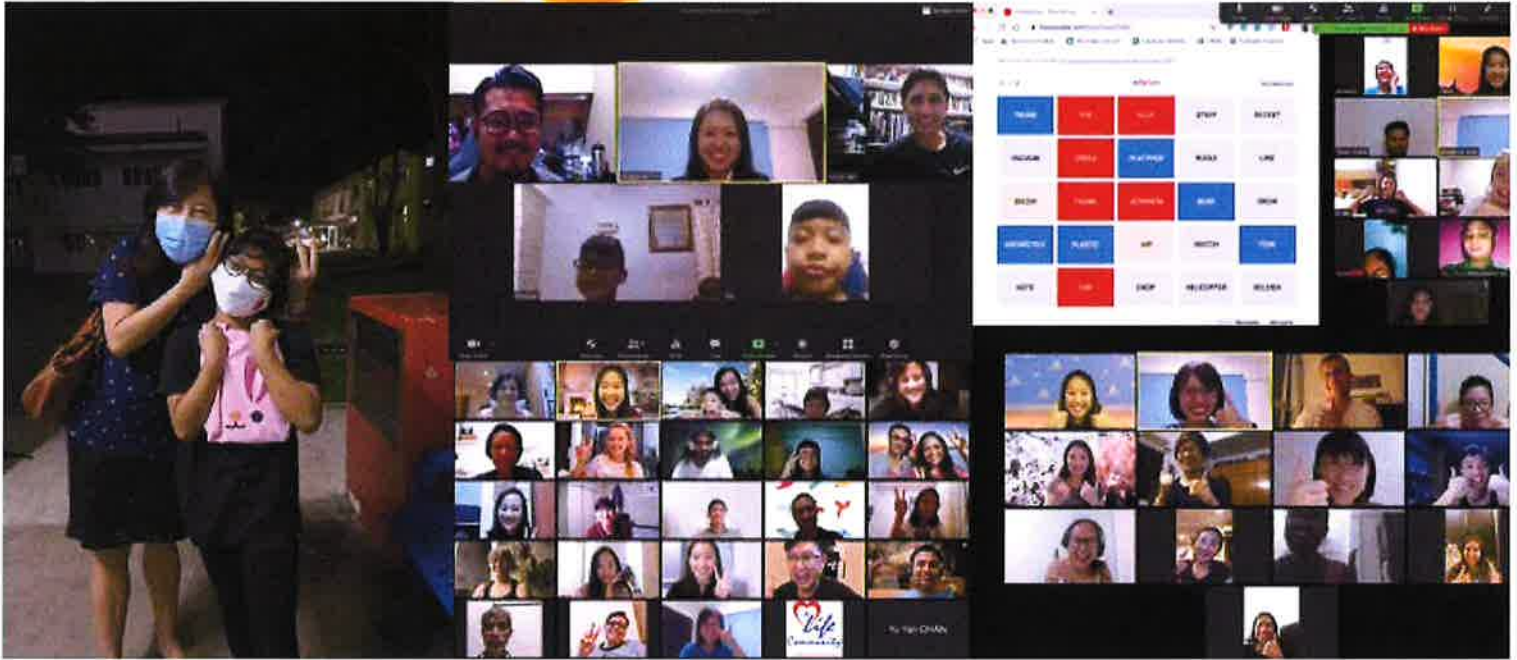
One story touched me deeply and reinforced the importance of Life Community's purpose of building one-to-one relationships through care and mentoring. A client of ours attended an event wearing a pair of shoes which clearly was too small for him. Instead of sitting aside, he decided to complete the game stations barefoot, even if it meant suffering multiple blisters. Upon noticing his blistered feet, I could not help but run to a nearby store, half hopeful that there would be something suitable in the vicinity of Kallang Leisure Park. Thank God I managed to purchase a new and appropriately-sized pair of slippers for him! Shortly after, his caseworker came forward to thank me for getting him the slippers because, according to her, his family could not afford to do so for him. It pains my heart to know there are so many privileged children out there, yet there are others to whom life has handed a "poor deck of cards". It is for this reason that we all the more have to push on for them.

FY2020/21 was a year in which we had to learn to relearn as the world reset. The battle against COVID-19 is expected to be long-drawn. While the future may seem uncertain, we are undeterred by the challenges it brings for Isaiah 40:31 says, "**THEY SHALL MOUNT UP WITH WINGS LIKE EAGLES.**"

We shall keep ablaze our vision of Outreach to the Community, and run with passion our mission to Empower Children and Families through Care and Mentoring.

Chief Executive Officer
Ms Lam Moi Kwai

Mentoring children is at the heart of what we do



Our volunteers are our most valuable resource. Over the past year, they displayed an especially high level of resilience, patience, and determination in overcoming Covid-19 restrictions and adapting to new modes of engagement. They harnessed technology to ensure that our beneficiaries continued to receive care and support, despite a significant reduction in face-to-face interaction. At times, when the children and their caregivers appeared unresponsive or disinterested, our volunteers continued to persevere and worked closely with our caseworkers and teachers to explore creative means of addressing the unique needs of each child.

Since 2004, we have matched hundreds of children with trusted adult mentors who guide them through their transitional years from Kindergarten to Primary School, and from Primary to Secondary School. Fast forward to today, this has grown into a core pillar known as Life! Mentors which features heavily in all our programmes.

Under the constant guidance and care of our Life! Mentors, our children have been able to establish stronger foundations in their early years, develop resilience and self-reliance, and become much better-positioned in the long run to break out of their existing social cycles.

Mentoring Story: Strangers to Best Friends



Before we judge, let's remind ourselves we were all once young like them, and I believe each of us has a story to share and to inspire.

Life Community was right from the start, this journey has been fulfilling not only for Kris*, but for both of us. Nandri, Kris* – my thoughtful and caring friend. One day, you will grow up and inspire children like yourself. And one day, let's Tik-Tok.

- Ms Ng Joan, Life! Mentor since 2018 & Volunteer Award 2020 Recipient

It had been more than 2 years since Kris* and I first met. We were alike in many ways, and being sociable was one of them. By our second meet up, I was being introduced to her friends as her mentor, her best friend.

When we first started, I struggled playing "catching" in my work outfit and high heels. Now, I still could not catch up with Kris*, but it was never the end game that matters. Instead, it was the weekly conversations we had during catching that I enjoyed and treasured. Now, with or without 'catching', we are able to share our thoughts and "secrets" with each other.

Recently, Kris* asked me how my work was. I replied gesturing it was okay. She asked if it was because the workaholic me did not have enough work. This reminded me that the only time I told Kris* that I was a workaholic was back when we first met 2 years ago. We often hear these from us adults, "They are not listening. They do not appreciate our effort." But who are the "they"?

Hi Joan! Congratulations on your award, and good job! Thank you for not leaving my sight during this whole period. I really appreciate the times when you were with me when I was down and really needed someone – you have been here for me as a best friend. Thank you! I hope you do your best in your future, and hope to see you soon!

-Joan's Mentee

*Pseudonym used (not his/her real name)

Mentoring Stories: Step by Step



Congratulations, Kathleen! You got the award. Thank you for teaching me how to spell words. You are the best mentor. Thank you, Kathleen!

-Kathleen's Mentee

My experience as a mentor has been a fulfilling journey thus far. In the beginning I did not quite know how to start the mentoring relationship, but once I have found out a few things that my mentee likes to do, I would do that activity more often and she became more open and comfortable to share with me about her life.

What keeps me going is knowing that my mentee is excited to see me each week and seeing that she is getting more confident about herself through activities that she likes to do.

I observed that arts and crafts help her to gain confidence especially when she realises that she can create something on her own and see her work come to fruition.

Through mentoring, I hope to be able to inspire my mentee in a positive way; to be able to help her build confidence, character, and grit. More importantly that she can not only dream, but she has what it takes to pursue her aspirations.

- Ms Kathleen Chan, Life! Mentor since 2019 & Volunteer Award 2020 Recipient

Partnership with Dazhong Primary School



As part of the MOE UPLIFT Programme Office's initiative to strengthen support for students from disadvantaged family backgrounds, LCSS partnered Dazhong Primary School (DZPS) in 2020 to provide tele-befriending services to students with high needs. This was especially crucial during the circuit breaker period where students were on full home-based learning and had little social interaction. Such intermittent or prolonged periods away from school may also have adversely impacted their studies.

With the support of our trained volunteer mentors who worked closely with the school, the students were able to maintain positive social connections. Our volunteer mentors observed and attended to the well-being of these students daily, and encouraged and motivated them to press on in spite of the challenging circumstances. Most of all, they were friends that the students could talk to while stuck at home.

In appreciation of our partnership, DZPS presented LCSS with the Dazhong Partnership Award at the school's annual Prize Giving Day on 20 November 2020.

Volunteers Appreciation Event 2020

We Love & We Care



DG Packaging Pte Ltd

... SAFETY - OUR FIRST PRIORITY ...

Graced by Minister of State (MOS) for Education and Social and Family Development Ms Sun Xueling, and hosted by our very own mentor-mentee pair Su Qi and Serine, who began their mentoring journey two years ago, this was a heartwarming evening of appreciation and thanksgiving for our dedicated community of Life! Volunteers on 21st December.



We spotlighted the contributions of **31 long-serving and 6 of our most outstanding volunteers**, and were encouraged by the testimonies of alumni and beneficiaries who shared how their lives have been transformed by our programme. We were also energised and inspired by performances from the FOCY dance crew, and musicians from LSC and MKFC trained by Aureus Academy. As a token of our appreciation, all volunteers received an appreciation card specially handmade by our children.

In addition, DG Packaging Pte Ltd generously committed \$5 for every hour put in by our volunteers in the month of November. In all, 118 volunteers contributed 365 hours over 6 activities. DG Packaging very kindly rounded up the final amount to \$2,000. Thank you, DG Packaging and all volunteers!

Voluntary Appreciation Event 2020

We Love & We Care

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Opening Remarks by Guest-of-Honour Minister of State (MOS) for Education and Social and Family Development Ms Sun Xueling

Mr Nicholas Goh, Life Community Services Society Board Chairman, Ms Lam Moi Kwai, Life Community Chief Executive, Life Community Board, management, staff, colleagues, volunteers and friends.

A very good evening to you. I am pleased to join you at Life Community's volunteer appreciation event today. Even though we are not able to meet in person, I am glad that Life Community has organised this virtual event to celebrate and affirm the contributions of our volunteers.

This year, we have seen the impact that the COVID-19 pandemic has brought onto some families and individuals. Those who were already in more vulnerable situations faced increased financial needs, employment insecurity, and heightened family tensions.

During this period of uncertainty, the role of social service agencies such as Life Community becomes even more important in supporting vulnerable children and families.

Amidst this trying period, I am heartened to know that many of you have stepped up and come forward to contribute your skills, resources and time, to support these families. For instance, I understand that some of you have contributed laptops and tablets through Life Community to support home-based learning for children from low-income backgrounds. Through reading buddy programmes, you have helped to provide greater English language literacy support to children. You have mentored children and youths, and adapted to virtual means when physical gatherings were not possible. Where children and caregivers were unresponsive or less engaged, you have worked closely with case workers to help address the needs of the child and the family.

Crisis often brings out the best in us, and COVID-19 has shown the generosity and selflessness of Singaporeans. I encourage you to continue to contribute your time and skills towards helping the less privileged among us, for that is what makes us stronger as a society.

Thank you, Life Community and volunteers, for all your hard work and dedication, and I wish you a wonderful evening ahead.

- December 2020

Volunteers Appreciation Event 2020

We Love & We Care



Life Community has played a very big role in my life. Because of Life Community I got to experience Christmas parties and make new friends. Growing up, I did not experience certain privileges and Life Community helped to plug that gap. Not just in terms of funding, but also academic and mentoring support. I was assigned to a mentor in Primary One, and till now I am still in contact with him – it has been 14 years! It indeed takes a village to raise a child. A lot of times, things might seem very bleak, and we are unable to dream big and believe that we can achieve anything. The most important thing that Life Community has given me is hope.

From a beneficiary, I am now giving my time back to Life Community. When I was younger, I used to be very mischievous and gave my volunteers a hard time. Volunteering has allowed me to put myself in their shoes and trained my patience. It has been very meaningful and rewarding – when you see children fulfilling their potential and growing in character, they are a testament of the work that we do. I hope to continue volunteering, and that more will step forward to give their time as well, for time itself is priceless and invaluable.

- Mr Marcus Ng, Beneficiary-turned-volunteer

Impact at a glance

| | FY 20/21 | FY 19/20 |
|-----------------------------------|----------|----------|
| No. of Clients (aged 6-19) Served | 850 | 971 |
| Total No. of Volunteers | 1017 | 1187 |
| No. of Life! Mentors | 112 | 100 |
| No. of Life! Mentors Manhours | 1485 | 1401 |
| No. of Volunteer Activities | 514 | 411 |



850

Beneficiaries helped



1017

Volunteers gave their time to help



699

Activities conducted

Total staff strength as at 31 Mar 2021: **77**

Friendly of Children & Youth



Friends of Children provides care and support for children (7-13yrs) with parent/s presently/formerly incarcerated through Social, Physical, Emotional, Educational and Dollars (S.P.E.E.D.) intervention.



Friends of Youth befriends and mentor youths (12-19yrs) with parent/s presently/formerly incarcerated by harnessing their energy and talent into positive outcomes through Social, Physical, Relational, Emotional, Academic and Dollars (S.P.R.E.A.D.) intervention.



313

Beneficiaries helped



214

Volunteers gave their time to help



101

Activities conducted

OUTCOME STATEMENT

Out of all the children in this programme:



100%

Children have a caring and trusting relationship with caseworkers or mentors



80%

Achieved a reduction in risk* factors, or an improvement in resilience** factors



74%

Achieved both a reduction in risk* factors, and an improvement in resilience** factors

***Risks factors** include unfavorable family relationships, poor living situations, emotional issues, and behaviours issues such as self-harm or bullying

****Resilience factors** include social skills, developing talents, and emotional resilience to overcome challenges

LCSS Children's Camp in Collaboration with Youth Corps Singapore

The Children's Camp was organised by Kinderjoy, a team of PSC scholars from Youth Corps Singapore. The camp was held over 2 days at The Red Box. As part of our Safe Management Measures, we had 2 runs of the camp, on 17-18 and 22-23 December, and a total of 31 children attended.

The objective of the camp was to build confidence in the children through various activities. The children learnt about environmental sustainability, financial literacy and their love language. There were games to reinforce what they learnt and other activities such as sports games, cup games, 'Among Us' in real life and a movie screening. The children gave feedback that the last game was the most memorable part of the camp. We want to thank Youth Corps Singapore (YCS) and Kinderjoy for planning an engaging and meaningful activity for the children.



Annual Christmas party 2020

The annual Christmas Party was attended by 106 children over 4 different sessions on 5th and 12th December 2020.

Due to the Covid-19 pandemic, there were many challenges in planning and executing the party with Safe Management Measures. Yet the planning team **chaired by our Volunteer, Mr Augustine Lee** was determined to organise the party as they felt that it could be a good way to end the year for the children given the Covid-19 related-challenges they faced. The team exercised extreme caution to ensure that the children could still have an enjoyable experience celebrating Christmas while not compromising on safety and health.



The theme of the party was “**All Star Christmas – Shine Brightly**”, reaffirming our children that they too can be like the stars that shines ever so brightly during the darkest of nights.



The party was done in an ‘Amazing Race’ format where teams of 5 went around the National Stadium to complete challenges. The children had fun working together and at the end of the event, they received food and a Christmas gift. Seeing the joy on the faces of the children and the positive feedback from volunteers made it worth the effort.

The party would not have been such a success without the participation of more than 30 volunteers helping in various ways such as ferrying the children and being the team leaders.

We also want to thank **ANZ Singapore** for sponsoring the Casio Watches which were given to the children as a Christmas gift.

LEAD (Leadership Exploration And Development)

The new run of LEAD programme for FY 2020/2021 started in September due to the disruption caused by Covid-19. This is the sixth and final year of funding provided by a corporate partner of Community Foundation of Singapore. It is scheduled to end in November 2021 and we will be looking for new corporate partners to sponsor the programme.

Over the years, the programme has brought about positive outcomes including forged friendships, strengthened bonds, raised motivation, imparted character values, lifted lives amongst a vulnerable group of youths who if left alone, could result in widening the inequality issue in Singapore.

The LEAD sessions are conducted on Saturday mornings so the youths have to put in extra effort to wake up early on Saturdays. For many of them, sleep is very important. On top of that, there are so many things that a youth can choose to do including being glued to the social media, the sustained participation of the youths is a testament of the success of the programme. For every session they attend, we have successfully negated the possible bad influences in their lives.

The staff have seen improvement in behaviour and attitude of the participants. Ivan (not his real name) is one of the youths who attends the programme regularly. In spite of his history of delinquent behaviour, we can see him trying his best to learn and apply the lessons that are being taught. The staff are encouraged by his effort and celebrate with him the progress he has made.

There are many other youths like Ivan and it makes the work meaningful when the staff see them overcome their challenges. Life Community believes every youth has a potential and we want to continue to help them in helping them achieve their fullest potential.



LEAD 2019/2020

Graduation



At Life Community, we believe that family support is an important component that promotes healthy development of the child. In spite of the challenges post by the pandemic, we made efforts to strengthen this aspect by having family bonding activities.

On 10 and 11 September, we had the first of such activity with the LEAD (Leadership Exploration And Development) Graduation event. Every year, participants from the LEAD programme would mark their completion of the programme with a graduation ceremony. It was traditionally held during the March school holidays but we postponed it to September due to the Circuit Breaker and to coincide with the September school holidays.

A total of **32 clients** and **6 caregivers** were engaged through this activity. The caregivers and youths were able to bond with one another through a fun session of bowling at Kallang Leisure Park. This was followed by a meal where caseworkers showed a video of the programme's activities with the participants, which allowed them to reflect and reminisce on the values learnt and friendships forged.



The event ended on a high note, with certificates presented to the participants by our CEO, Moi Kwai. Prizes were also awarded to 9 different youths who displayed outstanding behaviour throughout the programme. Words of affirmation and thanks could be heard from the participants and caregivers for the opportunity to be invited to such an event even during the Covid-19 pandemic. One caregiver expressed her gratitude towards LCSS for their valuable help throughout the years while another is appreciative to LCSS for the opportunity to bond with her 3 children.

Youth Camp 2020

The youth camp, held from 15 to 17 December, was another platform for family bonding. The annual camp was primarily for the youths but this year we had a segment where we invited the caregivers to join in. The camp was attended by **35 youths and 5 caregivers**.



The theme of the camp was to get them to reflect on the kind of influences they are allowing into their lives as well as the type of influence they are embodying. We decided on this theme because we wanted them to think about their actions and they can be the positive influence among their peers.

The activities included escape room, sports day, laser tag, water games and a bazaar game. The camp ended with a gift making session using Perler beads followed by a family bonding session! The 5 caregivers who joined us on the last night also had fun and got to know their children better after the bonding session.

I COACH U (ICU) Scholarship Award Ceremony Sponsored by Lam Seng Hang Co Pte Ltd (LSH)



On 13 March 2021, we had a scholarship award ceremony to reward the students under our "I-Coach U" (ICU) tuition programme.

The scholarship is generously funded by Lam Seng Hang Co Pte Ltd (LSH). A total of 12 award winners were selected based on a set of criteria including the achievement of at least 10% improvement in academic results as well as the learning behaviour and commitment of the clients and caregivers. Each awardee was also given a cash award of \$250 credited directly to them following the ceremony.

The invited guests include **7** caregivers, staff and **16** other youths. Our aim for the youths who attended is for them to be inspired and strive to do well. For caregivers, it was an occasion to witness the recognition of the awardees' achievement. 2020 was not an easy year for students. They had to adjust to Home-Based Learning, which was harder for the students that does not have access to the internet or digital device. For many of the families, Covid-19 exacerbated their existing challenges hence we held the ceremony to commemorate the achievement in spite of the challenges. The caregivers feedbacked that it was a well organised event and expressed for more of such family bonding activities.

Our Success Stories: Battley Won



Nelly (not her real name) is currently doing her Secondary 4 at age of 18, where most would have progressed to their ITE studies. Nelly's story is one of tenacity and never give up, and we hope her story would inspire those on the journey.

A proper childhood was not a given for Nelly for her mother was in and out of prison in the last 13 years of her life. Although she had siblings, they did not get along well.

During the Circuit Breaker last year, her strained relationships with her family members deteriorated. By then, she had already stopped going to school for a year and had twice attempted suicide. She had trouble sleeping, and thoughts of giving up as life was empty and lonely. Her only solace was the monthly visits she received from her caseworker of Life Community Services Society.

Nelly confided in her caseworker that she took on a part-time job as a toilet cleaner, although she wanted to go to school, she was afraid that she could not catch up with the syllabus and might get retained again. She was often late for school due to her irregular sleeping hours.



Not only did her caseworker encouraged her by mapping out her future, and the options if she quit school, she also worked alongside with the school while they set specific, measurable, and achievable targets that effectively helped to pace Nelly back into school. The regular sessions of intervention and emotional support proved useful when Nelly passed her year-end examinations in 2020. Nelly was elated, and so were the people who were walking alongside her. She now looks forward to be enrolled in ITE for vocational studies when she completes her secondary school in 2021. With her eyes set on her future, Nelly hopes to be a role model for her siblings.



Our Success Stories: Digital Dangers



Naomi (not her real name) is turning 10 years old this year. She stays with her stepmother who is 59 years old. Both Naomi's parents are incarcerated. Due to parental incarceration, she was previously under foster care while growing up. Her stepmother decided to take her in and is now her main caregiver.

In December 2020, a new caseworker was assigned to the family. On the first visit, the caseworker bought food rations before engaging both Naomi and her stepmother.

Through a conversation starter game, Naomi began to warm up to the caseworker. She shared that she is in Primary 3 this year. She enjoys reading and aspires to become a teacher when she grows up.

As it was Naomi's birthday month, the caseworker also prepared a birthday gift for her (Painting set). Naomi was elated and wanted to paint together with caseworker.

While painting, her stepmother came to join, and caseworker took the opportunity to engage her. Over time, stepmother started to share about her own history of incarceration due to substance use. She was proud to stay clean for many years and hopes to support Naomi in following the right path.

After Naomi finished painting, stepmother raised a concern to caseworker that Naomi had thoughts of cutting her arm with a pen knife. She was worried about Naomi self-harm behaviours.

Caseworker invited Naomi back to have a joint conversation together with her stepmother. By asking probing questions, Naomi disclosed that she learnt about this act of self-harm from social media. Caseworker helped Naomi to think about the negative consequences, which include hurting herself and her loved ones. Caseworker then obtained Naomi's verbal consent to not imitate this behaviour. In addition, Naomi was encouraged to show any social media content to her stepmother if she ever feels confused. Finally, her stepmother was advised to keep an active lookout for future content watched by Naomi.



Mighty Kids, Families & Community



MightyKids, Families & Community serves and mentor the community children and youth; affirming and nurturing them within a caring and learning environment. Our focus is on building their Character, Competency and Connection through creative and enriching activities.



102

Beneficiaries helped



76

Volunteers gave their time to help

OUTCOME STATEMENT



88%

Developed quality relationships with their mentor



70%

Improved in competence character, connection, and contribution



107

Activities conducted

Our Success Stories: Ray of Hope

Sonny's (not his real name) father is a repeat drug offender and was arrested for dangerous driving under the influence of drugs. His mother suffers from depression and mood swings, and has a challenging time managing a new-born baby and a active two years old toddler.

Sonny, now 12 years old, was teased by his school mates when his father was incarcerated and he would retaliate by fighting back. Sonny started experimenting with smoking as a way of coping with his emotional stresses. Fortunately his mother discovered it early and managed to put a stop to it.



Our staff reaches out to Sonny through mentoring sessions, journeying with him during this difficult phase of his young life. Sonny finds comfort and solace in just knowing that there is a caring adult whom he can turn to in his time of distress. This source of comfort is like a ray of hope in a dark tunnel. Participating in our regular soccer and hip-hop dance activities are good avenues for his therapeutic expressions and emotional well-being. We are also collaborating with the nearby family service centre and social service office to support this family. Sonny is relieved that his father is now back at home to shoulder the family responsibilities.



Life Student Care



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.



372

Beneficiaries helped



696

Volunteers gave their time to help



434

Activities conducted

Life Student Care @ Hougang: A Leap of Confidence

Ashley Teoh was a shy and soft-spoken girl. She found difficulty in doing her school work in the beginning when she came to student care. She had difficulty reading her work. Her first word was "I do not know how to read". She also found difficulty in communicating with her friends.

In 2020 she joined the Deutsche Bank reading programme. Progressively, there was an improvement in her work. Communication with her friends also improved. She can read and do her school work with confidence.

In December 2020, she took part in the LCSS storytelling reading programme and won the Most Creative Award, and received a twenty-dollar Popular book voucher. Her mother wrote in to express her gratitude for the support her daughter has received.



Janelle Lee was weak and not able to recognise the alphabet when she came to student care. She would cry when the teacher asked her any questions. At times she would sleep during class time. She took a long time to complete her work, and the teacher had to push her. She was weak in her spelling too.

In 2020, she joined the Deutsche Bank reading programme. Progressively, there was an improvement in her grades in spelling. She was able to recognise the words better, and she was confident in doing her work. Her mother was so proud of her daughter.

Life Student Care @ Sengkang: A Teacher's Touch



Lorin ***grew in confidence*** as her timid self has ***become more open*** to socialising and wanting to help others around her. It has been a pleasure for me to be involved in a small part of her growth journey.

- Teacher, Jolyn Chan

Lorin (P1) has struggles with reading and sees a therapist occasionally for a follow-up on her progress. She could not recite her ABCs in the beginning and was not able to get the upper and lower cases of some letters. I started her off with practicing writing and reading the alphabets in sequence and gave her some simple words like "the", "on", "if", to sight read and build her confidence in reading. She was always willing to learn and tries her best to complete the tasks given to her. For her school spelling, I gave her the option of choosing 2 words that she thinks she will most likely be able to remember to learn first, then take another 2 the next day, step-by-step. Even though she eventually only got 1 or 2 out of 6 words correct, it proved to be a huge encouragement and improvement when her father told me that he could not believe she even got a word as he expected her to score a zero. I identified her strengths in comprehending, quick to understanding, and desire to help others in the things she knows she is good at. Day by day, I see Lorin grow in confidence, being able to attempt questions independently, especially for maths, knowing how to refer to the Chinese textbook for answers like how I taught her.

Life Student Care @ Yishun: A Journey of Growth



Teacher Mah Kwee Yong

Since joining in November 2019, I am blessed to be now a permanent teacher at Life Student Care Centre @ Yishun. It has been a period of learning for me and the children who were and are still with me. I would like to mention 2 children who have grown with me during this period.

First, I wish to mention Sydney Chong. I enjoy calling him Sydney Boy as I feel this special bonding with him. Sydney liked to challenge authority and he still does. Even at the calling of his name, his reply made one think, 'so rude!'. His actions and anger all seemed to display what we would define as 'defiant'. Yet, I persuaded myself to talk to him calmly and sincerely at the beginning of his Primary 5. I said, "Mrs Wong does not want to give up encouraging you to do what is right and to guide you in your studies". I asked for his response to my wishes. From that day onwards, occasionally, he jotted down little lines to share how he felt. Happy, Angry, and on several occasions, he wrote, "Thank you for not giving up on me". I pray for continual strength and wisdom in guiding Sydney. It has been a milestone that I treasure very dearly in growing together with Sydney.

Second, I will share about Kellen. Kellen displayed kindness and diligence in all that she does. She is my great helper. Kellen was thankful for the special moments we had together as a class in doing special activities. One example was Outdoor Amazing Race in mid-2020. During reflection, she shared feeling happy to be given the trust as a group to lead in the race. They even led me around to know their neighbourhood. As for today, she continues to support me in helping her friends and motivating them to focus on doing work or at play time.

I look forward to having more moments of growing together with each one of the children.

Life Student Care @ Park View: A Budding Chef

Syesha Lim joined the centre when she was Primary 4. She was defiant and often had friendship issues. There was once, I had to escort her home because she could not stop wailing due to a misunderstanding with her friends.



Primary 4



Primary 6



Park View Supervisor, Evelyn Loke after knowing her better, discovered that Syesha likes baking very much. Whenever there is baking activities, she will be very happy to help. Besides giving her an opportunity to be teacher's helper, she also learnt how to be patient through cooking, care for people around her by sharing her food with them and lead by example. Over the 3 years with us, she gradually developed to be more understanding towards building friendships and built her self-confidence to lead her peers.

Before graduating from the centre in 2020, she volunteered to conduct a baking activity for her peers. I was very proud of her development. For the activity, she did her lesson plan, Powerpoint slides and demonstrated how to make chocolate chips cookies. Her parents were very appreciative and happy to see her growth with us; hence they want to further empower her strengths by sending her to SHATEC Culinary School in the future.

EduGrow for Brighter Tomorrows



EduGrow for Brighter Tomorrows (EduGrow) is a child-centric, early intervention programme that aims to propel children (Kindergarten 1 to Secondary 2) from vulnerable, lower-income families on a path of social mobility. EduGrow focuses on five domains – **aspirations, character, education, financial values, and relational skills**. At its core is the symbiotic partnership between Life Community Services Society and The Hut Limited, two organisations with distinctly different yet complementary strengths, bolstered by the guidance and support provided by trained volunteer mentors who serve as the children’s trusted friends and role models.



63

Beneficiaries helped



31

Volunteers gave their time to help



57

Activities conducted



80%

Passed English



70%

Passed Mother Tongue



100%

Parents surveyed rated the mentoring experience highly



80%

Children surveyed rated the mentoring experience highly

EduGrow for Brighter Tomorrow

32



"To me, EduGrow is not good but awesome! EduGrow has helped me to improve on my weaker subjects. **They gave me a lot of support and courage.** They are very kind and friendly! They have also helped me pass my PSLE and I think **EduGrow is the best thing I have ever attended.** They helped me to believe in myself and be who I am. I really appreciate it. :)"

- Ash (not her real name), 2020

Corporate Governance

Introduction

Good governance is achieving results and achieving them in the right way. It refers to the systems and processes concerned with ensuring the overall direction, effectiveness, supervision, and accountability of an organisation. To this end, the Board and the Management of Life Community Services Society (LCSS) are committed to maintaining a high standard of corporate governance in accordance to the Code of Governance for Charities & Institutions of an Institution of Public Character (IPC).

A. Board Governance and Executive Management

Board's Roles & Responsibilities

LCSS Board owns the responsibility of the proper governing of LCSS and is dedicated in ensuring effective performance and operation of LCSS and its programmes in compliance with all applicable laws, rules, regulations, and ethical integrity. The Board maintains accountability to all stakeholders of LCSS. The roles and responsibilities, as well as the expectations of a LCSS Board member is spelt out in the LCSS Board Policy Manual.

The Board sets and conducts periodic reviews on the vision and mission statements to ensure its intended goals and objectives remain relevant.

Board members as individuals promote the work, services and mission of LCSS to the community in alignment with LCSS' vision. The specific roles and responsibilities of the Office Bearers of LCSS Board, including the Chairman, Vice Chairman, Honorary Secretary and Honorary Treasurer are listed in the Constitution of LCSS. The maximum term limit for the Treasurer and Assistant Treasurer positions are four consecutive years.

To ensure good governance, the Board has put in place sub-committees in the following areas:

- Audit
- Finance & Investment
- Human Resource
- Nominating
- Fundraising

Board's Roles & Responsibilities

Executive Board

FY APR 20 - MAR 21

| | |
|-------------------------|-------------------|
| Chairman | Mr Nicholas Goh |
| Vice Chairman | Mr Shaun Tan |
| Hon Secretary | Dr Gilbert Tan |
| Hon Treasurer | Mr Seow Kiat Wang |
| Hon Assistant Treasurer | Ms Ng Mi Li |
| Emeritus Chairman | Mr Goh Kng Yan |
| Member | Dr Tan Kok Beng |
| Member | Ms Ashley Low |
| Member | Ms Dawn Tan |

Nominating Sub-Committee

| | |
|----------|-----------------|
| Chairman | Mr Goh Kng Yan |
| Member | Dr Tan Kok Beng |

Fundraising Sub-Committee

| | |
|----------|-------------------|
| Chairman | Mr Nicholas Goh |
| Member | Mr Seow Kiat Wang |
| Member | Mr Shaun Tan |
| Member | Ms Ashley Low |

Audit Sub-Committee

| | |
|----------|-----------------|
| Chairman | Mr Nicholas Goh |
| Member | Dr Gilbert Tan |

Finance and Investment Sub-Committee

| | |
|----------|-------------------|
| Chairman | Mr Seow Kiat Wang |
| Member | Mr Shaun Tan |
| Member | Ms Ashley Low |

Human Resource Sub-Committee

| | |
|----------|----------------|
| Chairman | Dr Gilbert Tan |
| Member | Ms Ng Mi Li |

The Board meets at least four times a year with a quorum of at least 75% members in each attendance. The Board members also participate in decision-making through other means such as electronic communications, casting votes via proxy forms ahead of the conduct of electronic Annual General Meetings/Extraordinary General Meetings, as well as approving resolutions in writing.

Board of Management Attendance at Board Meetings FY20/21

| Board Member | Designation | Occupation/Other Charitable Involvement | Attendance |
|-------------------|-------------------------|---|------------|
| Mr Nicholas Goh | Chairman | Founder and CEO, Verztec Consulting Pte Ltd Finance Committee member, NVPC Finance board member, The Rice Co. Ltd Council member, Workforce Advancement Fed Board member, Global Cultural Alliance Board member, SIM LIM Tower Comm. | 5/5 |
| Mr Shaun Tan | Vice Chairman | Group Chairman, DG Packaging Pte Ltd. | 5/5 |
| Dr Gilbert Tan | Hon Secretary | Associate Professor, Singapore Management University | 5/5 |
| Mr Seow Kiat Wang | Hon Treasurer | Managing Partner, Credence Partners Pte Ltd | 5/5 |
| Ms Ng Mi Li | Hon Assistant Treasurer | Managing Director, Rockbell International Software Pte Ltd. | 5/5 |
| Mr Goh Kng Yan | Member | Ex-Senior Advisor, Beca Carter Hollings and Ferners (SEA) Pte Ltd. | 5/5 |
| Dr Tan Kok Beng | Member | CEO, Asia Pacific Missions Ltd. Founder of LCSS | 4/5 |
| Ms Ashley Low | Member | Managing Director, Bank of Singapore | 4/5 |
| Ms Dawn Tan | Member | Managing Director, Ashurst ADTLaw | 1/1 |

Ms Dawn Tan is officially appointed as an executive council member on 5 Feb 2021 and attended one board meeting for the financial year since the start of her appointment.

New appointments of Board Members are recommended by the Nominations Committee and elected at the Annual General Meeting or Extraordinary General Meeting.

Four board members, namely, Dr Tan Kok Beng, Mr Koh Kng Yan, Mr Seow Kiat Wang and Dr Gilbert Tan have served more than 10 years in the Board. They have remained in the Board to help in board renewal process, and to ensure that LCSS continues to attain and maintain the highest standards of corporate governance. LCSS has successfully recruited three new board members comprising Ms Ng Mi Li, Ms Ashley Low and Ms Dawn Tan between 2019 - 2021. Ms Ng and Ms Low have also had a runway to learn from the pioneers. The Board is now fully ready for the transition that will take place at the upcoming AGM scheduled for end Aug 2021, where at least two of the Board members with more than 10 years of service will retire from the Board. They will remain as spiritual advisors to provide pastoral care and support for LCSS staff and leaders.

In the event the Board member serves for more than ten consecutive years, LCSS discloses the reasons for retaining the Board members in its corporate website.

Board Development

A good board consists of individuals who can contribute critically needed skills, experience, time, and other resources to the organisation. Henceforth, the Board proactively plans for the development, succession, and diversity in the composition of the Board. It has a well-conceived plan to identify and recruit the most suitable people to serve on the board. Once new members are selected, the board orientates new board member 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 organised by the CEO, including an overview of LCSS programmes and a tour of the facilities across LCSS. LCSS Board has more than 30% female representation.

As part of Board development, all Board members participate in a periodic and systematic evaluation through a customised Board Effectiveness Questionnaire with purpose to assess and reflect on how well the Board's responsibilities are met. The results are discussed at a Board retreat session, where areas of development are reviewed and addressed.

B. Conflict of interest

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 in the Executive Committee make the final decision.
- Do not accept (or offer) personal favours or gifts from (or to) any interest group or 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 Board decisions.

Additionally, 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 conflict to their functions or employment with LCSS.

C. Strategic Management

Changes in the environment do present new opportunities and/or challenges and require changes in the way the LCSS works. LCSS has in place a Strategy Development Process which includes a Board Retreat for the Board and Management to agree on new strategic thrusts and priorities to ensure LCSS stays relevant to any changing environment and needs.

D. Programme Management

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

E. Human Resource Management

The Board approves the documented human resource policies for staff. LCSS recognises that it is vital to have trained and experienced people with the passion to achieve LCSS' organisational goals. Ongoing feedback, throughout the year, is provided for staff to know what is expected of them, how performance is measured and rewarded and a platform to identify and address gaps. All reviews are conducted in an open and transparent manner, encouraging a two-way discussion and feedback.

The HR sub-committee reviews, monitors and makes recommendations to the Board on human resource strategy and policies.

No board members receives any remuneration.

No staff is involved in setting his/her own remuneration. And no staff is a governing board member of the charity.

Annual Remuneration of Top 3 Executives Salary Band FY2020/21

| Remuneration band | Number |
|-----------------------|--------|
| \$50,000 - \$100,000 | 2 |
| \$100,001 - \$200,000 | 1 |

The highest paid staff does not serve as a governing board member of the charity.

There is no paid staff, being a close member of the family belonging to the CEO or a governing board member, who has received remuneration exceeding S\$50,000 during the financial year.

F. Financial Management and Internal Controls

The Board reviews and approves an annual budget. The Board also monitors regularly its budgeted income and expenditures to ensure LCSS operates efficiently and adhere strictly to financial governance policies. The Audit sub-committee reviews, monitors and make recommendations to the Board on Financial management policies and internal controls. The annual accounts are audited by an external professional audit firm.

LCSS has a Financial Policy & Procedures Manual in documenting financial matters in key areas including procurement procedures and controls, receipting, payment procedures, system for the delegation of authority and limits of approval.

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.

The policy was put into effect and ensures compliance with "The Code of Governance for Charities and IPCs (latest Year 2017 version), section:

6.4.1a The charity should maintain some level of reserves to ensure its long-term financial sustainability; and

6.4.1b The charity should develop a reserves policy and disclose its reserves policy in its annual report.

Restricted Funds Policy

LCSS uses restricted funds according to the respective donors/funders' intend for our programmes. Should an excess from the funding resulted, LCSS initiates to communicate with the respective donors/funders on planned usage of the unutilized balance in future periods.

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.

Personal Data Protection Act and Donor Confidentiality Policy

LCSS is committed to comply with the Personal Data Protection Act to safeguard against any misuse of data and ensuring data privacy for all our stakeholders – sponsors, donors, partners, volunteers and beneficiaries. 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 are 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

Public Communications Policy

In the context of good governance, all feedback, complaints and grievances by 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 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.

G. 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. LCSS does not engage any third-party fundraisers.

The funds raised go towards helping our beneficiaries through our core programmes that focus on intervention work and holistic development in alignment to our vision and mission.

The Fundraising Efficiency Ratio of LCSS stands at an average of 4% over the past three audited financial years.

Every Contribution Counts.

Be part of the LCSS journey by making a donation to support children reach their fullest potential.

All donations are eligible for 2.5 times tax deduction.

For tax deduction receipts, kindly provide your NRIC number & contact phone number.

5 QUICK WAYS TO MAKE A DONATION!

1. Paynow UEN Number **S96SS0100H**



2. Make an **Internet Transfer** to DBS Account Number **033-015121-7**



3. Give via **NVPC** portal at <https://www.giving.sg/life-community-services-society> (one-time or monthly giving options available)



4. Contribute through **Credit Card** at <https://life-community.org/do/give-to-change-lives/> (option: donate online)



5. Write a **cheque** payable to **Life Community Services Society**

Mailing address: 5 Stadium Walk #04-04 Kallang Leisure Park Singapore 397693

Contact Number: 63873700 (Mon - Fri, 9am - 6pm)

Email: lcss@life-community.org

Website: www.life-community.org

Contact

Corporate Office / Friends of Children and Youth Activity Centre

5 Stadium Walk
Kallang Leisure Park, #04-04/07
Singapore 397693
Tel : 65-6387 3700
Fax : 65-6387 3768
Email: lcsc@life-community.org

MightyKids, Families & Community Activity Centre

32 Telok Blangah Rise
#01-267
Singapore 090032
Tel : 65-6270 7198
Fax : 65-6270 7848
Email: mkfc@life-community.org

Life Student Care Centres

Hougang

665 Hougang Ave 4 #01-365
Singapore 530665
Tel : 65-6489 8720
Fax : 65-6385 3217
Email: hglsc@life-community.org

Sengkang

306C Anchorvale Link #01-77
Singapore 543306
Tel : 65-6489 8718
Fax : 65-6312 3498
Email: sklsc@life-community.org

Yishun

611 Yishun St 61 #01-199
Singapore 760611
Tel : 65-6755 0678
Fax : 65-6851 8816
Email: yslsc@life-community.org

Park View

(within Park View Primary School)
60 Pasir Ris Dr 1
Singapore 519524
Tel : 65-6282 2969
Email: pvlsc@life-community.org

The Annual Report should be read in conjunction with the audited financial statements which comes as a separate booklet. The required disclosures in conformity to the FRS (Financial Reporting Standards in Singapore) and Code of Governance for Charities and Institutions of a Public Character issued by the Charity Council (April 2018) are contained in the audited financial statements.

Even when
LIFE-HANDED THEM CARDS
they did not
wish for
THEY CAN
choose
DIFFERENT
life outcomes