



Empowering children  
and families through  
**Care and  
Mentoring**

# Contents

## *About Us*

- 01 ABOUT LIFE COMMUNITY SERVICES SOCIETY
- 03 OUR 4 CORE SERVICES
- 04 KEY MILESTONES
- 06 CHAIRMAN'S MESSAGE
- 07 CEO'S MESSAGE

## *Our Work*

- 09 OUR PROGRAMMES & ACTIVITIES
  - 09 Friends of Children & Youth
  - 13 MightyKids, Families & Community
  - 16 Life Student Care
    - 17 Life Student Care @ Hougang: Mentoring Children At Work
    - 18 Life Student Care @ Yishun: Giving Back
    - 19 Life Student Care @ Park View: Early Intervention – Reading For Life!
    - 20 Life Student Care @ Sengkang: Serving With Love
  - 21 EduGrow for Brighter Tomorrows

## *Our Impact*

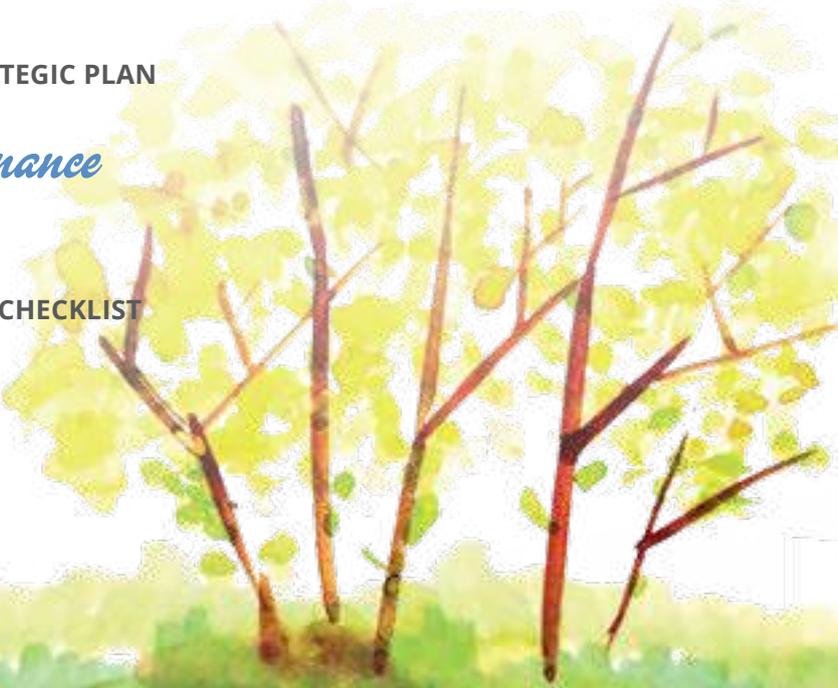
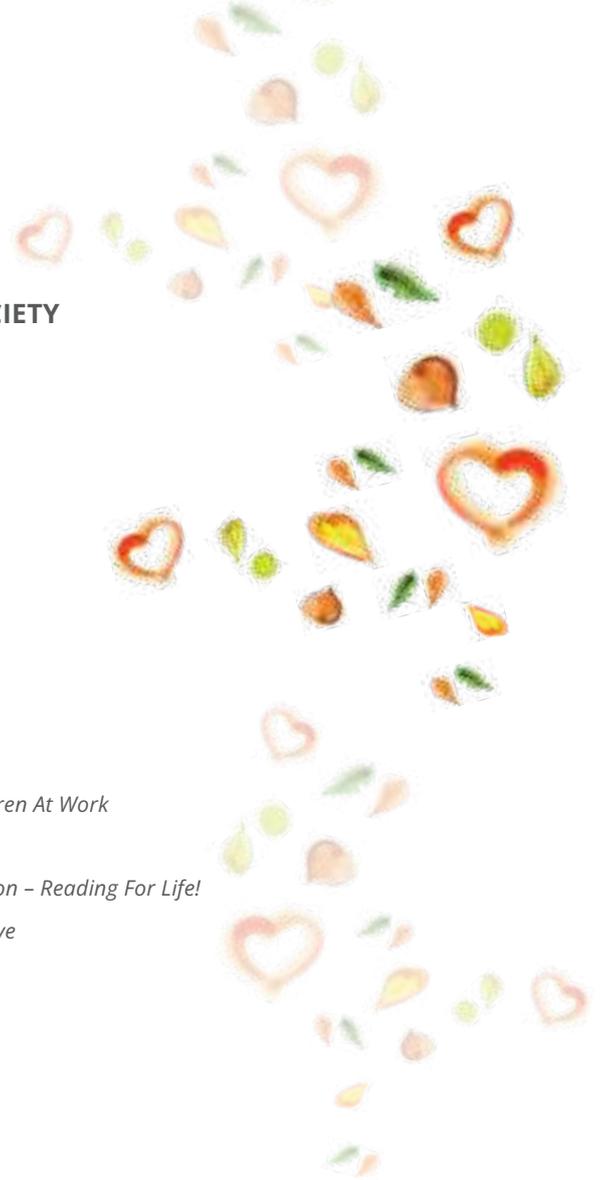
- 25 IMPACT AT A GLANCE - FY21/22
- 27 HIGHLIGHTS OF THE FINANCIAL YEAR
  - 27 25th Anniversary Book Launch Event – Unlocking Imagination
  - 28 Friends Of Children & Youth - Events Through The Year
  - 30 MightyKids, Families & Community – Features Of The Year
  - 31 Life Student Care – New Milestones Achieved
  - 32 EduGrow – The Year's Achievements
  - 32 Year in Review : Financials Highlight
- 33 LIFE! MENTORS
- 37 THE YEAR AHEAD
- 37 LOOKING AHEAD, OUR STRATEGIC PLAN

## *Leadership And Governance*

- 39 KEY LEADERSHIP
- 43 GOVERNANCE
- 51 GOVERNANCE EVALUATION CHECKLIST

## *Donation And Contact*

- 56 DONATION
- 57 CONTACT



# About Us

## Corporate Information

**Life Community Services Society (LCSS)** is a charitable organisation registered under Registry of Societies on 23 March 1996.

It was accepted as a full member of the National Council of Social Service on 20 June 2001 and was also registered under the Charities Act on 22 January 2002.

Since 2003, LCSS has been granted an Institution of a Public Character (IPC) status.

Unique Entity Number (UEN)	S96SS0100H
Current IPC Period	1 April 2022 to 31 December 2024
Registered Address	5 Stadium Walk #04-04 Kallang Leisure Park Singapore 397693
Website	<a href="http://www.life-community.org">www.life-community.org</a>
Auditor	Baker Tilly TFW LLP
Bankers	DBS Bank, Standard Chartered Bank, OCBC Bank, Maybank, UOB Bank
Lawyer for property matters	Kalco Law, LLC
Investment adviser	Standard Chartered Bank, Treasury



# ABOUT LIFE COMMUNITY SERVICES SOCIETY

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

## Our Vision

Every child,  
the best that  
they can be.

## Our Mission

Empowering  
children and  
families through  
care and  
mentoring.

## Our Core Values

**L**ove  
**I**ntegrity  
**T**eamwork  
**E**xcellence

## Our Strategic Thrusts

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



# OUR 4 CORE SERVICES



## Friends of Children & Youth Programme

Friends of Children & Youth (FOCY) supports children and youth from 6 to 16 years old, whose parent/s are presently or 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.



## 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.



## MightyKids, Families & Community

Serves and Mentors 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.

# KEY MILESTONES

**25**  
YEARS

## of Empowering Children and Families

### 2021

- LCSS 25th Anniversary
- National Mentoring Summit (organising committee member)
- Soft Launch of LCSS New Vision: **Every Child, the Best that They Can Be**

### 2019

- 2<sup>nd</sup> 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)

### 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

### 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



### 2014

- Opening of Activity Centre in Leisure Park Kallang
- Received Friends of Nan Chiau High School Award
- Received Against Family Violence Appreciation Award
- Organised 2<sup>nd</sup> Run for Life with 3800 participants

### 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



## 2013

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

## 2009

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



## 2007

- Launch of Friends of Youth Programme



## 2005

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



## 2012

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



## 2008

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

## 2006

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

## 2004

- Launch of Friends of Children Programme



## 1999

- Opening of 1<sup>st</sup> 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

## CHAIRMAN'S MESSAGE



***Uplifting every Child*** In FY2021/22, Life Community Services Society (LCSS) celebrates our 25th anniversary! LCSS is blessed to have grown and has been making a difference in children's services in Singapore. The opportunity to witness our growth first-hand for the past 10 years has been one of my greatest privilege and joy. Our journey has not been easy, to be where we are today, celebrating this significant milestone, is a testament to our wonderful "village" of staff, volunteers, donors, and partners – who have toiled selflessly and tirelessly.

In Matthew 22:34-39, Jesus said - 'Love the Lord your God with all your heart and with all your soul and with all your mind.' This is the first and greatest commandment. And the second is like it: 'Love your Neighbour as yourself.'

We thank God for His faithfulness and provision for the last 25 years, for opening so many doors for us, and blessing us with good staff, volunteers, donors, and partners to serve alongside with us, so that we can share our love and uplift the lives of our Neighbours – who are really His precious children, youths, and families who live around or near to us.

Children are indeed our future and our hope. At LCSS, we believe that every child regardless of background or vulnerability can, with access to positive environments and relationships, become the best possible versions of themselves. I am humbled and pleased that we have grown a culture of mentoring within LCSS, and that we have developed a strong and committed community of volunteer mentors passionate about nurturing these young lives.

As we look ahead and plan for future years ahead, the Board and I would also like to renew our commitment to guiding and mentoring our fellow colleagues. It is our sincere desire that all who are involved in our work feel renewed daily, empowered, and derive a sense of purpose and fulfilment as we all come together to help unlock the potentials of our younger generations.

Mentoring can happen anywhere and at any time. It is a way of life. In some sense, it is like planting of seeds for tomorrow. With good mentorship and guidance, one day these seeds that are sowed on good fertile grounds, will grow to become good trees that will eventually bear good fruits. We hope you will be inspired by the stories told through this annual report and know that you too can be a part of this amazing movement to advocate for and mentor the children in our communities.

Lastly, I would like to mention that in whatever we do, when we honour God, God will honour us back. Most importantly, let us make our lives a daily worship to our Lord so that in whatever we do for his kingdom and for whatever life circumstances we face, we give thanks to our Lord. 1 Thessalonians 5:18 - give thanks in all circumstances; for this is God's will for you in Christ Jesus.

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

### **MR NICHOLAS GOH**

Chairman

Life Community Services Society



# CEO'S MESSAGE



Many believe that change is the only constant. I cannot agree more. Yet, while change can at times be uncertain and intimidating, it often creates the conditions for improvement and growth. I look back on 2021/22 with gratefulness at how Life Community Services Society (LCSS) has transformed through yet another COVID-19 year. Not only did the pandemic not derail our pursuit of **“Every child, the best that they can be”**, we sharpened our ability and tenacity to work as a team and with others, embracing changes and overcoming challenges. It is with this in view that my team and I are happy to share some highlights from the past year.

**Programmes & Impact [Mentoring Children]** – On January 30, 2022, under safe management measures, we had the honour of having our Patron, Mr Desmond Lee, Minister for National Development & Minister-in-charge of Social Services Integration, launch our 25th anniversary commemorative book with a physical audience of 50. This highlighted LCSS’s past achievements in serving children and youth, as well as set out our goal for the future: to be at the forefront of child mentoring excellence in Singapore. In the book, we shared our mentoring framework, and the development plans underway to construct a solid model that will enable good adult role models for the younger generation.

**Manpower & Technology [Enhanced Volunteer Management Funding Scheme and Digitalisation]** – Two years into COVID-19 has undoubtedly changed the way we live and work. Like many other social service agencies, LCSS has had to ensure that it is building the capabilities necessary to operate in a new world. While we were very much used to pen-and-paper methods, we now are on a journey to digitalise our volunteer management system. We are thankful to the National Council of Social Service (NCSS) for its various funding and support schemes, including Tech! & Go (for digital system implementation) and the Enhanced Volunteer Manager Funding Scheme (which allowed us to employ a dedicated volunteer manager to set up processes for better management of our volunteer resources). We also invested in a robot to explore how we can utilise technology to augment our teaching needs. This programmable and interactive robot has been able to engage the children in interesting ways, and we cannot wait to further unlock its endless possibilities.

**Fundraising [Charity Golf 2021]** – After a brief hiatus in 2020 due to COVID-19 gathering restrictions, we pushed forward with our annual charity golf fundraiser in 2021. In spite of the challenging conditions (time-sheet arrangements over three weekday evenings), our donors still put their best foot forward and enabled us to raise \$192,388. This generous spirit and camaraderie is truly inspiring and no one can put a price tag on it.

## The Year Ahead & Our Future

In the coming year, besides strengthening our core programmes and current initiatives, we also hope to join hands with other community groups, government agencies, corporate partners, and the wider public. We believe that partnership is critical to providing even more holistic and integrated care and support to vulnerable children and youths, as well as their families.

It took a supportive Patron and Board with all our committed staff and volunteers, faithful donors, and like-minded partners to make the last 25 years possible. On this note, I would like to express my heartfelt appreciation to everyone for your love, care, and support, and I hope you are as excited as I am as we navigate this journey together. With our hearts aligned and everyone chipping in, we can make a difference and create impact for our future generations.

To God be the Glory.

**MS LAM MOI KWAI**

Chief Executive Officer

Life Community Services Society

# *Our Work*

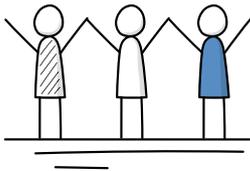


# OUR PROGRAMMES & ACTIVITIES

## FRIENDS OF CHILDREN & YOUTH

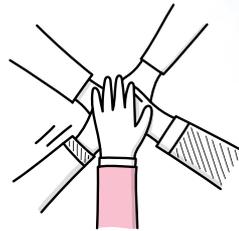


Friends of Children & Youth (FOCY) programme helps children and youths, ages 6 to 16 years, from families where at least one parent is presently or formerly incarcerated. FOCY supports our service users in their social, physical, emotional, cognitive and educational development as well as provides financial referrals through our tailored intervention plans for each child/ youth and his/her family.



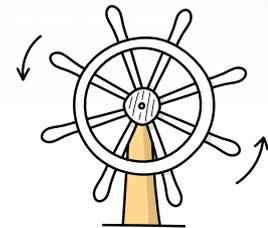
### 299

*Service users*



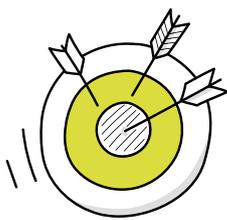
### 99

*Volunteers gave their time to help*



### 42

*Activities conducted*



### 100%

*of our FOCY clients have a trusting and caring relationship with caseworkers or mentors*



### 82%

*of our FOCY clients achieved a reduction in risk\* factors, or an improvement in resilience\*\* factor*



### 81%

*of our FOCY clients achieved both a reduction in risk\* factors, and an improvement in resilience\*\* factors.*

\*Risk factors include unfavourable family relationships, poor living situations, emotional issues, and behavioural issues such as self-harm or bullying

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



## Our Success Story

### Thank You Notes from the clients

I would like to thank Life Community as I realized it helped me to be more friendly with other youths. Life Community has helped me to be more confident and I am very thankful for that. The outings and camps were very fun, and I enjoyed it very much.

**Sarah\* (17)**

I would like to thank Life Community for teaching me values that are important in my life. It has been a long journey, but I enjoyed every little moment spending time with the caseworkers and my friends there. I'm also grateful for all the camps and activities that you guys have planned for us during our time there and I will never forget how kind, caring, loving and thoughtful you guys are. I would like to thank all the caseworkers that have been with me throughout all these years and I hope that you guys will continue to inspire other children like me to be a better person in the future.

**Sam\* (19)**

I would like to thank Life Community for teaching me how to have self-discipline and how to lead others. Also, I'm very thankful to my caseworker for talking to me and helping me in any kind of ways. I enjoyed every session of Leadership Exploration and Development (LEAD), especially the camps and outings that we had together, and I hope to volunteer with you guys in the future.

**Simon\* (14)**

Thanks a lot for all this while. Appreciate much for the teams help!

**Mum**

*\* Pseudonym used to ensure confidentiality*

## *Here are their stories and how LCSS has journeyed with them in the last nine years:*

When the Friends of Children and Youth Programme was first introduced to Sam and his siblings in 2013, the children were not doing well in their studies. Sarah had anger control issues. Mum wanted to end her life because of housing issues with the incarcerated husband. Mum also had multiple boyfriends and husbands. When their biological father was released, Sarah felt that her dad abandoned her because he wanted to take custody of Sam and Simon but did not consider her. Sarah also acted up in school by arguing with school mates and fighting with Simon physically.

Mum remarried and her biological father was re-incarcerated due to drugs consumption in 2017. Sarah was angry with him and did not even want to see him. She also faced multiple stressors at school and was not sleeping well. Through the caseworkers' teaching of anger management and forgiveness, Sarah forgave her father. With the help of Sam, they managed to get the prison card to visit her father. Through the support of her caseworkers, she was also able to channel her anger and energy towards a healthier coping method of a sport in which she was chosen for nationals.

*“ Being the recipient of help from LCSS, she decided to change her preferred occupation from policewoman to social worker. ”*

She also got 12 points in total for N-levels after deducting her CCA points. Previously, she failed math and humanities and tuition support was provided for her. She was able to get grade 4 (60-64%) for math for her final N-levels. Food ration was also provided for the family to tide them over financial difficulties. It was gradually reduced to help them reach financial independence. Outings and group work opportunities were offered to the family in which the children attended regularly and showed improvement in their moral values.

Simon managed to get into N(A) in secondary school even after repeating P6. This was due to the help and support of the tutor provided by LCSS. Even though Sam did not get into the ITE course he wanted, he remains optimistic to try his best for his future.

Though their father is still incarcerated, the children have achieved resilience through the care and support from the various agencies in the community. The family has stabilized with the new family unit and therefore, we have proceeded to joyfully close their case.

## Our Success Story

### Support that Flourished

#### Bentley\* (14)

Bentley joined the Friends of Children and Youth (FOCY) programme in 2018 when he was 10 years old. Growing up, Bentley spent most of his time alone as his grandfather and mother were working. Dad was incarcerated and has been absent in his life. He did not receive much supervision from adult role models, and hardly had a chance to interact with peers his age. As a result, his development of social skills was lacking. After joining the FOCY programme, the support he received included mentorship, tuition, and caseworker's visitations. He was engaged in activities that helped him to envision his goals and future through goal setting and aspirations. He had also been a regular participant of FOCY's LEAD scheme, which helped him develop his social skills. Initially he was headstrong and resistant to corrections and feedbacks given by instructors. The various intervention support helped him to become more considerate of others and to be able to work with others. Improvement in his prosocial skills were seen when he was able to take others' feedback into consideration without brushing it off. He also grew to become a thoughtful, considerate, and caring person who readily helped his mother when he knew that she needed to work late, and also the staff and trainers whenever a need arose.

He has shared that it has been a good journey with LCSS, his mother shared that LEAD has helped with Bentley's development and she is thankful to LCSS for coming alongside to support the crucial formation years of Bentley.

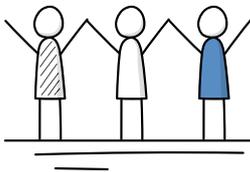
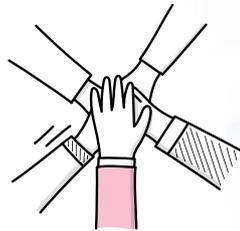
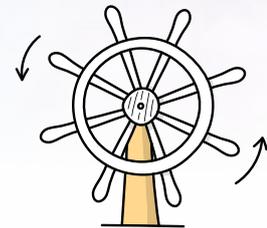
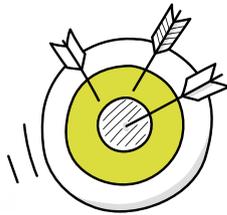
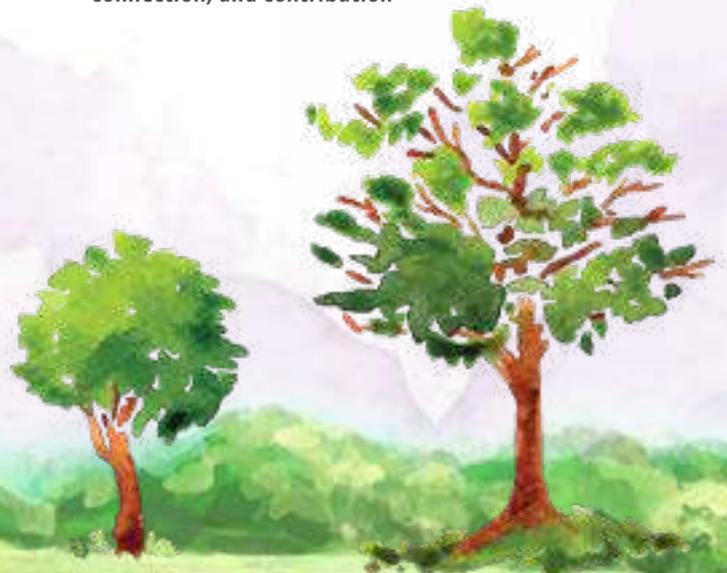
*\* Pseudonym used to ensure confidentiality*



## MIGHTYKIDS, FAMILIES & COMMUNITY



MightyKids, Families & Community serves and mentor the community 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. This programme focuses on 4 core schemes, namely Life! Mentors, Life! Sports, Life! Tuition, Life! Readers.

**84***Service users***154***Volunteers gave their time to help***78***Activities conducted***85%***Clients developed positive relationships with their mentors***71%***Clients reported increase in competence, character, connection, and contribution*

## Life! Readers Pilot Scheme for 5 and 6 years old

Among the core schemes, **Life! Readers** is a literacy scheme that was piloted in September 2021. We completed the first 6-months of the scheme in March 2022 and are proud to present the success achievements as we reached the following targets:

- Having at least 75% of parents indicate that the scheme helps their child in improving their reading skills.
- Having 75% of children show improvement in confidence and self-esteem, from positive relationship with mentors.

### Our Success Story #1

One of our young readers, Nancy (pseudonym), turns 7 and enters primary school. Her father is currently incarcerated, and her mother is the family's sole breadwinner and works multiple jobs. The family stays in a small rental flat. Despite their challenging family situation, her mother is very supportive of helping Nancy to be ready for school. With the mother's strong support, Nancy joined our weekly Saturday reading sessions without fail. She shows keen interest in reading, and has demonstrated incredible self-motivation to learn to read books beyond her level. We were impressed to see her read 3-syllable words without much difficulty! We were so proud to see the great strides and improvements made by Nancy as she graduated from the Life! Readers scheme and has moved to a more advanced reading programme for older children. Well done, Nancy!



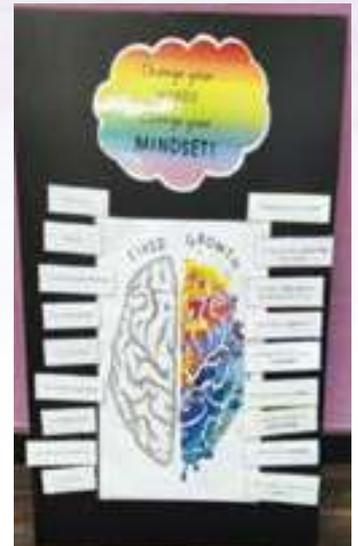


## Life Wellness Pilot Scheme for 10 and 11 years old

MKFC started a pilot Life! Wellness Groupwork Activity to help children to improve their well-being and cultivate a Growth Mindset in children that will help them thrive in school. This pilot scheme was held weekly for a total of 4 sessions in April 2022 and concluded successfully with a graduation ceremony with each child given a personalised certificate and customised gift set.

### Our Success Story #2

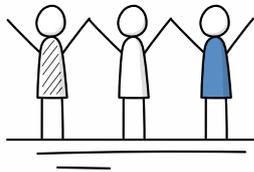
Initially Melissa (pseudonym), aged 10 years old, did not seem interested to participate in the Wellness Activity although her parents had enrolled her. She was slowly withdrawing and standing at one corner while others participated. Over the subsequent sessions, Melissa started to open up and share with our MKFC staff and her peers. During a craft activity, she coloured the Growth Mindset worksheet, 'Challenges make me stronger'. At the next role play activity, she was encouraged by staff to consider how she can respond to a negative situation and encourage her peers, and she responded positively. These activities slowly helped to build her confidence and sociability. It was truly encouraging to see her start to vocalise her thoughts as she grew more confident over time with the positive support from staff and peers. We were so glad that she persevered and remained committed, and she was one of 3 children with 100% attendance!



## LIFE STUDENT CARE

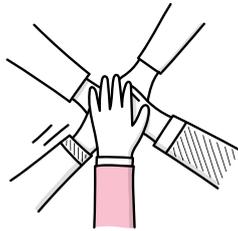


Life Student Care provides quality after-school student care services, in an environment akin to a second home, to primary school children whose parents require additional support. We emphasise on the total development of the child as part of our "SPICES" programme, with activities focusing on the Social,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



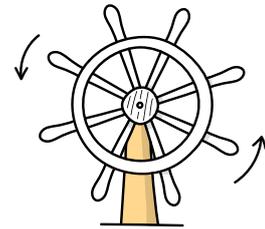
# 515

*Service users*



# 883

*Volunteers gave their time to help*



# 719

*Activities conducted*



## Life Student Care @ Hougang

### Mentoring Children at Work

**David** (*pseudonym*) joined the centre when he was in Primary 2. He came with anger management issues and was diagnosed with Aspergers which contributed to his challenges in interacting with others.

At our centre, we work alongside the parents as we work towards helping the children overcome different challenges in life. Progressively, improvements were seen in David's anger management issues. David also developed social skills which enabled him to integrate better with his classmates. His mother wrote the centre a "thank you" letter, expressing her thankfulness over David's transformation at the centre.



David came to Life Student Care on the back of a troubled exit from another student care centre which was unable to provide for the well-being of the students. He was then diagnosed with Aspergers, which partially contributed to his exit from the other centre. Despite the known challenges, LSC embraced David, and the teachers' care and passion for a holistic development of their students' character really shined through.

While David had some initial teething problems on his anger management, the structured, fair and disciplined methodology on resolving altercations between students really impressed me. The teachers' genuine passion and concern for their students' well-being also led to lots of honest communications to collaborate on ways to manage issues with consistency, from student care centre to home.

As David continues with his transformative journey with LSC, most of the initial issues from 2 years ago are largely addressed and well managed today. I am truly grateful to the passionate teachers from LSC in playing a huge role in guiding and developing David into a well-adjusted person who can socialize better with his contemporaries.

Regards,

**Mother of David**

## Life Student Care @ Yishun

### Giving Back

**En Hui** was enrolled with Yishun since January 2020. She is a bubbly, outspoken and sociable girl. After her PSLE exams in October 2021, we had the opportunity to develop her leadership skills by giving her an opportunity to do volunteer work.

The volunteer roles included helping the lower primary students in their studies, teaching dance as a form of exercise, guiding the children in crafts work and helping our teachers during outdoor play sessions. En Hui embraces these opportunities to develop herself, with the desire to give back to help other children at the centre. The centre is so proud of her!



En Hui (left) with her sister En Qi (right) at the centre

*"Life Student Care has taught me a lot of values in my 2 years there. They were very welcoming to me, especially my teacher, Mrs Wong. She has taught me to be more disciplined as I was the oldest girl in my class and was considered a role model to the girls there.*

*Not only is the food in the centre delicious, the teachers also give us a lot of opportunities to grow too! Right now, I have been volunteering in the centre for about 2 months. I have learnt a lot through this period and the centre has given me leadership opportunities which helped in levelling up my leadership skills and confidence.*

*Mrs Koh, the student care supervisor, has been guiding me and has taught me how to be a good volunteer. I am very grateful for her support and guidance.*

*This year, we celebrated Youth Day with McDonalds for our lunch. It was one of my most unforgettable memories. Life Student Care has been a real inspiration for me and is like my second home. Their teachings I shall never forget. This is a great student care centre for children aged 7 to 12, and I am sure your child will enjoy their time here, just like I did."*

**Yew En Hui**

## Life Student Care @ Parkview

### Early Intervention - Reading for Life!

**Brayden** joined the centre when he was Primary 1. He is a very eloquent and creative boy. However, his teacher observed that he could not focus and struggled when doing homework, and his work often could not be completed on time. It was discovered later that Brayden had difficulty in reading, and hence could not understand the instructions and questions on the worksheets.

During the period from February to October 2021, the Centre introduced a one-to-one reading programme by corporate volunteers from **Standard Chartered Bank**. Sulfya, who was Brayden's reading buddy, patiently guided him to read in a fun and light-hearted manner. Sulfya was not only a reading buddy but also **a mentor, a friend and a cheerleader** to Brayden.

Brayden was often cheerful on his reading day and he would always experience lots of laughter when he was with Sulfya. The reading sessions also gave him the opportunity to express his pent-up emotions.

Over the months, Brayden improved gradually and he became more interested to learn new words. He has also become more confident with his schoolwork.

The reading sessions has helped him to develop his reading skills and started him on the journey to becoming an articulate reader one day.



## Life Student Care @ Sengkang

### Serving with Love

Everyone needs love, whether an adult or a child, whether rich or poor. Someone once asked me, "what is love?". To me, love can mean a pleasant surprise during special occasions, love can also mean someone rendering a helping hand when I fall, or someone bringing encouragement and comfort when I am feeling down.

Twelve years ago, I came to Life Student Care with a heart of love and passion for children. I remembered when I first started working with children, I encountered many challenges. Thankfully at that time, I met a very caring colleague, Tan. Tan managed the day's activities at my centre and she took care of the centre's every need and detail. Whenever I faced problems dealing with the children in my class, Tan would carefully share and guide me along. With her guidance, I gradually overcome the challenges and my love for the children grew as I continued to serve them in every area of their need.

As I looked back, my journey at the centre is filled with joy but undeniably at times, I faced struggles and challenges as well. However, each time I fell, I stood up again and moved forward with the strength from God and the encouragement and support given to me by my fellow colleagues.

Twelve years have passed, I could not keep count of the number of students I have taught, mentored, and sown love, treating them as if they are a child of my own. Educating children can be challenging but is rewarding at the same time. As the children's mentor and as an educator, I look to pass on good values to the next generation, I look to sow love and care to the children's lives so that in turn, they can give back to the community with such values instilled in them, one day.

I remembered there was a child named Adam (pseudonym) in the centre. He suffered from developmental delay and was playful by nature. One time, Adam accidentally soiled his entire pants and shoes. I witnessed Adam's teacher helped Adam tirelessly to clean up, not afraid of getting herself dirty. This act, in itself, is a demonstration of love in my opinion.

There is another aspect of love, a love that does not ask for reward. At our centre, we have a group of volunteers who come together to organize activities in teaching certain skillsets to our children. These volunteers give their precious time and effort to bring unparalleled happiness to the children in the centre. Their giving and sacrifice have also shown and set a good example for the children.

I believe as individuals come forward and spread love into the community, the world will be a better place.

**MS CHU LI HUI,**  
Centre Supervisor,  
Life Student Care @ Sengkang

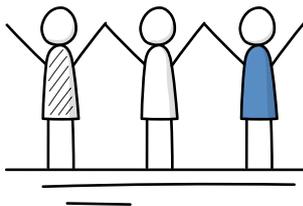


## EDUGROW FOR BRIGHTER TOMORROWS



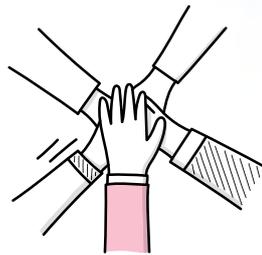
EduGrow for Brighter Tomorrows (EduGrow) is a child-centric, early intervention programme that aims to propel children (Kindergarten 1 to Primary 6) from vulnerable, lower-income families on a path of social mobility.

EduGrow focuses on five domains – aspirations, character, education, life skills, and relational skills. 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 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.



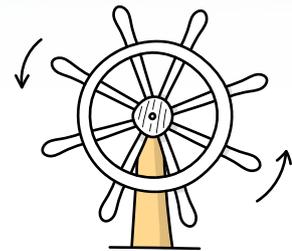
**62**

*Service users*



**40**

*Volunteers gave their time to help*



**87**

*Activities conducted*



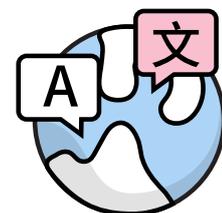
**93%**

*Children surveyed highly enjoy spending time with their mentors*



**100%**

*Passed PSLE and entered a Secondary school of their choice*



**>80%**

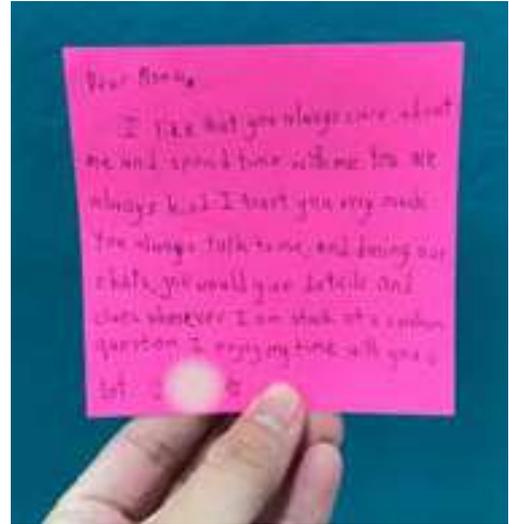
*Attendance rate for P2-P6 Group Academic Coaching & K1-P1 Literacy & Numeracy*



## Our Success Story

### A Journey of Learning

“ I like that my mentor, Mona, always cares about me and spends time with me. She is always kind. I trust her very much. She always talks to me and during our chats, she gives details and clues whenever I am stuck at a particular question. I enjoy my time with her a lot. Thank you, Mona! ”



My mentee, Bonnie (pseudonym), is a lovely, gentle, and kind-hearted girl. Quiet by nature, she does not chat very much. Bonnie also tends to prefer drawing and reading. On a rare occasion, Bonnie initiated a conversation about a stray cat that had visited her home. I could see the delight on her face as she recounted her story. Subsequently, we would set aside some time at the end of each session for Bonnie to share new photos of the cat (whom she fondly calls Batman as it has a black motif on its face like Batman's mask). These chats with Bonnie are but some of the lovely moments we share.



Our mentor-mentee relationship really keeps me going. As it is a weekly commitment, there are moments when I am tired or have to reorganise my schedule. But I am often refreshed by my interactions with Bonnie. The commitment I demonstrate is also a subtle way of signalling to Bonnie that she is important, and that I will honour the time set aside for her in our weekly mentoring sessions.

Mentoring has also been a journey of learning for me. A challenge I initially faced with Bonnie was maintaining consistent attendance and punctuality for the Zoom mentoring sessions. I sought advice from more experienced mentors and educators, and learnt ways to work with Bonnie and motivate her. We would celebrate Bonnie's efforts to be punctual, and over time she even began showing up early.

I would like to continue encouraging Bonnie to grow in areas that she shows an inclination for, also to cheer her on so she does not find it daunting to step out and explore. I hope to encourage her to embrace good character values, such as doing what is right, being grateful for what family or friends have done for her, respecting people, etc. My hope is that she will be able to grow up well-adjusted, relate well with people, find her place in society, and do well in life.

#### Mrs Mona Lim

*Dedicated Life! Mentor since Aug 2020*



## Our Success Story - You've Got a Friend in Me

“ I really enjoy having a mentor because mentoring is a full-time experience. My favourite activity is going to the beach with my mentor and playing together. He listens to everything I say. Thank you, Kevin! ”

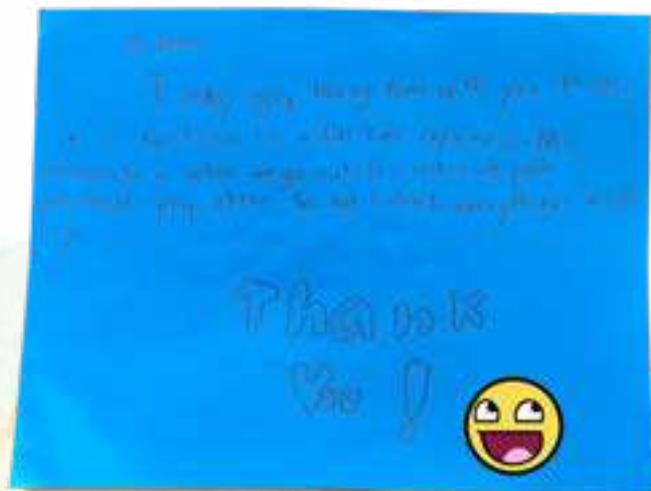
Mentoring gives me the opportunity to participate in my community in a meaningful way, and connect with like-minded individuals such as my fellow mentors. Most importantly, it allows me to be a positive role model to my mentee, Amin (pseudonym)—simply by being an adult that he can depend on.

Amin was very outgoing from the start. However, as our mentoring journey progressed, Amin revealed more of his vulnerable side to me. My most memorable experience was when Amin called to check in on me when he did not see me for two weeks, even though I had already informed his mother that we will take a short break during the Hari Raya holidays. That was when I felt that Amin was not just my mentee, but my friend.

Through my experience mentoring Amin, I have learned to be present in his company. I have become very mindful of this whenever I interact with those around me. I simply enjoy the little things that come with mentoring. At the end of the day, I am just being a friend to a child. That alone is enough to keep me going.

### Mr Kevin Koh

*Dedicated Life! Mentor since Aug 2020*



# *Our Impact*



# IMPACT AT A GLANCE - FY21/22



No. of "Service Users"  
(aged 4 - 16)

**960**



Total No. of Volunteers

**1222**



No. of Life! Mentors

**98**



No. of Life!  
Mentors Manhours

**1313**



Activities conducted

**942**

Total staff strength  
as at 31 Mar 2022: 76



Life  
Community

25  
YEARS



# HIGHLIGHTS OF THE FINANCIAL YEAR

## LCSS 25<sup>th</sup> Anniversary Book Launch:

### Unlocking Imagination



We celebrated Life Community Services Society (LCSS)'s 25th Anniversary on 29 January 2022 and had Minister Desmond Lee, also a patron of LCSS, graced the launch of our new book: **Unlocking Imagination**. **Unlocking Imagination** is a compendium of real-life stories from children, volunteer mentors and social workers, and touches on how child-centred mentoring has led to positive transformational impact in the lives of our service users.

In **Unlocking Imagination**, we adopt and advocate "3Ps" of mentoring - principles, pathways, and programmes. The goal is to provide comprehensive and intentional mentoring support at key developmental touchpoints, so that children are enabled with the best possible tools and foundations for resilience and growth. Among the intimate and personal stories shared are that of a caregiver who looks after her niece and two nephews whose parents were both incarcerated

for drug abuse, as well as that of a teenage girl with absent parents who benefited from mentoring relationships and activities and now aspires to be a social worker.

Minister Desmond Lee wrote in his message for the book: "As the saying goes, 'It takes a village to raise a child.' I hope that LCSS will continue to join hands with other community groups, Government agencies, corporate partners, and the wider public, so that together, we can provide even more holistic and integrated support to vulnerable children and youth, as well as their families."

As we walk down memory lane, we are reminded of how LCSS started out with a sincere desire to help and serve children from vulnerable backgrounds. Fast-forward to today, our hearts continue beating passionately for the children, families, and communities we serve, and the stories and transformation of our clients continue to inspire us in driving our child mentoring efforts.

A massive thank you to all who have been a part of this journey. Also, huge congratulations to our Volunteer Award recipients, Mr Augustine Lee, Ms Geetika Munirathnam, and Mr Loo Bin Hui, Corporate Volunteer Award recipient, Deutsche Bank, and Donor Award recipients, ST Telemedia and NTUC FairPrice Foundation.

We hope that the stories in **Unlocking Imagination** continue to encourage the spirit of mentoring for many generations to come. As one of our mentors, Alban, shares in **Unlocking Imagination**:

**"Every child deserves to be supported no matter what... All you need is to be there for the children."**



## Friends Of Children & Youth - Events Through The Year



Despite the pandemic and the constantly changing Covid safe management measures, FOCY continued to engage our clients through various events and activities like the annual Christmas Party, Youth Camp and the LEAD sessions which were key highlights for the clients. We also organised coding workshops led by the **National Youth corps**, outings with **Republic Polytechnic**, virtual craft workshop organised by **Watsons** and family bonding outings for our clients.

### Hybrid Christmas Party 2021



### LEAD Sessions (Online & Physical)



### Family Bonding Trips

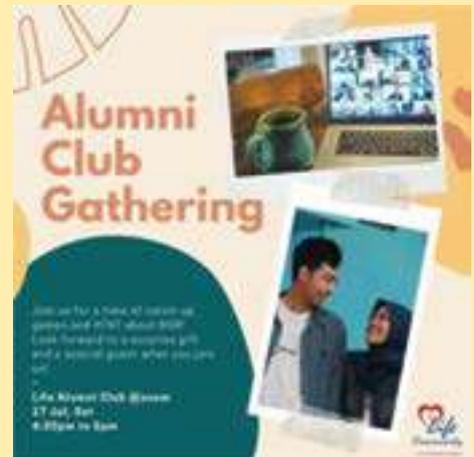


### Outing led by Republic Polytechnic

## Youth Camp 2022 at Adventure HQ



## Alumni Club Catchup Event on Zoom



## MightyKids, Families & Community – Features Of The Year

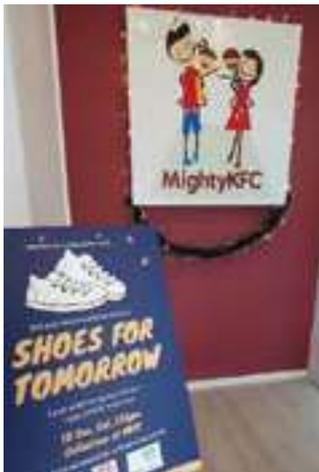


### Life! Schemes Rolled Out

The challenges posed by the pandemic were varied, in particular the lack of opportunities to connect with our service users through onsite/ physical activities. Although more difficult, we continued to use online ways to stay connected. In the midst of the pandemic, MKFC started our **Life! Readers** scheme for younger children ages 5-6 through a phonics-based literacy scheme and through this, we were able to extend support to younger children below 7 years of age. We also piloted a scheme focusing on mental wellness for children, called **Life! Wellness**.

### Collaboration with Grassroots

We have enhanced our collaboration with our Radin Mas Advisor, Mr. Melvin Yong and grassroots leaders through different events, such as the Far East Cheque Presentation Ceremony to needy families as well as the Christmas School Shoes and Meal Vouchers Gift Event.



### Support from Partners

MKFC is blessed to have the support from **RHT Foundation**, who came on board this past year to support our MKFC operations, including our Life! Readers Scheme. We are also grateful to **Sportcares SG, SLNG, Aureus Academy, NUS** and **SMU** for supporting our service users through various workshops and activities to support the children and youths in their well-being and overall development.

In addition, we have engaged in networking sessions with relevant social service agencies

to share and exchange learning. We have also convened joint school case conferences to pool together information and resources in strengthening overall support for vulnerable children and families living in Telok Blangah community.





## Life Student Care – New Milestones Achieved



LCSS continues its strong partnership with **Deutsche Bank**, who won our Corporate Volunteer Award for FY21/22 for its excellent suite of programmes to support our children from our centres. These programmes include a reading programme, Scratch coding workshops, Cha Ching! financial literacy sessions and other workshops to support the development of our children and improve their knowledge of the world around us.

With the help of volunteers, we launched a series of music lessons to teach our children how to play musical instruments, with the ukulele as a start. The lessons culminated in a performance of "How Great is our God" for our 25th Anniversary Book Launch event which received the applause of many. Learning an instrument is not something that the neighbourhood families are able to afford easily, and it was heartening to see children pick up a hobby to learn skill sets that can last them a lifetime.

We are also grateful to our other valuable partners including **Standard Chartered Bank, Goldman Sachs, HP Singapore, National Heritage Board, CS CDC, Sportcares SG, SMU, NUS and Singapore Youth for Christ** for supporting our service users through various workshops and activities.

We achieved a milestone in the **use of technology** this financial year! Inspired with the vision to leverage on artificial intelligence to deliver tech-enabled learning for the children at our centres, the TEMI robot was purchased with the aid of Invictus Fund. Sengkang was chosen to be the first LSC site for deployment of the TEMI robot. The robot would also help to enhance productivity of the teachers.

To customise the robot to utilise its full functionalities for technology-enabled learning, Temasek Polytechnic students were engaged to work on this project. Despite the challenges posed by the pandemic arising from the inability to work onsite, a working prototype of the software was implemented, and we were able to roll out the TEMI robot to the children in March 2022.

## EduGrow – The Year’s Achievements

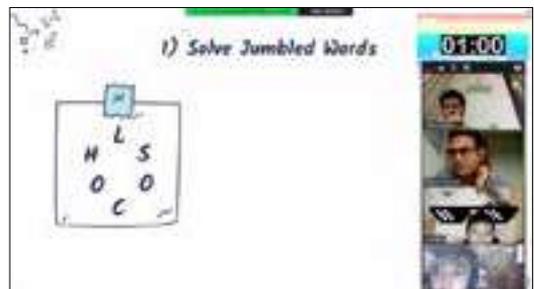


COVID-19 brought about unprecedented challenges not only for our staff, but also for our volunteer mentors, who usually spend about an hour each week engaging in onsite/physical activities with our service users. With the numerous restrictions due to the pandemic, it was necessary to find other ways to connect with and keep them engaged online.

We initiated online group mentoring (two mentors to two mentees) to better support new and existing mentors. Seeing many of our mentors and mentees meet in person for the first time after two years was truly heartwarming. This group-based model was so well-received that, even after the easing of restrictions, some EduGrow mentors and mentees continue to meet one another in groups. We have now extended this option to all new mentors as well.

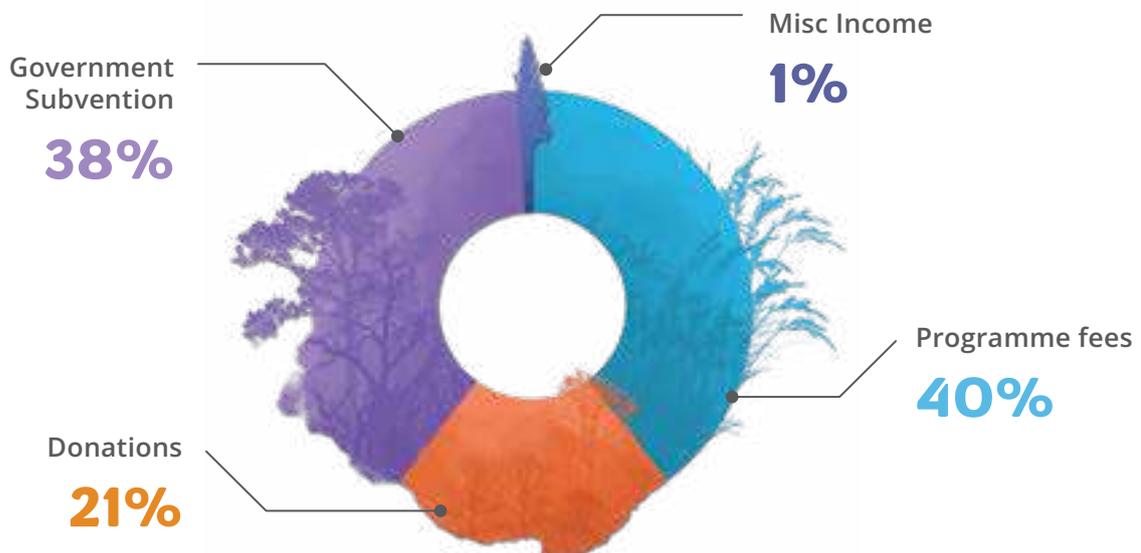
A noteworthy achievement is seeing the impact mentoring has had on the EduGrow children. The top three reasons cited by the children as to why they enjoy mentoring is that their mentors play games and talk with them, listen and support them, and teach them and learn together.

We are also grateful for the continued support of and partnership with The Hut Limited. This partnership will continue for the next three years (2023 to 2025), which will bring the partnership to a good 10 years. Through the conceptualisation and running of EduGrow, we have gleaned useful insights, grown a committed pool of mentors, and strengthened the important child mentoring work that LCSS strongly believes in.



## Year in Review : Financials Highlight

Sources of fund as of 31 March 2022



# LIFE! MENTORS



## 98

No. of Life! Mentors



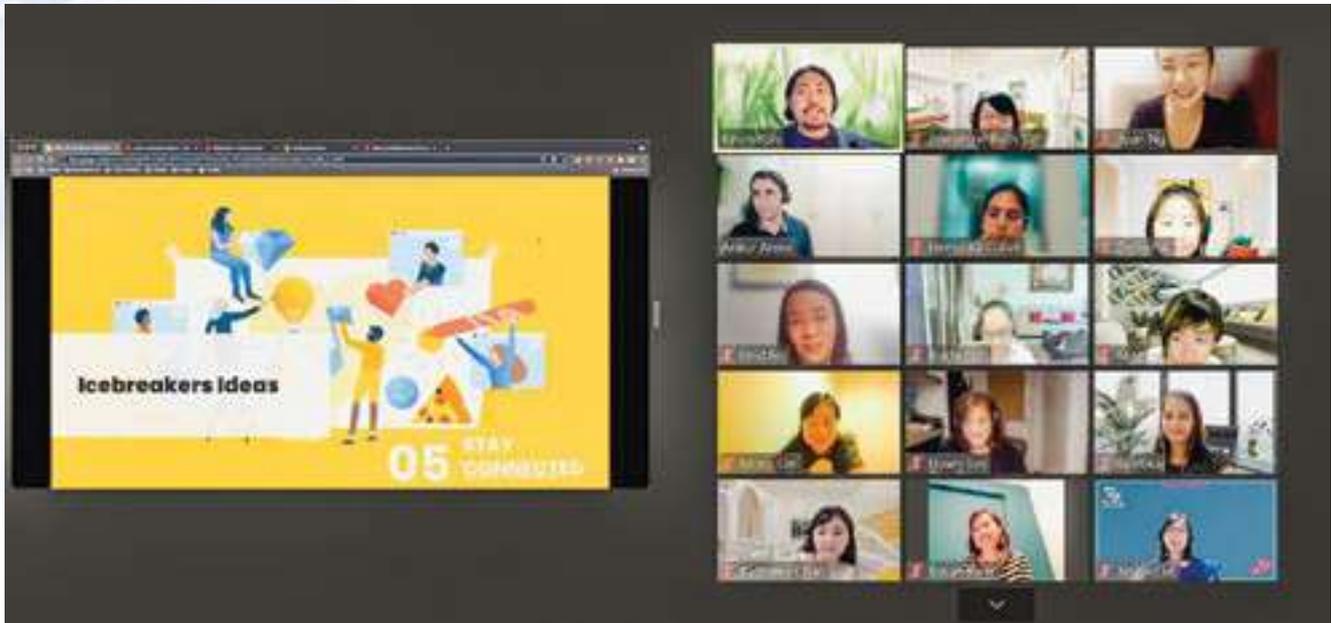
## 1313

No. of Life! Mentors  
Manhours

Programme	No. of Life! Mentors	No. of Life! Mentor Manhours
EduGrow	40	653
FOCY	53	643
MKFC	5	127
<b>Total</b>	<b>98</b>	<b>1313</b>



## ☆ Mentoring children - the heart of what we do



At LCSS, we champion child-centred mentoring and believe that every child can benefit from a strong and supportive relationship. Our Life! Mentors provide that form of support by focusing on the holistic development of their mentees, in a way that is intentional, positive, relational, and sustainable. This means building a relationship that is genuine and congruent, non-judgmental, empathetic and *focusing on four domains of growth: socio-emotional, behavioural, cognitive, and physical.*

Over the past year, **our mentors remained resilient and persevered through** constantly changing COVID-19 restrictions. Building the momentum for in-person sessions for a month, before having to revert to online sessions the very next, was not easy for both mentors and mentees. Mental wellness and self-care became more important than ever as the pandemic drags on. We are grateful that our mentors rallied together to share their challenges and learnings, as well as support one another in this fulfilling yet long and arduous journey. We have also witnessed the transformative power of community and the long-term impact it brings to those who once had little hope.



Source: The Hut Limited Instagram page



## ☆ One Life! Mentor, Many Lives Transformed

One outstanding volunteer is **Mr Daniel Gan**, who is featured in “Unlocking Imagination”. Daniel has been volunteering with LCSS since 2007 – a good 15 years. He is also a volunteer leader, guiding new mentors and inspiring them in their mentoring journey. Daniel has been mentoring a pair of parentless siblings for over a decade, and has stood firmly with them and their caregiver through countless ups and downs.

How has Daniel sustained himself and persevered all these years? He says: **“I tell myself I must not give up just because of challenges, otherwise I shouldn’t volunteer at all.”** He believes that these children are in unfortunate

situations through no fault of their own. They are the ones who are emotionally, mentally, psychologically and socially “trapped”. Unless something is done to help, they will likely end up directionless and lost in life. Today, the siblings that Daniel mentored have become much more confident and assured – they aspire to do well in life and achieve their dreams!

Another outstanding volunteer is **Ms Geetika Munirathnam**, who is also featured in “Unlocking Imagination”. Geetika has been mentoring 11-year-old Aria (pseudonym) for the past four years, and has seen her grow through various ups and downs. Aria has gained confidence,

especially in reading and recognising words. Because of Geetika’s perseverance, she and Aria have forged a very special and unique bond. In addition, Geetika readily stepped up as a volunteer leader during the pandemic to guide and inspire new mentors in their journey. She believes that as mentors, our role is to **help “bring out qualities like love, kindness, compassion” – qualities already inherent but which have yet to be discovered and amplified.**

## ☆ Mentoring Story

### My Mentoring Journey with Renee (pseudonym)

#### My Life! Mentors journey with Renee began in July 2020.

I fondly remember Renee being very shy, soft-spoken, and polite. However, it did not take long for her to open up. After a few sessions, Renee was able to expressively share about her school and personal life. Through simple craft activities, card games, and frequent deep conversations, we soon grew to understand more about each other. I am grateful that Renee now treats me as a trusted friend with whom she can share her problems and seek advice.

In August last year, Renee had to stay at a children's home due to certain circumstances. We could no longer meet each other once a week like we used to, and instead had to resort to online video calls. Initially, I was worried that this arrangement would make her lose interest in the sessions and eventually cause us to drift apart. Fortunately, we managed to adapt to this change, and found ourselves having lots of fun engaging in virtual activities such as challenging each other with tongue twisters, exchanging scary stories, showcasing her recent TikTok dance videos, etc.

Despite Renee's gentle demeanour, I sometimes observed that she bore grudges and was spiteful towards others. Once, she shared about how she wished to take revenge on her bullies and make sure they paid for what they had done to her. I asked her, "Are you sure you want bad things to happen to them? Will you really be happy seeing them get hurt?" Renee broke into tears. I



told her that it is very common for one to say nasty things to others even though one may not actually mean it, and that as much as her bullies' words hurt her, her words can hurt people too. Rather than holding on to so much negativity, we should focus on things or people that make us happy. Renee said that she understood what I meant and agreed with me. I was both surprised and gratified when during my most recent session with Renee, she shared how she managed to set boundaries with her bullies and was firm in rejecting their demands. **She even developed empathy for her bullies, understanding that there may perhaps be unspoken**

**reasons or undefined pain behind their actions.**

Renee is a strong and independent young lady. While she sometimes may face difficulties and sadness, or feel lonely, I want her to know that she is never alone. She is loved and cherished by the people around her.

Despite my busy work schedule, I always try my best to arrange weekly sessions with Renee. I enjoy every session with her and have never viewed this as a chore. I do not know if this mentoring journey will eventually make a significant impact on Renee's life, but it certainly has made an impact on mine. Every piece of advice I have given to her is like a reminder to myself and an opportunity for self-reflection. Confidently, I would say that this mentoring journey has been one of the best highlights of my life.

**"The best way to find yourself is to lose yourself in the service of others." --- Mahatma Gandhi**

**Ms Louisa Tng, dedicated Life! Mentor since July 2020**



I enjoy spending time with Louisa, and my favourite activity with her is this DIY painting of bearbricks. It was really interesting and brought joy to my boring school holidays. Even though I'm growing up now, I hope that Louisa can continue to be my Life! Mentor.

Renee

# THE YEAR AHEAD

- Strengthening our core programmes and current initiatives.
- Joining hands with other community groups, government agencies, corporate partners, and the wider public.

“ So that together we can provide even more holistic and integrated care and support to vulnerable children and youths, as well as their families. ”

---

## LOOKING AHEAD, OUR STRATEGIC PLAN

### 1. Invest in People (Capability Building)

To invest in our staff and volunteers to build a cohesive and “mission-minded” organization, we aim to:

- Leverage on teamwork and draw on collective wisdom of an “A” team to achieve LCSS vision
- Build a strong team driven by a passion towards serving the needs of the children & families in the community

### 2. Invest in Digitalisation (Capacity Building)

To migrate to a technology-enabled organisation.

The Covid-19 pandemic has pushed us to another frontier where both risks and opportunities are opened up at the same time.

### 3. Collaborate with Partners in the Community

To build sustainable partnerships including long term corporate partners, community partners, as well as public partners, working hand-in-hand for a mutually benefitting, symbiotic relationship.

# *Leadership And Governance*





# KEY LEADERSHIP



**Mr Desmond Lee**  
*Patron*



**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*

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



## Key Management



**Ms Lam Moi Kwai**  
Chief Executive Officer

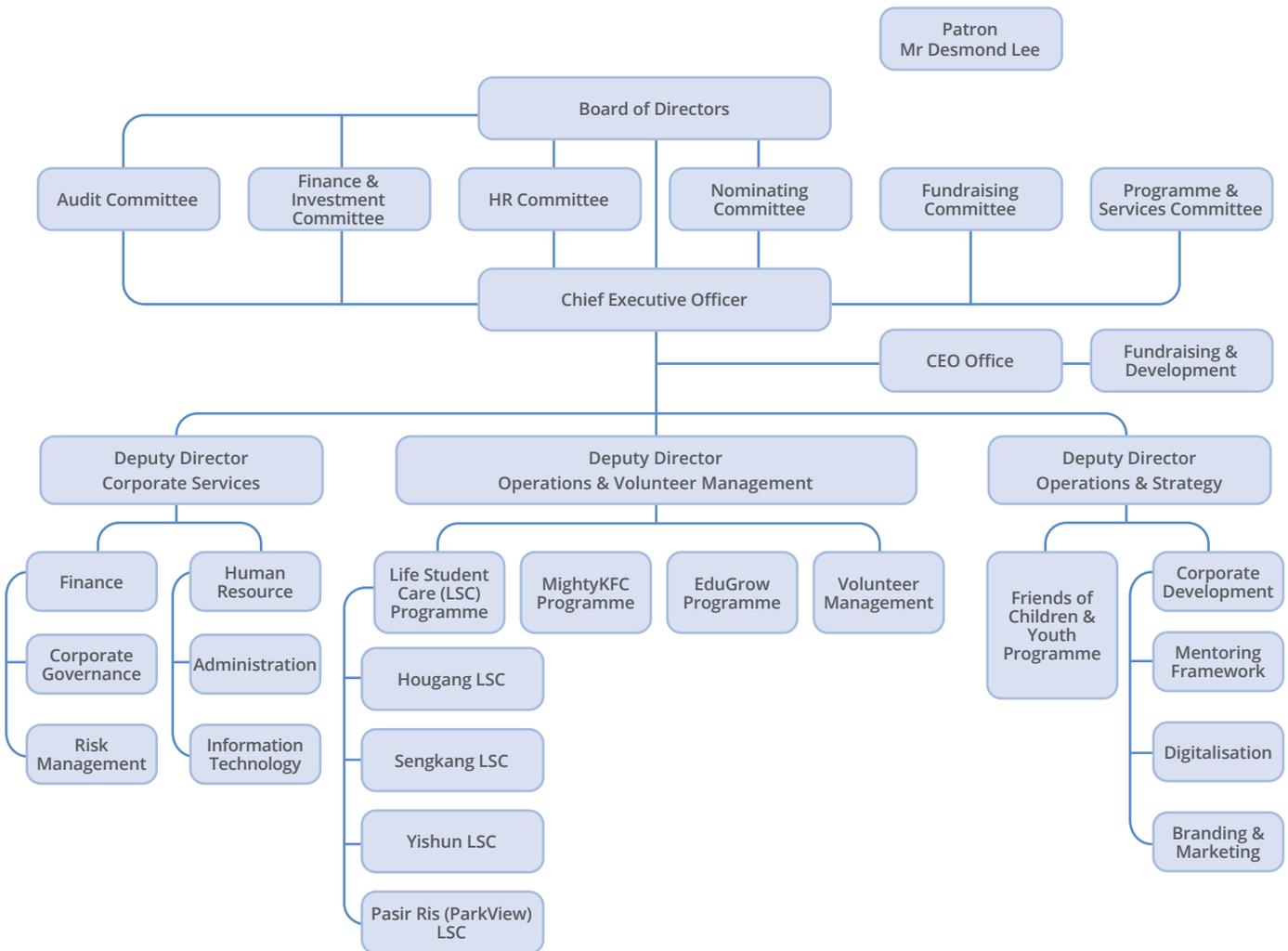
Name	Designation	Date of Appointment
Ms Lam Moi Kwai	Chief Executive Officer	19 Aug 2013

### Introductory Profile

Director in various capacities, KONE Pte Ltd

17 years of experience including General Management, Sales Management, Customer Experience Management, Human Resource and Administration Management

## Life Community Services Society Organisation Chart



## Board Appointments & Attendance

Board Member Date of Appointment Appointment Since	Current Board Appointment	Board Appointment Since	Occupation	Other Charitable Involvement(s)	Attendance*
<b>Mr Nicholas Goh</b> Appointed 31 Aug 2021 Since 2011	Chairman Chair - 1. Audit Committee 2. Fundraising Committee	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 Fed.  Board Member, Global Cultural Alliance  Board Member, Sim Lim Tower Comm.  Board Member, National Translation Committee	5/5
<b>Mr Shaun Tan</b> Appointed 31 Aug 2021 Since 2013	Vice Chairman Member - 1. Finance and Investment Committee 2. Fundraising Committee	26 Nov 2013	Group Chairman DG Packaging Pte Ltd	Board Member, The Mennonite Church Singapore	5/5
<b>Dr Gilbert Tan</b> Appointed 31 Aug 2021 Since 2007	Honorary Secretary Chair - 1. Human Resource Committee 2. Programmes and Services Committee  Member - 1. Audit Committee 2. Nominating Committee	28 Jun 2007	Associate Professor  Singapore Management University	N.A.	5/5
<b>Mr Seow Kiat Wang</b> Appointed 31 Aug 2021 Since 2004	Honorary Treasurer Chair - 1. Finance and Investment Committee 2. Nominating Committee  Member - 1. Fundraising Committee	26 Feb 2004	General Partner  Altara Ventures	N.A.	5/5

Board Member Date of Appointment Appointment Since	Current Board Appointment	Board Appointment Since	Occupation	Other Charitable Involvement(s)	Attendance*
<b>Ms Ng Mi Li</b> Appointed 31 Aug 2021 Since 2018	Honorary Assistant Treasurer  Member - 1. Human Resource Committee 2. Programmes and Services Committee	30 Jul 2018	Managing Director  Rockbell International Software Pte Ltd	N.A.	5/5
<b>Ms Ashley Low</b> Appointed 31 Aug 2021 Since 2020	Board Member  Member - 1. Finance and Investment Committee 2. Fundraising Committee 3. Programmes and Services Committee	10 Feb 2020	Chief Impact Investment Officer  Global Green Connect Pte. Ltd	Fundraising Committee, Dover Park Hospice	5/5
<b>Ms Dawn Tan</b> Appointed 31 Aug 2021 Since 2021	Board Member  Member - 1. Audit Committee 2. Human Resource Committee 3. Nominating Committee	5 Feb 2021	Managing Director  Ashurst ADTLaw  Commercial and Disputes Lawyer and Arbitrator	Deputy Chairwoman, Singapore International Chamber of Commerce	5/5

\*A total of 5 meetings were held between Apr 2021 – Mar 2022, including Board meeting & AGM.

# GOVERNANCE

## Introduction

Good corporate governance practices achieve results in the right way. They refer to the systems and processes concerned with ensuring the overall direction, effectiveness, supervision, and accountability of an organisation. As such, the Board and the Management of Life Community Services Society (LCSS) are committed to maintaining a high standard of corporate governance practices in accordance to the Code of Governance for Charities & Institutions of a Public Character (IPC).

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

Our Constitution is available at the Registry of Societies.

## Board Composition

Board members as individuals promote the work, services and mission of LCSS to the community in alignment with LCSS' 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. None of the members are remunerated and they render their services on a voluntary basis. None of the Board members held staff appointments.

The Board has met five times in FY21/22.

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

- Audit committee
- Finance & Investment committee
- Fundraising committee
- Human Resource committee
- Nominating committee
- Programme & Services committee

### Audit Committee

**Members : Mr Nicholas Goh (Chair), Dr Gilbert Tan, 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 auditors' recommendations where applicable. Committee provides guidance to LCSS overall risk management, conducts periodic checks on LCSS internal controls and compliances to LCSS established procedures and processes as well.

### Finance and 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, looks into investment strategies and conducts periodic reviews on the viability of the investments.

LCSS investment policy approved by the Board sets out the objective and approved investment assets classes. LCSS places its available reserves in low-risk investment, namely in Singapore Dollars fixed deposits and unit trust funds.

### **Fundraising Committee**

**Members :** Mr Nicholas Goh (Chair), Mr Seow Kiat Wang, Mr Shaun Tan, Ms Ashley Low

The Fundraising Committee oversees LCSS's overall fundraising plans and budget. The committee supports and identifies sources of fund 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.

### **HR Committee**

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

The HR Committee guides the development and revision of LCSS HR policies and procedures for Board approval, establishes a salary structure, reviews staff salaries and benefits package annually. The HR committee also acts as a mediator for employee complaints or grievances when necessary or required.

### **Nominating Committee**

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

The Nominating 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 nominating committee also oversees the succession planning and decision making for prospective new Board members taking into careful consideration the desired traits and characteristics required.

### **Programmes and Services Committee**

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

The Programmes & Services Committee 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 vision, mission and objectives. The committee reviews all significant new programmes, services or initiatives before recommendation to the Board for implementation.

## Governance Policies

### Board Governance

- **Board Selection, Recruitment & Succession**

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. LCSS Board has an appropriate mix of core competencies and collective expertise among its Board 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 Nominating Committee for consideration.

The Nominating Committee assesses the candidate with reference to a LCSS selection criteria list.

- **Board Training & Development, Evaluation of Board Effectiveness**

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.

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.

- **Disclosure of Board Members' Tenure**

Three board members, Mr Nicholas Goh, Mr Seow Kiat Wang and Dr Gilbert Tan have served more than ten consecutive years in the Board. They remained in the Board to guide the board renewal process, and to ensure that LCSS continues to attain and maintain the highest standards of corporate governance. Between 2019 to 2021, LCSS has successfully recruited three new board members comprising Ms Ng Mi Li, Ms Ashley Low and Ms Dawn Tan. These new board members had also a runway to learn from the pioneers. In the current financial year, two other board members, Dr Tan Kok Beng and Mr Goh Kng Yan, with more than ten years of service had retired from the Board on 31 Aug 2021. They remain as spiritual advisors to provide pastoral care and support for LCSS staff and leaders.

- **Terms of References of the Board**

LCSS abides to the terms and conditions as listed in our Constitution. 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, whom maximum term limit is four consecutive years.

## 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.

## 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.

## 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.

## Human Resource Management

### • Remuneration of Highest Paid Staff (FY2021/22)

\$100,001 – \$150,000 : 1

The 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 has received remuneration exceeding S\$50,000 during the financial year.
- LCSS does not make any loans to any employees, management, board members, related party and third party.
- 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 volunteer management policy and procedures to provide guidance on the key operational procedures in our volunteer management framework. Our volunteer management framework encompasses the following key areas:

1. Recruitment
2. Screening
3. Training
4. Onboarding & Matching
5. Recognition and feedback
6. Relationship management
7. Closure of relationship

Our volunteers comprise passionate individuals and committed corporate/ institutional partners, who support us and our Service users 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 to continuously enhance our programmes, and 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' assets.

The Finance and Administrative departments ensure that 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 LCSS are:

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

As part of internal controls, all purchases of more than \$3,000 require two quotations in comparison and for purchases of more than \$10,000, 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 Finance Department prepares the annual budget and the budget is reviewed by the Finance & Investment Committee and approved by the Treasurer before submission to the Board for approval, before the new financial year kicks in. Quarterly performance financial reviews are conducted where the Finance Department discussed the main Financial Statements with the CEO comparing actual financial results with analysis against the annual budget and same period the previous year.

Reasons for any discrepancies and 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 & Investment Committee Board regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil LCSS' continuing obligations.

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.

- **Reserves Ratio**

LCSS' reserves ratio for FY21/22 is 1.7.

- **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.

## 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 service users. 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](mailto: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 channeled to the CEO (and the HR Committee if necessary) and investigated. The CEO prepares a report detailing the nature of the complaint, the outcome of the investigation and the recommended course of action to the Board. Where appropriate, the complainant may be notified of the outcome.

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

## Code of Conduct & Ethics

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

## Risks Management

The Board oversees the risk management of LCSS, particularly the Audit Committee. The Board sets policies and guidelines for financial limits, internal control systems and processes, corporate procedures and work plans to achieve LCSS' strategic objectives, and to review, monitor and evaluate the performance of LCSS. 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 and staff are responsible for carrying out daily operations in accordance to the risk management policies, guidelines and strategies to foster a risk-aware culture to aid LCSS in achieving its strategic objectives.

### • Business Continuity Plan

LCSS has Business Continuity Plans in place which is a proactive way to mitigate losses when disaster strikes. Plans are put in place to maintain the ongoing of our operations in providing the essential services/programmes and our corporate practices.

The objective of such plans is to safeguard the interests of our service users and stakeholders, as well as preserving our reputation and brand.

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

## 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 also does not engage any third-party fundraisers.

The funds raised go towards helping our service users 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 few financial years.

## Auditor's Report

The Annual Report should be read in conjunction with the audited financial statements which comes as a separate booklet. The auditor's opinion and 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 are contained in the financial statements.

# GOVERNANCE EVALUATION CHECKLIST

S/N	Code guideline	Code ID	Compliance
<b>BOARD GOVERNANCE</b>			
1	<p>Induction and orientation are provided to incoming governing board members upon joining the Board.</p> <p>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if “No”)</p>	1.1.2	Complied  No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	N.A.
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	N.A.
4	<p>The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.</p> <p>If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.</p>	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	<p>The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.</p> <p>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</p>	1.1.12	Complied  Yes
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
<b>CONFLICT OF INTEREST</b>			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied

S/N	Code guideline	Code ID	Compliance
<b>STRATEGIC PLANNING</b>			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
<b>HUMAN RESOURCE AND VOLUNTEER<sup>2</sup> MANAGEMENT</b>			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes
15	There are volunteer management policies in place for volunteers.	5.7	Complied
<b>Financial Management and Internal Controls</b>			
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied

S/N	Code guideline	Code ID	Compliance
<b>FUNDRAISING PRACTICES</b>			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
<b>DISCLOSURE AND TRANSPARENCY</b>			
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.  Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")	8.2	Complied  No
25	No governing board member is involved in setting his own remuneration.	2.2	N.A.
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.  Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")	8.3	N.A.
27	No staff is involved in setting his own remuneration.	2.2	Complied
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied

S/N	Code guideline	Code ID	Compliance
29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied
<b>PUBLIC IMAGE</b>			
30	<p>The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.</p>	9.2	Complied

### Notes:

<sup>1</sup> Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

<sup>2</sup> Volunteer: A person who willingly serves the charity without expectation of any remuneration.

<sup>3</sup> Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —

- (a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
- (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

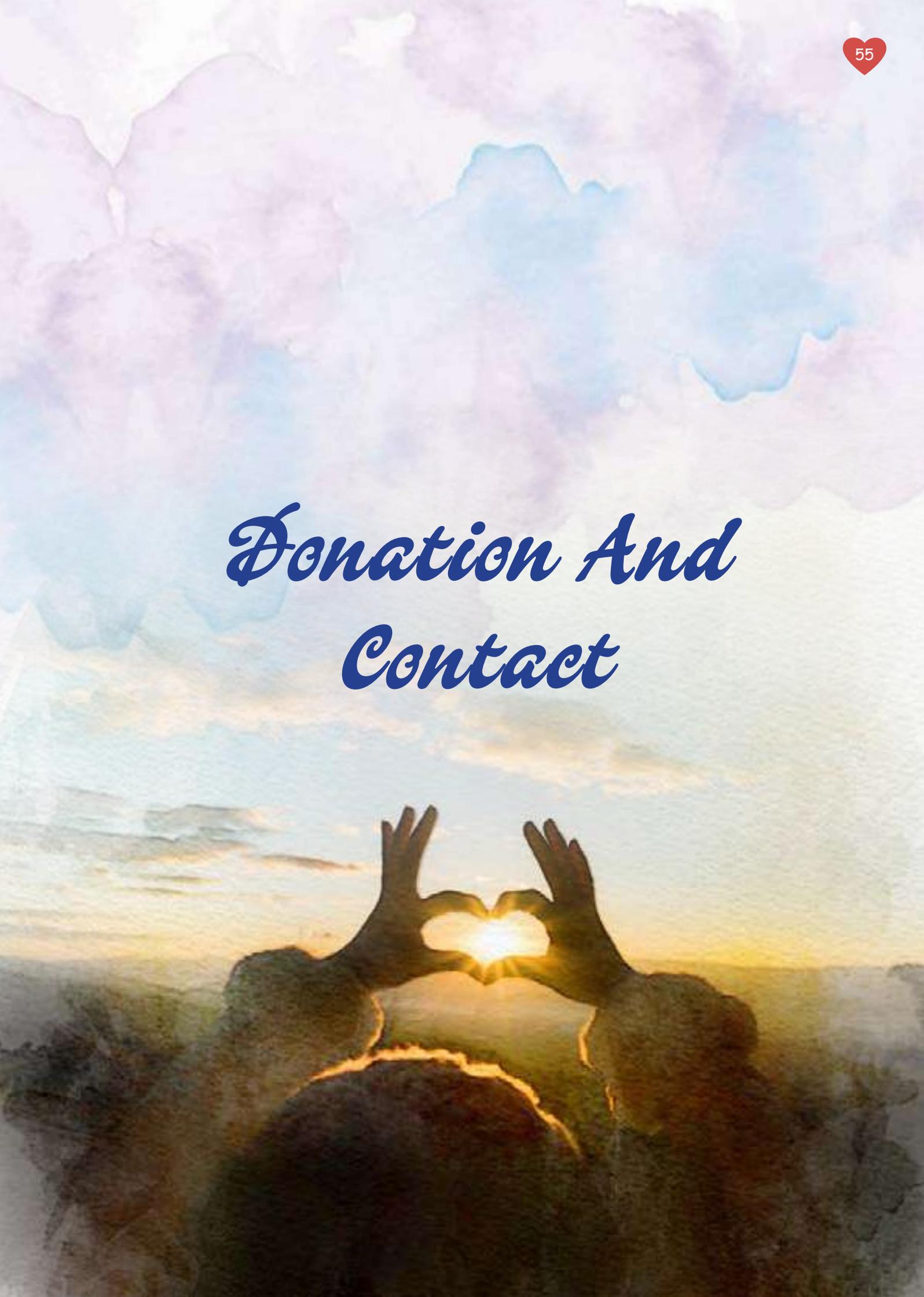
A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependant of the Executive Head or governing board member.
- (d) the dependant of the Executive Head's or governing board member's spouse.

<sup>4</sup> Executive Head: The most senior staff member in charge of the charity's staff.



# *Donation And Contact*



# DONATION

## 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, email address & 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](mailto:lcss@life-community.org)  
Website: [www.life-community.org](http://www.life-community.org)



# CONTACT

## Corporate Office

5 Stadium Walk  
Kallang Leisure Park, #04-04  
Singapore 397693  
Tel: 65-6387 3700  
Fax: 65-6387 3768  
Email: lcsc@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

### Yishun

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

### Sengkang

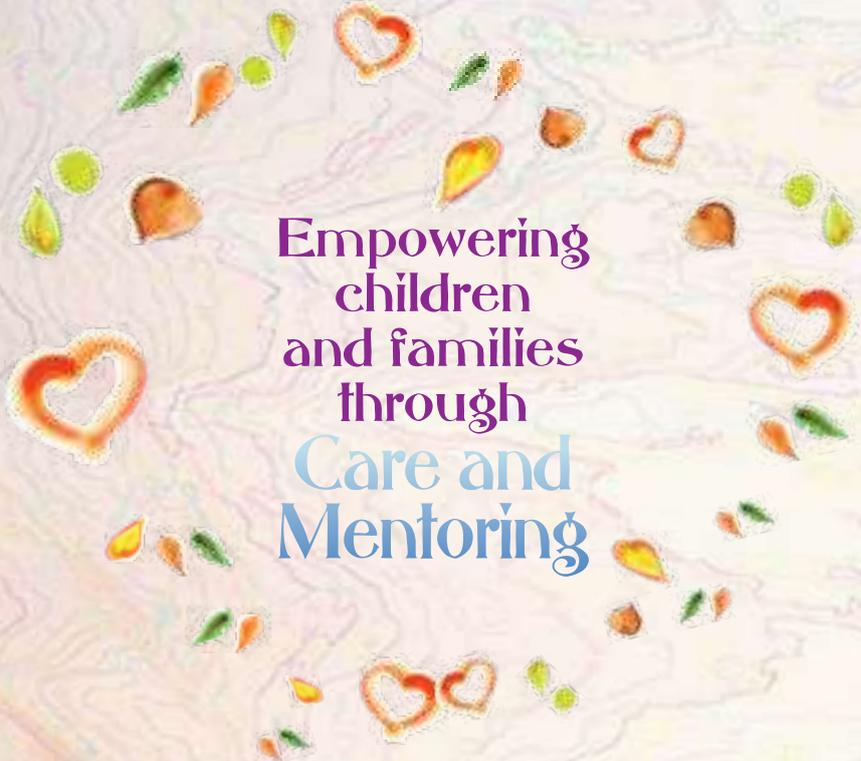
306C Anchorvale Link #01-77  
Singapore 543306  
Tel: 65-6489 8718  
Fax : 65-6312 3498  
Email: sklsc@life-community.org

### 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.





Empowering  
children  
and families  
through  
Care and  
Mentoring



...to live and leave a legacy.

**Life Community Services Society**

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