



...to live and leave a legacy

ANNUAL REPORT FY 2024/25

LIFE COMMUNITY SERVICES SOCIETY

**EVERY CHILD,
THE BEST THAT
THEY CAN BE**



CORPORATE INFORMATION



Life Community Services Society (LCSS)

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

Unique Entity Number (UEN)

S96SS0100H

Registered Address

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

Website

www.life-community.org

Auditor

C.C. Yang & Co

Bankers

DBS Bank, Standard Chartered Bank, Maybank

Lawyer for Property Matters

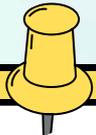
Kalco Law, LLC

Investment Adviser

Standard Chartered Bank



CONTENTS



ABOUT US

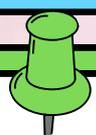
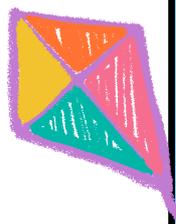
• About Life Community Services Society.....	4
• Our Five Core Programmes.....	5
• Key Milestones.....	6
• Chairman’s Message.....	8
• CEO’s Message.....	9



IMPACT AT A GLANCE	10
---------------------------------	----

HIGHLIGHTS OF THE YEAR	12
-------------------------------------	----

• Golf for Life! 2024.....	16
• Love Came Down @ Christmas 2024.....	17
• Run for Life 2025.....	19
• Donor & Volunteer Appreciation Event 2025.....	20

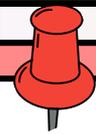


PROGRAMME HIGHLIGHTS

• Friends of Children & Youth (FOCY).....	22
• MightyKids, Families & Community (MKFC).....	25
• Life Student Care (LSC)	28
• EduGrow for Brighter Tomorrows	32
• Friends2Gather (F2G)	34



VOLUNTEER MANAGEMENT	36
-----------------------------------	----



THE YEAR AHEAD	37
-----------------------------	----

FINANCIAL HIGHLIGHTS	38
-----------------------------------	----

LEADERSHIP & GOVERNANCE	39
--	----

DONATION METHODS	55
-------------------------------	----

CONTACT US	56
-------------------------	----

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

ABOUT US

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 vision and 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. LCSS also partners with like-minded social service agencies to provide effective care for vulnerable 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

Love
Integrity
Teamwork
Excellence

OUR STRATEGIC THRUSTS

(2025-2030)

Towards Becoming a Leading Agency in Child-Centred Mentoring: Over the next 3-5 years, LCSS will strengthen our capabilities to become a sector leader in child-centred mentoring. Grounded in our mission to serve vulnerable children and youth, we will focus on five key strategic thrusts that will shape and enhance our service delivery, deepen our impact, and extend our reach.

1. Strengthen Programme Excellence and Impact
2. Deepen Family and Relationship Support
3. Champion Mental Wellness for Life
4. Expand Reach through a Sixth Centre in Bedok
5. Lead Advocacy for Child-Centred Mentoring

OUR FIVE CORE PROGRAMMES



FRIENDS OF CHILDREN & YOUTH

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



MIGHTYKIDS, FAMILIES & COMMUNITY

Serves children and youth from 4 to 16 years old by providing a safe and nurturing space at our drop-in centre. We focus on mentoring children and youth through a wide array of activities that develop them holistically. MKFC focuses on four core schemes, namely Life! Mentors, Life! Readers, Life! Sports and Life! Learners.



LIFE STUDENT CARE

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



EDUGROW FOR BRIGHTER TOMORROWS

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

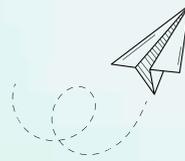


FRIENDS2GATHER

A social mobility ComLink+ programme that seeks to give every child an opportunity to develop to their fullest potential. Through fostering trusting and stable mentoring relationships between mentors and their children (aged 6 to 11), F2G hopes the children will develop socio-emotional skills, cultivate positive learning experiences, and increase school connectedness.



KEY MILESTONES



1996

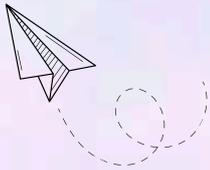
Registered as a society (non-profit)



Opening of 1st Life Student Care in Hougang

1999

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



Registered as a Charity

2001

2002

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

2003

2004



Launch of Friends of Children Programme

- Awarded Best Grandparenting and Intergenerational Bonding Programme

2005

- Opening of 3rd Life Student Care in Yishun



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

2006

2007

Launch of Friends of Youth Programme



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

2008

2009

Opening of MightyKids, Families & Community centre in Telok Blangah



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

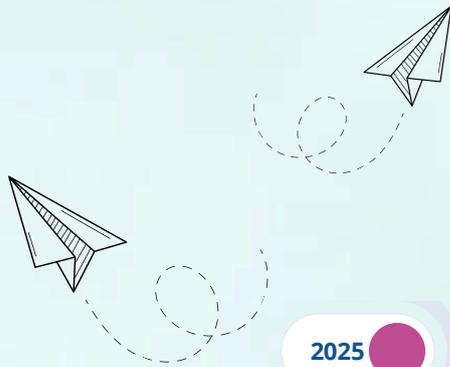
2012

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

2013

2014

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



- Strategic Visioning Retreat
- Transited our corporate office from Kallang Leisure Park to CT Hub 2
- Awarded the Charity Transparency Award 2023
- Launch of Volunteer App
- Launch of LCSS-RCSW Aspire Awards
- Pilot of Friends2Gather @ Opera Estate Primary School (ceased wef Dec 2024)



2025

- Opening of Life Student Care in Pasir Ris (Collaboration with Presbyterian Community Services)
- Presented a workshop at the 2025 National Mentoring Summit in Washington D.C.
- Run for Life & Donor and Volunteer Appreciation 2025
- Launch of Life! Mentors Learn & Share CONNECT 2

2024

- President's Volunteerism & Philanthropy - City of Good awarded to Camp Cacti
- Awarded the Charity Transparency Award 2024
- Awarded the President's Challenge 2024 to set up a mental health team in LCSS
- Launch of Life! Mentors Learn & Share CONNECT 1 Training Pilot

2023

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

2022

- Launch of Friends2Gather



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

2021

- 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

2020

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

2019

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



2018

- Christmas Extravaganza
- Appointed KidSTART partner agency by ECDA

2017

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

2016



CHAIRMAN'S MESSAGE

Time flies, and another year has passed. Like me, I'm sure many of you often hear the phrase, "life is short." Whenever I hear that these days, I reflect on two perspectives: one is that since life is short, we should chase after all that the world offers—travel widely, indulge freely, and spend on our desires. The other, which I hold dearly, is that because life is short, we must live it purposefully—soberly, generously, and in a way that uplifts others and honours God.

For many years now, I have committed to the latter. I hope you, too, have found meaning in choosing a life of impact and significance. I am deeply thankful for the Lord's blessings and providence—He is truly our Jehovah Jireh, the Provider of all things. Everything we have—our resources, finances, influence, and time—ultimately belongs to Him. Some of us may be entrusted with more, others with less, but all of us are called to be faithful stewards of what we have.

I want to encourage each of us to use our gifts and talents wisely. No act is too small when done in love. Let us contribute meaningfully to the lives around us, especially to the children under our care at Life Community. Many of them did not choose the circumstances they are in, but with our collective compassion and support, we can help rewrite their stories.

We live in a time of great uncertainty—technological shifts, societal pressures, and geopolitical change. Yet in the midst of all this, we know one thing remains constant: God. The Bible reminds us that He is the same yesterday, today, and forever. We can anchor our hope in Him, our unshakable rock.

As we prepare to celebrate Singapore's 60th birthday, I'm reminded of our Prime Minister Lawrence Wong's words—that no one will be left behind. That vision aligns closely with the mission of Life Community. Let us continue working hand in hand to make it a reality.

I would like to extend my deepest gratitude to my fellow board members, donors, volunteers, and corporate partners. Your compassion and unwavering support have enabled our dedicated staff and management team to continue transforming lives. In these challenging times—amid rising mental health concerns and academic pressures faced by our young—your support is more crucial than ever. Let's pool our resources, networks, and time to nurture these children with love, mentorship, and opportunity.

**“YOUR PARTNERSHIP WITH
LIFE COMMUNITY MATTERS.
TOGETHER, WE ARE PLANTING
SEEDS OF HOPE THAT WILL
BEAR FRUIT FOR GENERATIONS
TO COME.”**

Your partnership with Life Community matters. Together, we are planting seeds of hope that will bear fruit for generations to come.

Let me share a verse that continues to encourage and strengthen me in this journey: Hebrews 6:10 – “God is not unjust; he will not forget your work and the love you have shown him as you have helped his people and continue to help them.”

May we always be reminded that when we come together to do good, God sees—and He is faithful to bless us and our families richly as we honour Him.

Nicholas



CEO'S MESSAGE

At Life Community, what keeps us going is our mission to empower children and families through care and mentoring. Our values—Love, Integrity, Teamwork, and Excellence—shape the way we work every day. We truly believe that we're vessels God uses to bring hope, love, and care to the children and youth in our five core programmes. Over the decades, the forces affecting how charities operate have changed a great deal. We are learning to work more collaboratively with other social service agencies so that we could draw on each partner's unique strengths and deepen the impact of initiatives aimed at helping vulnerable children thrive. We have been working tirelessly to build our credibility as a respected voice in child-centred mentoring, and in training competent staff and volunteers to deliver good quality service.

The year started with a few interesting development projects including the exploration of collaborating with a fellow social service agency to operate its Student Care Centre, to tapping on relevant NCSS funding schemes to strengthen and build our organisational capabilities, to applying for a potential new centre in Bedok. We also embarked on a project to convert the legal identity of our charity from a Society to a CLG (Company Limited by Guarantee) for improved governance.



LIFE COMMUNITY CAN BE ENTRUSTED TO UPLIFTING THE CHILDREN AND YOUTH, TO SEE THEM GROW TO THEIR FULLEST POTENTIAL. IT IS NOT JUST DOING GOOD ALONE BUT ABLE TO DO THE GOOD WELL.

"I am pleased to share that we have started operating a new Student Care Centre in Pasir Ris in January 2025, as part of a collaboration with Presbyterian Community Services. We have also started our Mental Wellness for Life initiative with the onboarding of a Senior Counsellor to support the rising mental health needs and complex familial issues amongst our children and youth, and their families in March 2025. Life Community was awarded the President's Volunteerism and Philanthropy, City of Good award, together with our partners under the Camp Cacti, a collaborative initiative between CapitaLand Hope Foundation and Yellow Ribbon Singapore's network partners.

I am also happy to announce that we were awarded the Charity Transparency Award in 2024 for the third consecutive year. Strong corporate governance is no longer a "good to have" but an operating necessity to give stakeholders the confidence that Life Community can be entrusted to uplifting the children and youth, to see them grow to their fullest potential. It is not just doing good alone but able to do the good well.

I've witnessed an incredible amount of hard work and heartfelt dedication throughout the year. Beyond the many activities run within each of our core programmes, we also came together at the organisational level to host three major events—Golf for Life, the Christmas Carnival, and Run for Life—collectively raising close to \$500,000. This reflects the strong support we've been blessed with.

I want to take this moment to thank my colleagues, board members, and volunteers for running this race together. I'm also deeply grateful to our donors, corporate partners, grassroots leaders, government agencies, and fellow social service organisations—for your generous support and the gift of friendship.

I thank God for each of you. May He bless you and all the good work you do.

To God be the Glory.

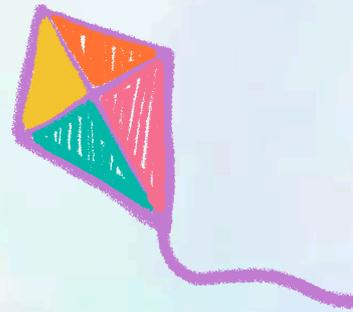
Moi Kwai

IMPACT AT A GLANCE



831

TOTAL NO. OF
SERVICE USERS



970

VOLUNTEERS



159

LIFE! MENTORS



2,836

LIFE! MENTORS
MANHOURS



31

SERVICE-BASED
VOLUNTEERISM
PARTNERSHIPS



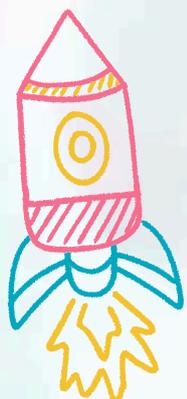
2067

ACTIVITIES
CONDUCTED



70

TOTAL STAFF
STRENGTH



As of 31 March 2025

A Bond that Builds: Dave & Dr Paul's Mentoring Story



Dave* was 9 years old when he first met his mentor, Dr Paul, in 2024. Although Dave was naturally quiet and shy, he slowly opened up to his mentor through drawing and building Lego blocks. Over time, he began to share about his time with Papa and Mama. Dave once wrote, "I want to see Papa and Mama together." As his mentor, Dr Paul could not change Dave's circumstances, but helped him to face life with hope and resilience. Perhaps that is the greatest gift a mentor can ever give.

Once, Dave looked up at Dr Paul and said, "You are supposed to help me." A simple yet powerful statement that revealed how Dave understood mentoring: to grow, to heal, and to become a better version of himself.

One day, the roles reversed as Dave became the one who guided his mentor to fold an origami. This greatly increased Dave's self-confidence. On another occasion, Dave surprised his mentor by singing a song. This melted Dr Paul's heart as he recalled Dave being once shy and quiet. It was a beautiful turning point for Dave!

Dr Paul often says, "Dave truly warms my heart with his unexpected enthusiastic participation." He added a quote, "Mentoring a young child is to help him develop his hidden and untapped talents."

Over time, the special bond between Dave and Dr Paul deepened through shared birthday cakes and memorable story times. Dave has also grown tremendously as he has overcome his shyness and can now greet others warmly while expressing himself confidently. Truly, mentoring has led to Dave's transformation.

What began as structured mentoring evolved into a heartfelt relationship, where both mentor and mentee gave and received in equal measure. For Dr Paul, the sessions have been enriching and life-affirming. As for Dave, the sessions have provided a safe space where he could be seen, heard, and most of all, valued.

After every mentoring session, Dr Paul is dedicated to sending detailed updates of mentoring activities and Dave's progress to his parents. Using WhatsApp, both parents and the mentor could communicate openly and work together to help Dave flourish. It is wonderful to witness how our mentor is committed to regular updates, and both parents are receptive to receiving support.

Indeed, this real-life story is a beautiful testament to how our volunteer mentor worked closely with the parents to enable a child's flourishing and growth.

HIGHLIGHTS OF THE YEAR

APRIL 24



Family bonding at the Singapore Zoo created special opportunities for meaningful family engagements.



Hari Raya celebration gave families a memorable time as they enjoyed food, games and craft together.

MAY 24



BMW and Tembusu partnered to teach children on Sustainability to reduce food wastage.



HP's Cyberbullying Awareness Workshop taught children to be kind and responsible digital citizens.



NCS organised a Sustainability-themed digital workshop for children to learn how they can play a part for the earth.

JUNE 24



Kuok Group Singapore planned a children's outing to River Wonders during the June school holidays.



Singapore Youth For Christ organised engaging games to teach values on resilience and teamwork.



Children were invited to a Kid's Opera at the Arts House and they also learnt about the making of opera through craft.

JULY 24



Temasek Polytechnic taught basic physics through fun and interactive simulations.



NUS's "Mini Cardiologist" activity shared healthy habits for children to develop good heart health.



RCSW sponsored dinner and an ice-cream treat at Swensen's to celebrate Racial Harmony Day.

AUGUST 24



Far East Organization sponsored an exciting outing to HomeTeamNS Action Motion together with a hearty dinner.



Annual staff retreat was a time to show appreciation and recognition to all dedicated staff of LCSS.



Deutsche Bank sponsored a bowling outing for the children to learn teamwork, resilience and confidence as they celebrate one another's efforts through the sports.

SEPTEMBER 24



UOB invited our children to join their annual family carnival event, UOB Heartbeat Run.



Deutsche Bank organised the annual Reading Buddies Storytelling Contest, which was a heartwarming time of storytelling by our children.



ST Telemedia sponsored an outing to an Eco-farm as a learning journey, and prepared goodie bags with pre-packed vegetables for every child to bring home and enjoy with their families.

HIGHLIGHTS OF THE YEAR

OCTOBER 24



LCSS held our first in-house Volunteer Day to celebrate the heart of volunteerism as the staff team shared their testimonies and created artwork to appreciate their volunteers.



LCSS welcomed back our alumni and current youth clients for a BBQ gathering. As the youths shared about their lives since graduating from the programme, it was heartening to see how far they have come, and to witness the strong bonds that continue even beyond the programme.

NOVEMBER 24



LCSS was honoured to receive the Charity Transparency Award (CTA) for the 3rd consecutive year. This award affirms LCSS's continued commitment to good governance, transparency, and stakeholder trust.



The City of Good Award recognised LCSS for its collaboration effort with people, public, and private (3P) partners to empower vulnerable children by building resilience and character.



LCSS began engagement efforts for its HQ office relocation to the Marine Parade Community Hub (scheduled for Feb 2026), and joined the Marine Parade "To-Care-Ther!" stakeholders' networking session.

DECEMBER 24



Far East Organization invited our children to perform Christmas carols for their staff at their Christmas celebration.



A special year-end celebration brought our children, families and valued partners together. The key highlights were the lively emceeding by a mentor-mentee pair, and a memorable outing to the Bird Paradise, sponsored by SMU.

JANUARY 25



Dian Xiao Er supported a CNY Community Blessings event by distributing goodie bags and teaching our children the value of kindness in celebrating the festive season.

FEBRUARY 25



LCSS set up a booth at the 10th ComLink+ Alliance Working Group, organised by SSO@Kreta Ayer and Bukit Merah.



At the start of 2025, LCSS took over the operations of Life Student Care Pasir Ris, in a partnership with Presbyterian Community Services, the owner of the centre. To foster stronger relationships with our new parents, a Chinese New Year gathering was organised, featuring a performance by our children and interactive craft booths to promote family bonding.

MARCH 25



LCSS was invited to speak on a panel at the Singapore Volunteer Management Conference.



A treasure hunt by the Rotary Club of Singapore West provided an opportunity for our children to build prosocial friendships with the volunteers.



LCSS was successful in our application for the President's Challenge 2024 grant to set up a counselling team to support the mental health needs of our clients.



UOB sponsored a boat ride and heritage walking trail along the Singapore River for our children to learn about Singapore's history.

GOLF FOR LIFE! 2024



On 28 June 2024, Life Community Services Society (LCSS) hosted the 9th edition of our signature fundraising event, Golf for Life!, at Tanah Merah Country Club (Tampines Course). 152 golf enthusiasts came together in the spirit of giving, teeing off for a meaningful cause.



We were honoured to welcome Mr Seah Kian Peng, Speaker of Parliament and Member of Parliament for Marine Parade GRC, as our Guest-of-Honour. With the generous support of sponsors, donors, and volunteers, the event successfully raised over \$275,000.

The day was made even more special by the involvement of our young beneficiaries, who stepped up as child emcees, live performers, and camera crew members. Their participation was a powerful reminder of the impact your support makes possible.



“WALKING WITH CHILDREN IS A LONG, PASTORAL JOURNEY. IT IS LIKE A SEED GROWING INTO A PLANT –FIRST, YOU SEE THE LEAVES, AND ONLY OVER TIME, WITH MUCH CARE AND PATIENCE, DO THE FLOWERS AND FRUITS BEGIN TO EMERGE.”

— MS LAM MOI KWAI, CEO, LCSS



LOVE CAME DOWN @ CHRISTMAS 2024



Love Came Down at Christmas Carnival was celebrated on 7 December 2024, at the stunning Gardens by the Bay, Silver Garden. We were honoured to have our Patron, Minister Desmond Lee, grace the occasion as our Guest-of-Honour.



The celebration brought together over 500 clients, including children and families, for a heartwarming evening of joy and community. The event was made possible through the incredible efforts of more than 100 volunteers, alongside 40 dedicated staff and board members who worked tirelessly behind the scenes.



LOVE CAME DOWN @ CHRISTMAS 2024



Love Came Down at Christmas Carnival featured fun-filled games and activities, delicious festive treats, and captivating performances by children from LCSS, all coming together to create an unforgettable Christmas celebration.



**A BIG THANK YOU
TO ALL OUR SPONSORS &
SUPPORTERS!**

Supported by



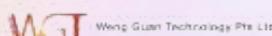
Platinum Sponsor: \$30,000



Connect • Engage • Drive

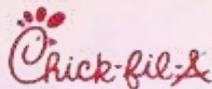
towards a Sustainable Process Industry

Peace Sponsor: \$5,000



Joy Sponsor: \$3,000

Event Support



**BECAUSE OF YOUR
UNWAVERING SUPPORT,
WE WERE ABLE TO SHARE
LOVE, INSPIRE HOPE,
AND BRING JOY TO THE
CHILDREN AND FAMILIES
WE SERVE—CREATING
MEMORIES THAT WILL
LAST A LIFETIME.**



We appreciate the support from 16 generous corporate partners and donors, who contributed through booth purchases, fundraising campaigns, and cash donations, helping us raise over \$140,000. In addition to monetary contributions, we were deeply blessed with in-kind sponsorships covering the venue, transport, and food & beverages, further amplifying the event's impact.

RUN FOR LIFE 2025



On 29 March 2025, Life Community Services Society held its long-awaited Charity Run event - Run for Life at Gardens by the Bay (Active Garden), bringing together over 80 participants, alongside staff and volunteers, for a morning filled with energy, heart, and purpose. The event was graced by Senior Minister of State Mr Tan Kiat How, whose presence and encouragement affirmed the importance of uplifting vulnerable children and families through collective community support.



Run for Life 2025 aimed to raise funds through a peer-to-peer fundraising model, empowering participants to become advocates by rallying support from friends, family, and networks. Through this collaborative effort, over \$70,000 was raised.



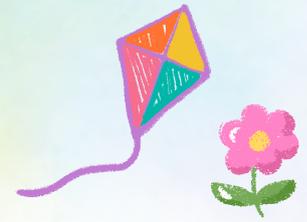
The symbolic run highlighted the strength of mentor-mentee relationships, as our children ran alongside their mentors in a moving show of solidarity and trust.



ABOVE ALL, RUN FOR LIFE 2025 SERVED AS A POWERFUL REMINDER THAT WHEN A COMMUNITY COMES TOGETHER—WITH COMPASSION, DETERMINATION, AND HEART—WE CAN LEAVE LASTING FOOTPRINTS ON THE LIVES OF THE CHILDREN WE SERVE.



DONOR & VOLUNTEER APPRECIATION EVENT 2025



Following the run, participants were treated to a Donor & Volunteer Appreciation segment, featuring vibrant performances by beneficiaries and heartfelt acknowledgements of the support received. The event was marked by its warm, welcoming atmosphere, smooth organisation, and a shared sense of joy and unity.



The Donor & Volunteer Appreciation event was a great and refreshing time of connection and appreciation. As we listened to the powerful testimonies shared by our mentors and mentees, it was uplifting to celebrate all the wonderful life transformation impact stories that were made possible through the support of all our donors, volunteers, and partners.



TRULY, IT TAKES A VILLAGE TO RAISE A CHILD. WE ARE GRATEFUL FOR ALL OUR DONORS, VOLUNTEERS, AND PARTNERS WHO HAVE SUPPORTED US IN RAISING OUR CHILDREN IN LIFE COMMUNITY. TOGETHER, WE STRIVE TO SEE EVERY CHILD BE THE BEST THAT THEY CAN BE!



MENTORING JOURNEY SUCCESS



LCSS STRIVES TO BE A CHAMPION FOR CHILD-CENTRED MENTORING, WITH THE SUPPORT OF A CORE POOL OF CONSISTENT AND COMMITTED VOLUNTEERS.



HEAR OUR STORIES

Mentor Eoin began his mentoring journey with Alan* when he was 10, and now Alan is already turning 16 years old. Mentor Eoin is dedicated to being someone who believes in his mentee and encourages him to strive for a brighter future despite facing life challenges.

“I’ve had the privilege, the honour of watching him grow and develop through what will be some of the most important years of his life.”

- Quote by Eoin, a 5-Year Mentor Awardee



At every quarterly reading event, mentor Jijoe is excited to meet his mentee, Xander*. Their bond grew over time through reading, and they even participated in the LCSS Run for Life event together. It instilled in them a sense of setting a goal and accomplishing their target together.

“To my mentee, who has improved leaps and bounds, I congratulate him first of all for all his hard work and offer these words of encouragement: stay curious, stay open, and stay committed to your growth. Believe in yourself, and don’t be afraid to ask for help.”

- Quote by Jijoe, a DB Reading Buddy mentor



Sally* has journeyed with her mentor Louisa, since she was 10, and it has been 4 years as she is turning 14 this year. Sally is inspired by her mentor, who demonstrated strong perseverance in her career. Her mentor’s “never give up” attitude has inspired Sally not to give up easily in life too.

“I like that my mentor is open to hearing me out. One growth milestone I have noticed in myself is that I was initially not good at expressing myself, but ever since the mentoring started, I have become more open and know how to better express myself.”

- Sally’s sharing about her mentor, Louisa



FRIENDS OF CHILDREN AND YOUTH



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



251

SERVICE USERS



321

ACTIVITIES



29

VOLUNTEERS



76%

FOCY CLIENTS IMPROVED RELATIONSHIPS WITH CAREGIVERS

81%

FOCY CLIENTS ACHIEVED A REDUCTION IN RISK* FACTORS, OR AN IMPROVEMENT IN RESILIENCE** FACTOR

76%

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



FOCY piloted the **Milestone Prison Visit (MPV)** initiative, a restorative process to mend and strengthen bonds between incarcerated parents and their children. The MPV is a **structured, multi-step intervention** that enables children and their incarcerated parents to reconnect during meaningful milestones, such as the child's birthday. Rooted in **restorative practice principles**, the MPV initiative creates space for honest dialogue about absence, regret, hope, and love. For incarcerated parents, this is a chance to "show up" meaningfully in their child's life. For children, it is a chance to feel seen, affirmed, and emotionally held. These moments go beyond the symbolic—they serve as **building blocks for rebuilding trust and reframing parent-child relationships**. Hence, FOCY sees the MPV as a vital component in our broader strategy to strengthen individual and family resilience.

FOCY caseworker Justin was **awarded the S3D spot Award for Efficient and Effective casework management** for a client that was referred to the FOCY programme through a school. By creating a comprehensive care plan that supports the family's reintegration and engages various stakeholders, **his efforts were recognised by MSF.**



Photography Interest Group



A total of three photowalk sessions allowed FOCY youths to bond over their photography interest. Some with more experience even taught the younger youths.

Music Interest Group



FOCY youths were taught by volunteer coaches and performed at LCSS fundraising events (Golf for Life & Christmas Carnival 2024). As the youths developed confidence, one of them even gained the courage to try taking the 'N' levels as a private candidate after dropping out of school for many years.

SIA Educational Learning Trip



The SIA Open House provided an inspiring and eye-opening opportunity for the youths to gain a memorable hands-on experience.

ACRA KidZania outing



ACRA sponsored an educational outing for children to explore the working world.

Mentors' Circles (2024)



A sharing with volunteer mentors on the journey of mentoring children and youths who have been impacted by their parents' incarceration.



Photo selected for Auction at Golf for Life



Caregiver Support Session



FOCY Caregiver Support Session brought caregivers together to share their experiences and encourage one another through guided journaling on their caregiving journey.

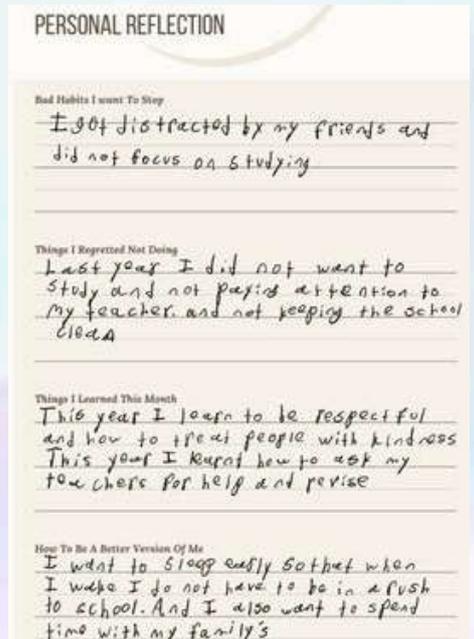
Success story of a FOCY youth



Ria* was 13 when referred to LCSS after her mother's incarceration. Initially, she had low self-esteem and confidence. Being cognitively slower, she faced academic challenges and did not pass her PSLE on the first attempt. Her caseworker enrolled her for the LCSS paid tuition scheme, and explored her other strengths.

As Ria discovered her interest in photography, she joined FOCY's interest group. Her confidence was boosted when one of her photos was selected for the LCSS Golf for Life silent auction event. This affirmed her belief in her potential. As she persevered, she also passed her PSLE eventually and was promoted to secondary school.

Unlike her peers, Ria had limited exposure to independent travel as her caregiver was more protective. At an FOCY workshop, Ria learnt life skills such as the use of Google Maps for navigation, and she was inspired to put her skills into action. Her caseworker coached Ria after getting her caregiver's consent. With a newfound sense of courage, Ria successfully travelled independently for the first time and is now capable of daily commuting to school.



Ria is grateful to LCSS and wants to give back to the community that once supported her. She has expressed a strong interest in volunteering at future events. In her own words, Ria shared, "Since LCSS has helped me a lot, I want to give back."

Appreciation from a FOCY caregiver

"After meeting Caryn (FOCY caseworker), Quin* changed a lot in her behaviour and became more confident. Quin loves to meet and talk to Caryn. Caryn has been able to give good advice to Quin."

Testimonies of FOCY mentors

Mentor Isaac began mentoring Kenneth* when he was 12, and preparing for his PSLE. Mentor has seen Kenneth grow tremendously - not just in maturity, but in character. One of the most heartwarming changes in Kenneth is his sense of appreciation towards his grandmother, who is his primary caregiver. From his sharing of reflections, Kenneth has become more aware of her sacrifices and has begun to show more respect and kindness towards his grandmother. Mentor Isaac sees Kenneth growing into a more thoughtful, resilient and respectful version of himself.

"I'm proud to be a part of this journey, and I truly believe in the impact this programme makes—not just for the mentees, but for mentors as well."

- Quote by mentor Isaac

Back in 2024, mentor Benjamin had some awkward moments at the start of his mentoring journey. It took almost four months for his mentee to open up slowly. It was heartening to see his mentee grow from a shy and withdrawn child to becoming more confident and self-aware. This journey has revealed how every child just needs to be seen, heard, and accepted for who they are - especially children navigating difficult circumstances.

"I am grateful for the opportunity with LCSS to be part of my mentee's growth journey, and to experience my personal growth along the way."

- Quote by mentor Benjamin

MIGHTYKIDS, FAMILIES & COMMUNITY



MightyKids, Families & Community (MKFC) serves children and youth from 4 to 16 years old by providing a safe and nurturing space at our drop-in centre. We focus on mentoring children and youth through a wide array of activities that develop them holistically. MKFC focuses on four core schemes, namely Life! Mentors, Life! Readers, Life! Sports and Life! Learners.

SLNG partnership event



115

SERVICE USERS



456

ACTIVITIES



226

VOLUNTEERS



During the June school holidays, Singapore LNG Corporation (SLNG), a faithful supporter of MKFC who was conferred the 10-year corporate partnership award in 2024, organised an Air-Dry Clay Workshop for 12 children aged 6 to 10.

The children had a fun-filled afternoon where they learnt to make their pottery pieces. They also had hands-on experience in drying their pottery pieces and painting them.

This event would not be successful without the dedicated volunteers from SLNG. Their enthusiasm in guiding the children throughout the process was a heartwarming sight.

Mentors' Circle (Aug 2024)



LCSS's Life! Mentors team organised a mentors' circle for the MKFC volunteer mentors as they connected over food, and shared the challenges and successes of their mentoring journeys.

Birthday celebrations for children and youth



A new initiative at MKFC was started to celebrate the monthly birthdays of the children and youth.

This helps to build up their sense of self-worth by reminding them that they are loved, valued, and cherished.

'Exploring the world' series



MKFC introduced the children to a different country every Friday, sharing unique features such as culture, food, animals, sports, and language. Over ten sessions, countries explored included Indonesia, Japan, Korea, Australia, Thailand, Vietnam, and more.

Racial Harmony Day celebration



To celebrate Racial Harmony Day in July 2024, MKFC invited children and their families to the centre for a fun-filled day of activities. All participants were encouraged to dress up in ethnic costumes and were invited to participate in ethnic activities such as creating Rangoli, making Chinese lanterns, and playing traditional Malay games. It was a very memorable event for all.

'Leader in All of Us' workshop



During the year-end school holiday, MKFC collaborated with the Centre for Creative Leadership (CCL) for the first time. As a global non-profit provider of leadership development, CCL conducted a workshop to introduce 14 leadership traits and led the children on a brief journey of self-discovery about the leader in themselves. It was indeed a fruitful workshop to discover the 'Leader in All of Us'.

Success story of mentoring at MKFC



Back in 2019, Yvonne* was only 10 years old when she first joined the MKFC programme. Over the years, she participated regularly in the events at the activity centre, such as enrichment lessons, life skills workshops, academic support, and holiday outings. She is a responsible girl who always helps to clean up after each activity, and volunteers to guide the younger children at the centre.



In 2023, **Yvonne expressed her interest in having an adult mentor** to provide some guidance in life. By March that same year, **the MKFC team found a suitable match**, mentor Louise, who was assessed to be a good fit to become a mentor for Yvonne.

Over three years of mentoring, Yvonne and her mentor met up weekly for their sessions. They enjoyed having a **simple catch-up over the week's happenings, baking cookies, discussing practical issues like finances, and even exercising together**. For example, mentor Louise took the effort to prepare Yvonne for her school NAPFA 2.4km run. Through their shared quality time, their bond has strengthened gradually.



Yvonne shared that by having a mentor in her life, she has **gained more confidence over time**. Under the guidance of mentor Louise, Yvonne learnt to manage her emotions and is now more decisive about her path in life. She **expressed appreciation towards her mentor** for guiding her throughout different stages of her life. Often, Yvonne is thankful that **she can share freely with her mentor on many things** because she knows that she will not be judged, and her mentor will always be there for her when she needs help.

Besides spending time together, **mentor Louise and Yvonne also decided to spend time giving back to the community by doing good together**. Both of them volunteered as photographers at the LCSS 2023 Christmas Carnival and also helped out at the balloon sculpting booth during the LCSS 2024 Christmas Carnival. This mentor-mentee pair recently participated in the LCSS 2025 Run for Life event held at Gardens by the Bay as **they wished to do their part to contribute to the fundraising goal of \$125,000 to support the work carried out by LCSS**.

Looking back, mentor Louise recalled how Yvonne used to be very shy at the start. However, she has gradually opened up to sharing with her mentor. As she is growing in her self-confidence, she also takes more initiative to kickstart things that she is interested in.

Indeed, Yvonne's story is a testament to how a young person can be encouraged and supported as she strives to do more in giving back to society. Mentor Louise and Yvonne demonstrated a powerful testimony that encapsulated the power of Mentoring.



“Over the mentoring journey with Yvonne*, I have seen her grow in her ability to articulate her emotions and process what’s happening in her life more logically and thoughtfully.”

- Sharing by mentor, Louise

“With the guidance of my mentor, I’ve learned to manage my emotions better and approach challenges with increased self-assurance.”

- Sharing by mentee, Yvonne



LIFE STUDENT CARE

Life Student Care (LSC) 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.



Four locations of LSC centres



358

SERVICE USERS



402

ACTIVITIES



543

VOLUNTEERS



Life! Mentors' pilot started at LSC



Refined and piloted Life! Mentors for our Life Student Care centres, with our first mentor-mentee match kicking off on 30 May 2024.

Basketball fun and learning with Yishun Innova



LSC children were introduced to basic basketball skills such as dribbling, passing, and shooting. All of them played enthusiastically with teamwork.

Mothers' Day with Yuying Sec School



Volunteers celebrated Mothers' Day with touching performances, handmade gifts, and had meaningful moments with LSC children.

Nature with Nanyang Girls High School



LSC children had a great time using dried leaves to create leaf art. It was a fun, hands-on activity to appreciate nature with creativity.

Mooncake Festival with Deutsche Bank



Volunteers celebrated this meaningful event with activities, like pomelo peeling competition, lantern craft-making, and tasting traditional mooncakes and Chinese tea. The children learnt to appreciate culture and strengthen community bonds through shared experiences.

Snow City outing with Goldman Sachs



This year-end holiday outing gave children a hands-on experience to play with snow and enjoy the North Pole Artic Exhibitions. The children grew interest in science and were allowed to be involved in the demonstration of liquid nitrogen.

Board games with Catholic High School



Board games were introduced as a fun and engaging way to develop critical thinking, teamwork, social and communication skills.

SMU Project Yolo Educational Outing



Through a fun and safe environment, every child was able to express their creativity and grow in their sense of self-confidence.

SMU Kaleidoscope Activity



Children learnt to find the light in their lives as they practised gratitude and healthy habits.

SMU Project Caretalyst



Children enjoyed trips to cultural sites in Singapore to learn about local heritage.

Youth Corps' coding class



Children enjoyed the coding games and designed emojis through interactive activities.

Testimonies of LSC teachers supporting children of different learning styles

In every child lies potential, though sometimes their external behaviours pose a challenge to us. Yet there is always hope to discover each child's inner strengths and potential over time. At LSC, we witness the small yet profound breakthroughs that happen when patience meets purpose.

Here are some real-life stories of how our teachers support children with different learning needs through a relational approach to help them be the best that they can be.



1

Calvin* is an energetic and chatty 8-year-old boy with a strong personality. He often speaks without thinking, which sometimes leads to misunderstandings with his friends. He has a sharp eye for rules, especially when other children break the rules. Calvin is not afraid to call it out, even if it lands him in trouble. **Mrs Irene, our warm and firm administrator at LSC, took the time and patience to know Calvin better.** By creating a consistent structure such as clear rules, predictable routines, and timely affirmations, she **created a safe space for Calvin to express himself appropriately. She listened attentively and corrected him with gentleness. As Calvin began to show more awareness of his tone and choices, his relationships with peers and adults started to improve.** It was rewarding to see his growth in a loving and nurturing environment at LSC.

2

Barney is 7 years old and often makes comments that seem dark or inappropriate for his age. He also finds comfort in repetitive behaviours, such as playing with doors or hinges, which can become unsafe or disruptive to other children at the centre. **Mrs Esther, known for her gentle and consistent approach, tried her best to support Barney.** She always sets firm but loving boundaries and gently corrects him, explaining the “why” behind what is acceptable and what is not. **She taught him safer and kinder ways to communicate his feelings. Mrs Esther also worked with Barney's parents to reinforce strategies at home.** Over time, **Barney can now better understand the impact of his words as he has learnt to express himself more respectfully.** It is a remarkable progress!



3

Benedict has unique learning needs at the age of 7 and finds it hard to sit still for long. He often moves around the room and makes noise when things do not go his way. Also, he requires attentive one-to-one support to stay focused on completing assigned tasks. Mrs Esther introduced a simple but powerful tool: timers. **By setting clear time limits for each activity, she helped Benedict manage his expectations and prepare for the next thing. The consistent use of structure reduced anxiety and brought more calm to his day.** With continued encouragement, **Benedict is learning to regulate his behaviour, and the class environment is becoming a more peaceful place for everyone.**





Success story of collaboration with community partner

LCSS collaborated with the Central Singapore CDC to organise the Nurture Programme at an LSC centre. This was a story of how Hannah*, a shy girl who hardly spoke and whose voice was rarely heard, transformed from silence to strength through care and guidance.

Hannah is a 9-year-old girl who comes from a family with income slightly above the eligibility for most assistance programmes. She lives in a 4-room HDB flat with her parents and a 7-year-old younger brother. Initially, Hannah was quiet and reserved. Through gentle encouragement and patient guidance, Hannah slowly found her voice.

Through this collaborative programme, Hannah was encouraged to raise her hands, share ideas and slowly she began to speak up with more confidence. By the third month of this programme, her transformation was evident to everyone. Hannah could offer ideas with more clarity and even motivated her peers during group work. Her once timid gaze now sparkled with a newfound sense of self-assurance. She was no longer a passive observer as she bloomed to become an engaged participant who is thriving and connecting with others.

Truly, Hannah's journey reflected the hope in nurturing a child's hidden potential as she learnt to believe in herself in a safe and supportive environment. This is a wonderful testament that shows how even the quietest voice can become a strong and confident one through care and guidance.



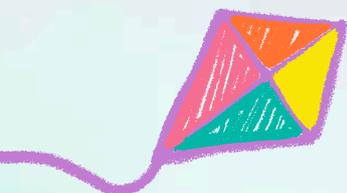
“I like to come to the centre because I can draw, read comics, English and Chinese books, and play with my best friends.”

“I enjoy the programmes where the kor kor and jie jie play games and do art and craft with us. From the Nurture Programme, I learnt how to communicate better and that teamwork is important.”

- Quotes from Hannah*

“When Hannah* joined us, she was very quiet. But I noticed her strong determination to finish her tasks and improve her spelling. She has since grown more expressive and confident. Hannah* now actively takes part in centre activities and has formed strong bonds with her peers. Her positive spirit, gentle personality, and willingness to give her best make her a true joy to have at the centre.”

- Quote by LSC Centre Supervisor Lily



EDUGROW FOR BRIGHTER TOMORROWS



EduGrow for Brighter Tomorrows 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 through mentoring, group academic coaching and parents engagement. This is a joint project with The Hut Limited.



Mentor-Mentee Bonding Night (20th Nov 2024)



Once a year, LCSS and The Hut organise a Mentor-Mentee Bonding Night. The aim is to gather mentors and mentees for a night filled with fun and laughter. The atmosphere was filled with laughter and camaraderie as everyone participated in a variety of games and bonding activities. It was a night of connections and lasting memories for all.



Mentors' Circles (Jun and Oct 2024)

LCSS's Life! Mentors team conducted mentors' circles in 2024 for the EduGrow volunteers. It was a fruitful time connecting amongst fellow mentors over food, sharing mentoring journeys, learning together, and exchanging best practices.

A workshop was also conducted to help volunteer mentors learn how to better understand and connect with their mentees throughout their mentoring journeys.

Success story of mentoring at EduGrow

In their first few mentoring sessions, Anna* was shy and barely spoke. She kept her head down, avoided eye contact, and gravitated toward activities that allowed her to remain quiet and withdrawn. She was compliant but distant.

Mentor Divya was a first-time mentor who was excited but nervous as she was not exactly sure what to expect. Yet, she was determined to create a space that will encourage Anna to experience kindness, self-belief, and a positive approach to life.

Slowly, the shift happened when mentor Divya initiated to play together with her. Through the game of ping pong, Anna showed herself to be athletic and competitive. From the moment that they introduced movement and fun into their sessions, something changed. Anna began to open up. What followed were many small wins and quiet milestones—competitive games, cheering for each other, and gradually, sharing secrets, dreams, and aspirations. No longer was Anna just participating; she was beginning to connect with her mentor. She became curious as she opened up.

However, there were also challenging days, such as times when her mentee was not keen to attend or stay completely interested. Mentor Divya did not give up and persevered.

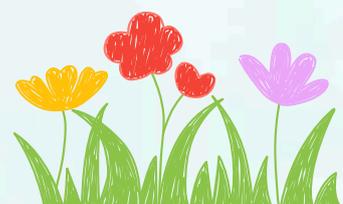
“In those tough days, I am reminded to be flexible, to meet her where she was, and to always have a Plan B. Mentoring isn’t linear. It’s about presence, not perfection. This journey has changed me. I have become more patient and more aware of how unique every child is. I’ve tried new things and most importantly, learnt that children do not need grand gestures—they just need someone who shows up, consistently and kindly.”

- Reflections by mentor Divya

Some of their favourite shared memories included group games and workshops. Anna has grown to become a great teammate and demonstrated a quiet sense of determination and trust during these precious moments of their mentoring journey.

“I believe in LCSS because children deserve a joyful, confident start. To anyone considering becoming a mentor, I’d say: come in with an open heart. Let go of expectations. Be ready to learn as much as you hope to give. As for my mentee, I hope she realises her full potential. She is smart, thoughtful, and full of possibility. She has it in her to go far—and I’m lucky to be a small part of that journey.”

- Encouragement by mentor Divya



FRIENDS2GATHER



Friends2Gather (F2G) is a social mobility ComLink+ programme that seeks to give every child an opportunity to develop to their fullest potential. Through fostering trusting and stable mentoring relationships between mentors and their children (aged 6 to 11), F2G hopes the children will develop socio-emotional skills, cultivate positive learning experiences, and increase school connectedness.



38

SERVICE USERS



63

ACTIVITIES



133

VOLUNTEERS

Friends2Gather@Bedok partners with the People's Association (PA) to use the space at Rainbow Ville Residents' Network @ Blk 430A Bedok North Road for our weekly sessions.

Positive outcomes of the F2G@Bedok programme:

- Children were found to develop socio-emotional skills, greater self-confidence, enthusiasm for learning, and build positive, trusting relationships with their mentors.
- Parents observed positive school-going behaviours in their children, such as enjoyment in attending school. Parents also felt supported in their parenting journey.
- Mentors experienced increased levels of empathy for disadvantaged children and had developed stronger convictions to give back to society.

Growth Mindset series for children



Children learnt about the values to inculcate a Growth Mindset and how to apply in their lives.

ACCA sponsored outing to the Flyer



A family bonding outing to the Flyer and Time Capsule for Children's Day 2024.

Educational sessions on exploring the world



It was a fun and engaging time of learning fun facts about different parts of the world, and enjoying hands-on activities together with their mentors through craft.

2025 Open House for New Friends



F2G Open House on 9 Jan 2025 welcomed new additions to the programme. The new families were invited to play, dine, and connect with one another.

Children birthday celebrations



The children celebrated their friends' birthdays with a cupcake decorating session filled with creativity and fun.

Total Defence Day



Among the six pillars of Total Defence, the pillar of Social Defence was brought to life through a skit titled, "The Power of Kind Words" as the children learnt to show kindness and empathy.

Balloon Sculpting Fun



The children had the opportunity to work together in mastering the playful art of balloon twisting.

Success story of a F2G child

Ray* is an 8-year-old boy who is in the LCSS-RCSW Aspire Awards programme. In the photo below, he is seen diligently seeking help with his schoolwork and persistently completing it before engaging in play. This is a significant improvement, as Ray typically struggles to sit still and finish activities or tasks. He has shown a newfound interest in his studies and a strong desire to complete his work.



“He has shown tremendous improvement in both Malay and English. His reading and understanding of Malay sentences have significantly improved, although he still needs guidance with spelling. I feel he has grasped the foundation of stringing letters together in Malay. In English, his vocabulary has expanded, and he can read and spell more words now. While progress is slow, the improvement is noticeable...”

- Positive feedback by Ray's tutor



Volunteer Management Team (VMT)

Life! Mentors Learn & Share CONNECT 1 Training Pilot Launch

The start of a general mentoring journey largely operates within what Life Community identifies as the CONNECT domain where foundations of the relationship such as trust, safety, and rapport is built.



The VMT, together with volunteer trainer Dominic, undertook a rigorous process of revising and enhancing the LCSS training curriculum. The revised curriculum now enables content to be delivered in bite-sized information that aligns with where participants are in their mentoring journey. VMT developed and piloted two sessions of *Learn & Share session part 1* (20th April and 1st June 2024) for new mentors. These sessions emphasises knowledge and competencies needed to start their mentoring journey well and building vital connections on a foundation of trust.

Life! Mentors Learn & Share CONNECT 2 Training Pilot Launch



In Dec 2024 and Feb 2025, the team developed and piloted their 2nd core mentoring module for the CONNECT domain to further equip and support mentors in the connection phase of their mentoring.

VMCD Consultancy Completion



The VMT completed a 9-month-long consultancy with Empact and NCSS with a cohort of 9 other SSAs. This coincides with the launch of the VM Evaluation Framework and Library.

Life! Mentors x Samaritans of Singapore (SOS) Suicide Intervention Training Pilot



With suicide on the rise, the VMT discussed the value of equipping our mentors to detect signs and offer first aid. After the LCSS staff team attended the SOS training in April 2024, the VMT decided to offer and pilot two such sessions in the same year to pass on the valuable learning to our mentors.

THE YEAR AHEAD

2025/26 is a milestone year for LCSS as we prepare to commemorate and celebrate three decades of labour and love in empowering children and families through care and mentoring.

Our approach in supporting a child in the four mentoring domains (Socio-emotional, Behavioral, Cognitive and Physical) is a holistic one and in the year ahead, LCSS will continue to focus on strengthening our position as a leader in child-centred mentoring by delivering high-quality services and outcomes for our service users. To this end, we are committed to improving our staff engagement and retention through capability development and enhancing our training and development curriculum to meet to the growing needs of our volunteers of our Life! Mentors scheme. Raising Volunteer Leaders as part of an action plan from our VMCD (Volunteer Management Consultancy Development) is underway under the leadership of our Volunteer Management Team. Concerted efforts will be put into building our repository of learnings and stories to share widely the impact of our Life! Mentors approach in helping children to succeed and become the best versions of themselves. We will also adopt a reflective mindset and ensure processes are in place to evaluate and measure outcomes. We are anticipating moving our corporate office to the Marine Parade Community Hub in February 2026. This will give us opportunities to work more collaboratively with other social service agencies and expand our reach with greater accessibility.

LCSS's application for NCSS' Transformation Sustainability Scheme (TSS) is in good progress with results to be known in Jun/Jul 2025.

Adequate financial resources are critical for the sustainability and growth needs of the organisation; hence we will be implementing a robust Donor Management System (a seamless, automated process will reduce the risk of manual errors and speed up processing time) that will support our fund-raising efforts and give donors better donation and giving experience.

LCSS has a clear strategy to move forward with the five key focus areas, including continuing our five core programmes, expanding and enhancing our child-centred mentoring, enhance staff skillsets to connect better with caregivers, do restorative work to improve family bonding, providing better support to some of our service users who have mental health challenges, and a new mentoring centre in Bedok as a strategic location to anchor the brand of Life Community.

We are pressing on by the grace and mercy of God.

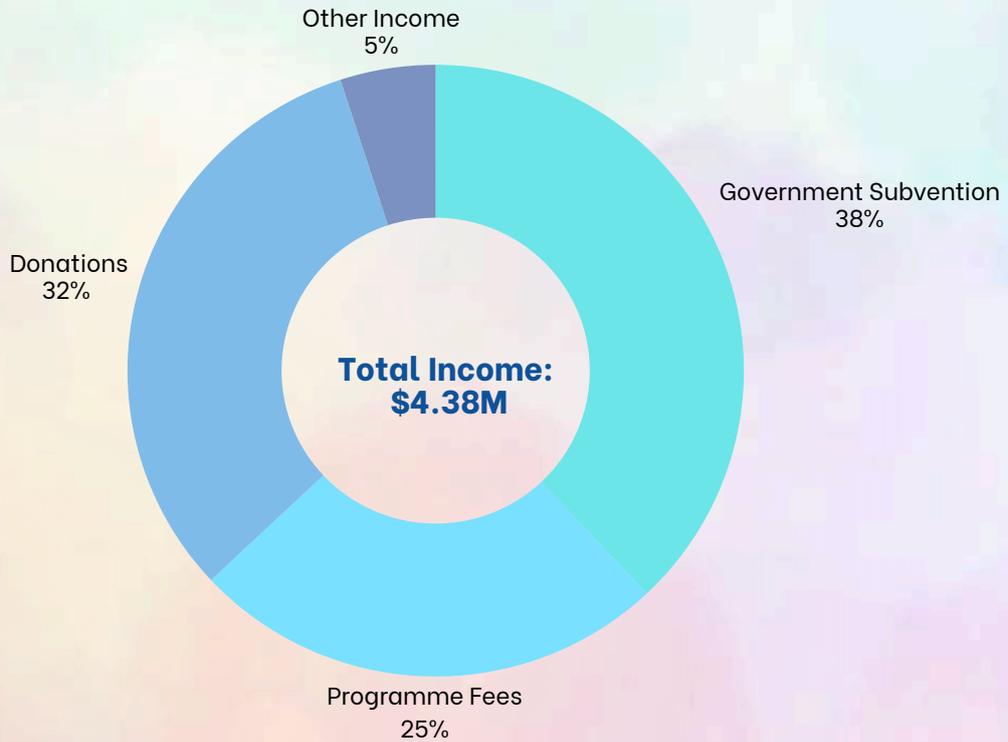
**2025/26 IS A MILESTONE YEAR
FOR LCSS AS WE PREPARE TO
COMMEMORATE AND CELEBRATE
THREE DECADES OF LABOUR AND
LOVE IN EMPOWERING CHILDREN
AND FAMILIES THROUGH CARE
AND MENTORING.**



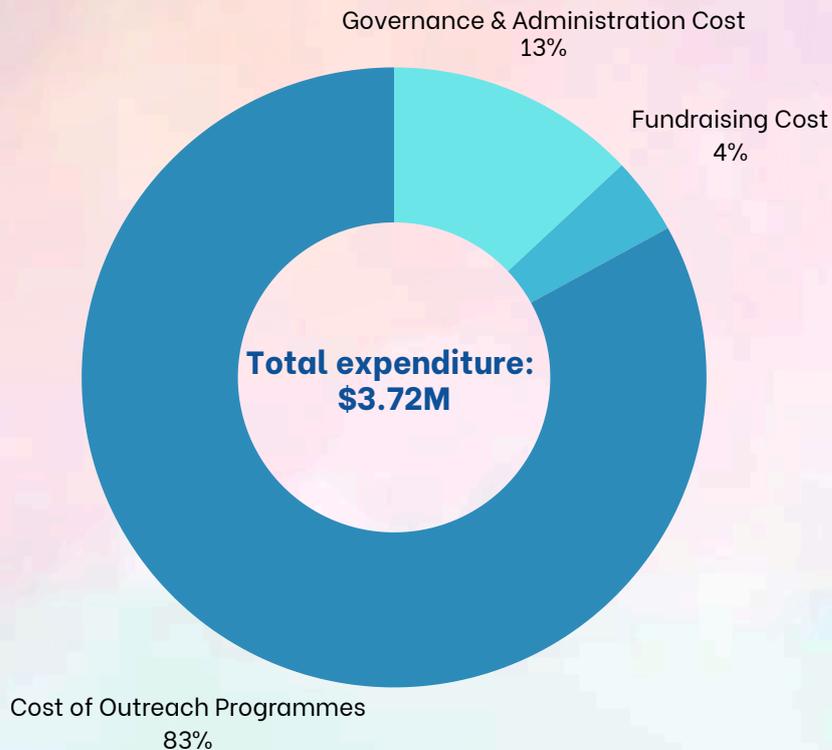
FINANCIAL HIGHLIGHTS

For the financial year ended 31 March 2025 (AUDITED)

Sources of Income



Distribution of Expenditure



Auditor's Report

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

PATRON



Mr Desmond Lee

Minister for National Development

Minister-in-charge of Social Services Integration (as of 31 March 2025)

Appointed Minister for Education on 23 May 2025

BOARD OF MANAGEMENT



Mr Nicholas Goh

Board
Chairman



Mr Shaun Tan

Board
Vice-Chairman



Ms Ng Mi Li

Board
Honorary Secretary



Ms Dawn Tan

Board
Honorary Treasurer



Ms Esther Khor

Board Honorary
Assistant Treasurer



Ms Ashley Low

Board Member



Mr Raymond Wong

Board Member



Dr Gilbert Tan

Board Member
(Retired on 23 Aug 2024)

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

BOARD APPOINTMENTS & ATTENDANCE

Board Member/ Current Appointment Date	Current Board Appointment	On The Board Since	Professional Role	Other Charitable Involvement(s)	Attendance*
Mr Nicholas Goh Appointed 22 Sep 2023	Chairman Chair - 1. Nomination Committee • Overseeing all 6 sub- committees	19 Oct 2011	Founder & Group CEO, Verztec Consulting Pte Ltd	• Honorary Treasurer & Chairman of Finance Committee, Dementia Singapore • Board Member, Global Cultural Alliance	5/5
Mr Shaun Tan Appointed 22 Sep 2023	Vice Chairman Chair - 1. Fundraising Committee Member - 1. Finance and Investment Committee	26 Nov 2013	Group Chairman, DG Packaging Pte Ltd	• Vice Chairman, The Mennonite Church Singapore • Board Member, Tanjong Katong Primary School	4/5
Ms Ng Mi Li Appointed 22 Sep 2023	Honorary Secretary Chair - 1. Human Resource Committee 2. Programmes and Services Committee	30 Jul 2018	Managing Director, Rockbell International Software Pte Ltd Practising Management Consultant	• Honorable Treasurer, The Mennonite Church Singapore	5/5
Ms Dawn Tan Appointed 22 Sep 2023	Honorary Treasurer Chair - 1. Finance and Investment Committee 2. Audit Committee Member - 1. Nomination Committee	5 Feb 2021	Managing Director, Ashurst ADTLaw Commercial and Disputes Lawyer and Arbitrator	• Chairwoman, Singapore International Chamber of Commerce • Council Member, Singapore Business Federation • Co-Chair, Law Society of Singapore Civil Practice Committee • Member, Civil Legal Aid and Criminal Defence Aid Means Test Panel	4/5
Ms Esther Khor Appointed 22 Sep 2023	Honorary Assistant Treasurer (appointed 10 May 2024) Member - 1. Human Resource Committee 2. Programmes and Services Committee	22 Sep 2023	Managing Partner, Co- Founder, TENTEN Partners Pte Ltd	• President, The Women's Society of Christian Service (WSCS), Trinity Methodist Church	4/5
Ms Ashley Low Appointed 22 Sep 2023	Board Member Member - 1. Finance and Investment Committee 2. Fundraising Committee	10 Feb 2020	Chief Impact Investment Officer, Global Green Connect Pte. Ltd	-	3/5
Mr Raymond Wong Appointed 22 Sep 2023	Board Member Member - 1. Audit Committee 2. Fundraising Committee	22 Sep 2023	Former Senior Director, LinkedIn APAC Marketing	• Community Group Leader, Redemption Hill Church • Board Member and Investor, The Rescue Tribe	5/5
Dr Gilbert Tan Appointed 22 Sep 2023 Retired 23 Aug 2024	Board Member Was Chair - 1. Audit Committee 2. Human Resource Committee Was Member - 1. Programmes and Services Committee	28 Jun 2007	Former Associate Professor, Singapore Management University	-	3/3

*A total of 5 meetings were held between Apr 2024 to Mar 2025, including Board meeting & AGM.

KEY LEADERSHIP



Ms Lam Moi Kwai
Chief Executive Officer

Name	Designation	Date of Appointment
Ms Lam Moi Kwai	Chief Executive Officer	19 Aug 2013
Introductory Profile		
<p>Director in various capacities, KONE Pte Ltd. 17 years of experience including General Management, Sales Management, Customer Experience Management, Human Resource and Administration Management</p>		



Delia Pak
Deputy Director,
Communications &
Partnerships



Elaine Soh
Deputy Director, Organisational
Health Development,
EduGrow Programme



Shirley Mun
Deputy Director,
Corporate Services



Evelyn Loke
Fundraising & Donor
Management Manager



Joanne Poh
Finance Manager



Nigel Ng
Volunteer Manager



Tang Peng Peng
Programme Manager
MightyKids, Families &
Community

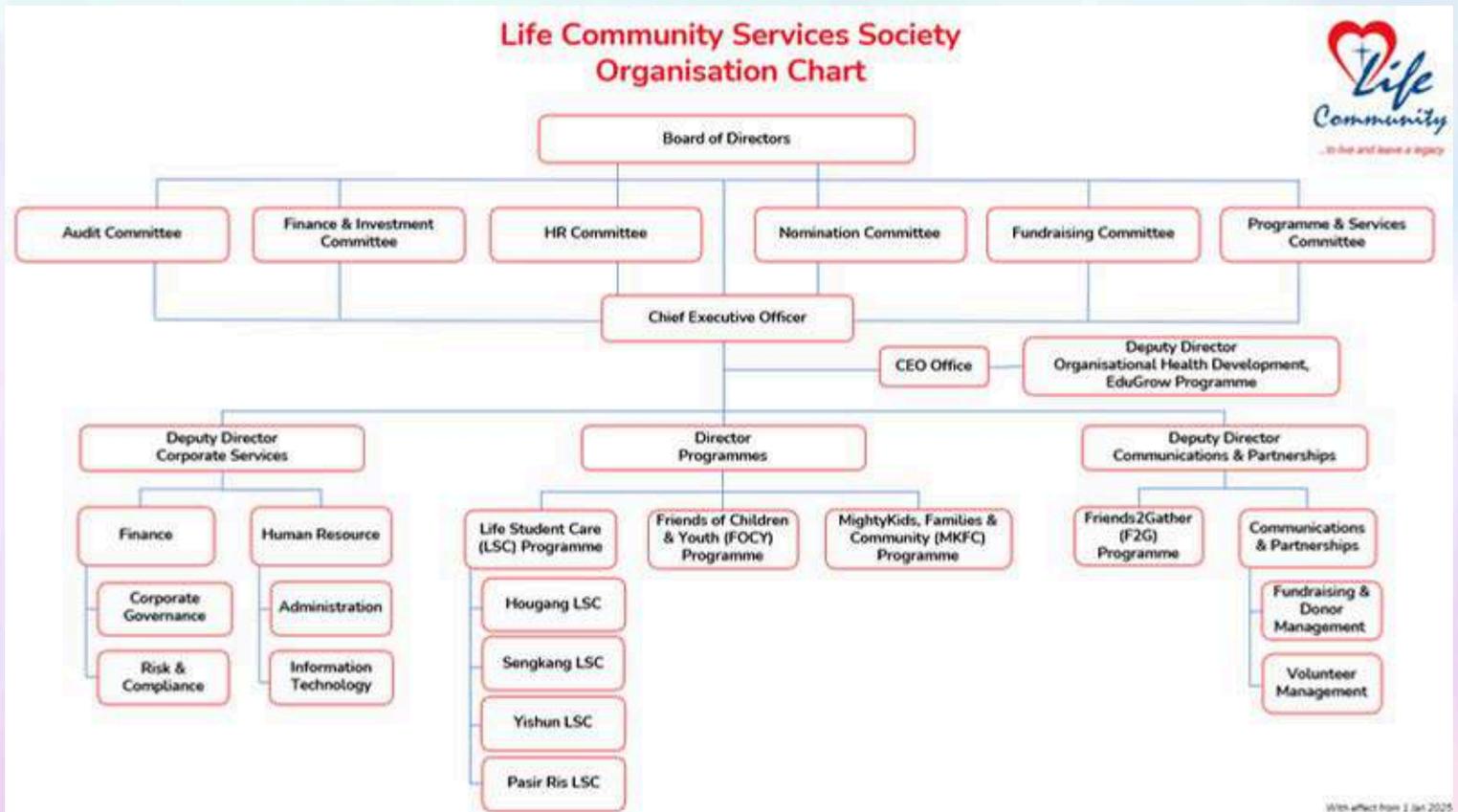


Nicholas Lo
Programme Manager
Friends of Children & Youth



Sabrina Sin
Programme Manager
Life Student Care

LIFE COMMUNITY SERVICES SOCIETY ORGANISATION CHART



GOVERNANCE



Good governance refers to the frameworks and processes that guide the overall direction, effectiveness, supervision, and accountability of a charity.

The Board and Management of Life Community Services Society (LCSS) are committed to upholding high standards of corporate governance in accordance with the Code of Governance for Charities and Institutions of a Public Character (IPCs).

LCSS is honoured to have received the Charity Transparency Award (CTA) for three consecutive years, 2022, 2023, and 2024, organised by the Ministry of Culture, Community and Youth (MCCY). The award promotes good governance and transparency in the charity sector by recognising charities that demonstrate excellence and inspiring others to adopt similar best practices. This continued recognition reaffirms LCSS's commitment to upholding transparency, accountability, and effective governance in managing the charity.

LCSS has fully complied with all applicable guidelines in the Code of Governance Evaluation Checklist for Charities and IPCs. The full checklist can be found in this annual report and is also available at www.charities.gov.sg.

Our Constitution is available at the Registry of Societies.

BOARD COMPOSITION

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

The Board has met five times in FY24/25.

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

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

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

1. AUDIT COMMITTEE

Members: Ms Dawn Tan (Chair), Mr Raymond Wong

The Audit Committee oversees LCSS's financial reporting, disclosure, and adherence to accounting policies and principles in line with relevant accounting standards. The Committee considers the effectiveness of actions taken by management on any auditor's recommendations, where applicable. It guides LCSS's overall risk management and reviews internal controls and compliance with established procedures and processes as appropriate. The Committee also oversees regulatory compliance and whistleblower guidelines, where applicable.

2. FINANCE & INVESTMENT COMMITTEE

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

The Finance and Investment Committee oversees and reviews the financial performance of LCSS, including the budget and financial reports prepared by the internal finance team. The Committee ensures regular monitoring and accountability for funds, addressing any financial irregularities or concerns. It also oversees LCSS's investment strategies and reviews the viability of both short and long-term investments as appropriate.

LCSS's board-approved investment policy sets the objectives and outlines the approved investment asset classes. The policy places reserves in low to moderate-risk investments, such as (i) Singapore Dollar fixed deposits held with full banks, and (ii) balanced funds with monthly dividend payouts.

3. FUNDRAISING COMMITTEE

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

The Fundraising Committee oversees LCSS's overall fundraising plans and budget. The Committee identifies sources of funds and supports fundraising efforts through Board members' networks. It engages all Board members in fundraising activities and ensures that fundraising guidelines are in place and followed, where applicable and practicable, while ensuring that fundraising efforts remain cost-effective.

4. HUMAN RESOURCE COMMITTEE

Members: Ms Ng Mi Li (Chair), Ms Esther Khor

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

5. NOMINATION COMMITTEE

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

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

6. PROGRAMMES & SERVICES COMMITTEE

Members: Ms Ng Mi Li (Chair), Ms Esther Khor

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

GOVERNANCE POLICIES

BOARD GOVERNANCE

BOARD SELECTION, RECRUITMENT & SUCCESSION

A strong Board consists of individuals who can contribute the needed resources the organisation requires, such as expertise, skills, experience, and time. The Board, particularly the Nomination Committee, conducts reviews for the development, succession, renewal, and diversity in its composition. The LCSS Board has an appropriate mix of core competencies, collective expertise, and gender balance among its members, ensuring it possesses the necessary knowledge and objective judgement to meet its responsibilities. Nominations for prospective individuals may be initiated by Board members or identified through succession planning. The Nomination Committee assesses each candidate with reference to the Board's selection criteria on skills, attributes, and experience outlined in the Board Policy, for consideration to join the Board or sub-committee(s).

BOARD TRAINING & DEVELOPMENT EVALUATION OF BOARD EFFECTIVENESS

New Board members are oriented to their responsibilities at the start of their term, with an overview of LCSS's programmes and a tour of its facilities. The Board has previously conducted a self-evaluation exercise to identify areas for improvement. A later board retreat facilitated by an external consultant provided an opportunity to revisit LCSS's vision and mission and align on strategic goals for growth. The Board will continue to assess its effectiveness and identify areas for improvement as part of its ongoing governance efforts.

DISCLOSURE OF BOARD MEMBERS' TENURE

As a faith-based organisation, Life Community Services Society (LCSS) places high importance on Board renewal and intentional succession planning. Our leadership journey is guided not only by good governance, but also by our belief in raising like-minded leaders who serve with compassion, integrity, and purpose.

In August 2024, we said a heartfelt goodbye to Dr. Gilbert Tan, who retired from the Board after many years of faithful and impactful service.

Our Chairman, Mr. Nicholas Goh, who has served since 2011, was last re-appointed in September 2023. At the next AGM in September 2025, the Board will seek approval for his continued appointment. In this upcoming term, Mr. Goh is committed to providing steady leadership and, importantly, to mentoring and identifying a successor who embodies the heart and mission of LCSS. His dedication to succession planning reflects our long-term commitment to leadership that is spiritually and strategically aligned.

We will also be bidding farewell to our Vice Chairman, Mr. Shaun Tan, who will step down in September 2025 after more than a decade of service. Mr. Tan's guidance and care for the Board and staff have been a true gift to LCSS.

As LCSS enters a new chapter, the Board remains committed to intentional succession planning, raising the next generation of leaders who will carry our mission forward with faith, hope and love.

TERMS OF REFERENCE OF THE BOARD

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

CONFLICT OF INTEREST POLICY

The Board and key management staff:

- Serve LCSS wholly and not any particular interest group or constituency.
- Avoid potential conflict of interest and disclose any potential conflicts of interests to the Executive Board Committee. This policy is also outlined in our HR handbook to ensure all staff are aware of and comply with the guidelines.
- Abstain from discussion and voting on matters where there can be potential conflict of interest, allowing the remaining of the Executive Committee make the final decision.
- Do not accept (or offer) personal favours or gifts from/to any interest group, constituency, or LCSS staff, in performing their Board Member duties.
- All Board Members are independent and do not receive any remuneration for their services to LCSS.
- All Board members and key executive management staff are required to declare on an annual basis that they do not have any personal or private business, or associates that might be in a conflicting position to their functions or employment with LCSS.
- No staff of LCSS sits on the Board to avoid conflict of interests and doubts on the independence of all Board decisions.

Conflict of Interest Policy for Staff

All staff members of LCSS are also bound by a Conflict of Interest Policy, which is included in the HR handbook to ensure that staff members understand their obligations in preventing and disclosing conflicts of interest.

STRATEGIC MANAGEMENT

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

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

PROGRAMME MANAGEMENT

The Board reviews the strategic plans and outcomes of LCSS to assess the effectiveness and efficiency of its programmes. Programme outcomes are consistently monitored to ensure alignment with LCSS's vision, mission, and objectives.

HUMAN RESOURCE MANAGEMENT

Remuneration of Highest Paid Staff (FY2024/25)

\$100,001 – \$200,000: 3

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

Disclosure & Transparency

- No Board members receive any remuneration for their board services.
- No staff member is involved in setting his or her own remuneration.
- No paid staff are close relatives of the CEO or Board members, who have received remuneration exceeding S\$50,000 during the financial year.
- LCSS does not make any loans to staff members, management, Board members, related parties or third parties.
- LCSS does not provide any sponsorship to any charities.

VOLUNTEER MANAGEMENT

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

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

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

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

Procedures for Key Financial Matters

The Board and Management take responsibility for ensuring that LCSS has an effective system of internal controls to safeguard the interests of stakeholders and protect the organisation's assets.

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

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

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

Investment Policy

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

Reserves Policy

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

Reserves Ratio

LCSS has a reserves ratio of 1.8 for FY24/25.

Restricted Funds Policy

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

PERSONAL DATA PROTECTION ACT POLICY

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

LCSS respects our stakeholders' rights to be treated courteously and fairly in terms of data protection. Personal data provided to LCSS will only be used for the purpose of managing relationships with our stakeholders, in accordance with our mission and activities. 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.

MEDIA COMMUNICATIONS POLICY

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

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

WHISTLE-BLOWING POLICY

LCSS promotes having an open, transparent, and non-hierarchical culture where employees are encouraged to report any suspected improprieties such as:

- All forms of financial or non-financial malpractice, 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 conflicts of interest without disclosure.
- Violation of private data.

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

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

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

CODE OF CONDUCT & ETHICS

The Board has an approved documented Code of Conduct & Ethics within the Board policy for all Board members. Staff and volunteers have their own handbooks that align with the values of LCSS in achieving its vision and mission.

RISK MANAGEMENT

The Board oversees LCSS's risk management, with particular focus by the Audit Committee. Policies and guidelines for financial limits, internal control systems, corporate procedures, and work plans have been established to achieve LCSS's strategic objectives.

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

Business Continuity Plan

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

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

FUNDRAISING PRACTICES

LCSS has established fundraising guidelines based on best practices set out by the Commissioner of Charities. These guidelines include strict confidentiality measures to ensure donors' identities are not disclosed, and their information is not shared without prior permission.

LCSS does not engage third-party fundraisers.

Funds raised are used to support our beneficiaries through core programmes focused on intervention and holistic development, as well as to sustain the organisation's operational capacity to deliver these services effectively.

All donations received, whether solicited or unsolicited, are properly accounted for and promptly deposited. LCSS adheres to the 30/70 rule, maintaining a fundraising efficiency ratio below 30% at the organisational level, in line with regulatory guidelines.

OUR ESG COMMITMENT

At LCSS, we embed Environmental, Social, and Governance (ESG) principles into our daily operations. We have reduced paper use through digitalisation, implemented energy saving practices across our offices and centres, and prioritised energy efficient appliances. Our programmes for children promote environmental awareness through hands-on activities like recycling and clean-ups. As part of good governance, we reinforce sustainable practices internally through regular staff engagement, such as townhalls, and ongoing reviews.

GOVERNANCE EVALUATION CHECKLIST (GEC) TIER 2

LIFE COMMUNITY SERVICES SOCIETY
(for the period April 2024 to March 2025)

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
7	<p>Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity:</p> <p>a. Audit b. Finance</p> <p>* Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.</p>	2.3	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
8	<p>Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.</p>	2.4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
9	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.</p>	2.5	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting - refer to 2.9.b.</p>	2.9d	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
23	<p>Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).</p>	4.2	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
24	<p>Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.</p>	4.3	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
25	<p>Set internal policies for the charity on the following areas and regularly review them:</p> <p>a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);</p> <p>b. Board strategies, functions, and responsibilities;</p> <p>c. Employment practices;</p> <p>d. Volunteer management;</p> <p>e. Finances;</p> <p>f. Information Technology (IT) including data privacy management and cyber-security;</p> <p>g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board);</p> <p>h. Service or quality standards; and</p> <p>i. Other key areas such as fund-raising and data protection.</p>	4.4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
26	<p>The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.</p>	4.5	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
27	<p>The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.</p>	4.6	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
Principle 6: The charity communicates actively to instil public confidence.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial compliance	

DONATION METHODS



PAYNOW

PayNow with our UEN number:

S96SS0100H

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



DONATE BY GIVING.SG

Give via NVPC portal at:

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

(one-time or monthly giving options available)

DONATE BY CREDIT CARD

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

DONATE BY BANK TRANSFER

Account Name: **Life Community Services Society**

Account Number: **0330151217**

Bank Code: **7171**

Branch Code: **033**

DONATE BY CHEQUE

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

Life Community Services Society

114 Lavender Street #02-52

CT Hub 2 Singapore 338729

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



TWENTY2000 CAMPAIGN

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

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

TWENTY2000
EMPOWERING LIVES TOGETHER

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



Copyright © 2025
Life Community Services Society
Published & Designed by Life Community Services Society

All rights reserved. No part of this publication may be reproduced, stored in retrieval systems, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise without the prior written permission of the publisher or the author. Requests to the publisher or the author should be addressed to lcss@life-community.org.

The copyright of all the photographs, images and illustrations featured in this book belongs to the respective organisations, photographers and creators.

CONTACT US

LIFE COMMUNITY SERVICES SOCIETY

Corporate Office

114 Lavender Street
#02-52 CT Hub 2
Singapore 338729
T: 65-6387 3700
Email: lcss@life-community.org

ACTIVITY CENTRE

MightyKids, Families & Community Activity Centre

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

LIFE STUDENT CARE CENTRES

LSC Hougang

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

LSC Sengkang

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

LSC Yishun

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

LSC Pasir Ris

Blk 636 Pasir Ris Drive 1 #01-584
Singapore 510636
T: 65-6581 2636
Email: prlsc@life-community.org