

LCCS

LUTHERAN COMMUNITY
CARE SERVICES

ANNUAL
REPORT 2022



Relationships
Matter

Founded in 2002, Lutheran Community Care Services (LCCS) actively engages and empowers individuals and families to build and sustain relationships.

Through the power of relationships, we seek to break the hurt cycle for people affected by conflicts, violence, poverty and incarceration.

OUR SERVICES

SCHOOL SUPPORT



Enabling school communities to strengthen relationships and widen circles of care through experiential class-level programmes and groupwork.

FAMILY SUPPORT



Assisting families to meet their needs and improve their overall quality of life through casework and groupwork.

PRISON SUPPORT



Supporting individuals in incarceration to build and restore relationships to support them towards successful reintegration into the society.

COMMUNITY SUPPORT



Strengthening and restoring relationships, and connecting resources in the community through community outreach, conversations, and community-centric activities.

Training & Consultancy



Enabling individuals and organisations to translate knowledge and skills of Restorative Practices to address issues and build communities that promote safety and well-being.

OUR VISION

All individuals engaged to build and sustain healthy relationships.

MISSION

To drive a restorative movement to break the cycle of hurt and build connected communities of empowered individuals.



WILLING PARTICIPATION

Creates conditions for people to make an informed choice to participate in a dialogue that builds trust to work with vulnerabilities.

LEVERAGE INDIVIDUALS' INNATE GIFTS

Leverage individuals' capacity for change and their innate gifts to collaboratively contribute to generate solutions to solve issues and/or build community.

BUILD POSITIVE AFFECTIVE EXPERIENCE

Engages people in a process that maximises positive affect, including facilitating emotional shift from negative to positive affect to build relational capacity.

ACTIVE RESPONSIBILITY

Guides people to demonstrate responsibility through taking actions for the well-being of the community, including making efforts to repair harm with the support of the community.

RELATIONAL INCLUSION

Works with individuals to widen their circle of support and build connectedness in the community.

OUR PRACTICE PRINCIPLES

RESPECT EACH INDIVIDUAL'S "VOICE SPACE"

Creates conditions for a safe environment to enable each person the opportunity to speak and be listened to with focused attentiveness.

CULTIVATE EMPATHY WITH ENGAGEMENT

Facilitates self-reflection and encourages exchange of perspectives, courses of action or emotions, which nurtures and develops individuals' capacity for empathy.

LCCS was set up on 2 September 2002 as a company limited by guarantee by the Lutheran Church in Singapore and its member congregations.

LCCS was registered under the Charities Act (Chapter 37) on 30 January 2003 and was accepted as a full member of the National Council of Social Service on 15 September 2003. LCCS is governed by its Memorandum and Articles of Association (MAA) and has been accorded IPC (Institution of a Public Character) status since 1 November 2006.

UEN No.: 200207586Z

Charity Registration Number: 1654

Company Registration Number: 200207586Z

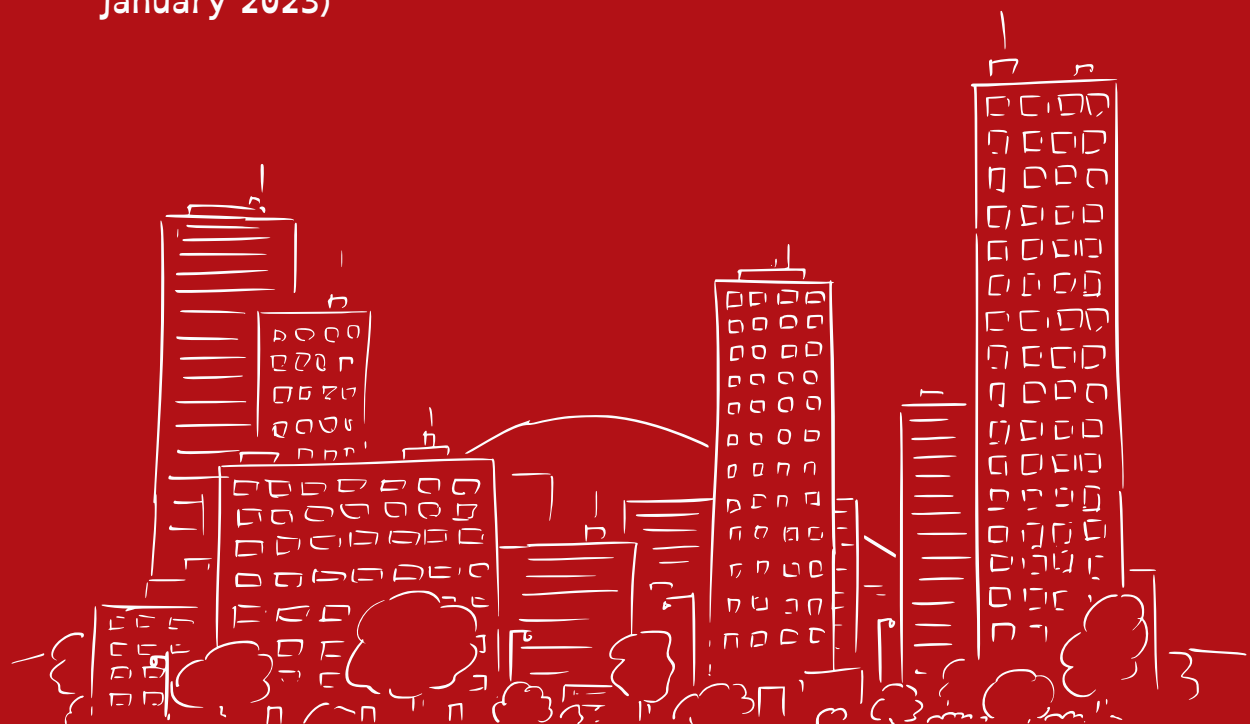
IPC Status: 1 November 2022 to 31 October 2025

Registered Address: 3779 Jalan Bukit Merah, #02-01,
Bukit Merah Community Hub, Singapore 159462

Independent Auditor: Jia Yue (S) LLP

Banker: United Overseas Bank Limited

Legal Adviser: Martin & Partners LLP (Appointed on 4
January 2023)



BOARD OF DIRECTORS (2022-2023)

<u>CURRENT CHARITY BOARD APPOINTMENT</u>	<u>OCCUPATION</u>	<u>PAST CHARITY BOARD APPOINTMENTS</u>
LU GUAN HOE CHAIRMAN 29 Nov 2022	Bishop Lutheran Church in Singapore	Board Director 11 Aug 2021
SEOW CHUN YANN (STEVEN) Treasurer 7 Sep 2022 / Fundraising Committee Chairperson 12 Dec 2021	Executive Director Singapore Consultancy	Board Director 12 Dec 2021
LAU PENG SOON Secretary 20 May 2021	Interior Designer Ad Interior Dzine	Board Director 25 Aug 2017
CHUA AIK HOON (ELIZABETH MARTIN) Nomination Committee Chairperson 7 Sept 2022/ Human Resource Committee Chairperson 4 Feb 2016	Management Consultant Elizabeth Martin Associates	Fundraising Committee Chairperson 1 Jan 2015 Board Director 5 Apr 2014
HO JI-MIN GABRIEL Audit Committee Chairperson 16 Mar 2016	Managing Director Dymon Asia Capital	Board Director 16 Mar 2016
CHONG FOO KONG Board Director 12 Dec 2012	Retired	N.A.

BOARD OF DIRECTORS (2022-2023) CONT'D

<u>CURRENT CHARITY BOARD APPOINTMENT</u>	<u>OCCUPATION</u>	<u>PAST CHARITY BOARD APPOINTMENTS</u>
TAN HOCK ING Board Director 12 Dec 2012	Director T. E. Medicare	N.A.
TAN SHI SONG Board Director 6 Dec 2018	Sales & Projects Manager TZI Singapore	N.A.
TEO THIAN HOE (DESMOND) Stepped down on 29 Nov 2022	Private Tutor	Chairman 30 May 2018 Board Director 1 Aug 2008
CHONG FU KIONG Stepped down on 31 Dec 2022	Pastor Yishun Christian Church (Lutheran)	Board Director 17 Jun 2016

**Reasons for term of appointment more than 10 years:*

Mr Chong Foo Kong and Mr Tan Hock Ing were re-elected for a final term to bring stability to the Board while the Board Nomination Committee actively engages in Board renewal in the current term.

***Board members are required to submit themselves for re-nomination every two years at the Annual General Meeting. Re-appointment is subject to the results of voting by majority of LCCS' ordinary members.*

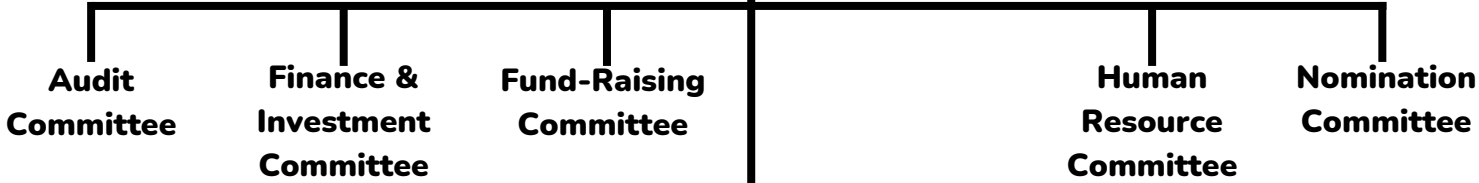
EXECUTIVE MANAGEMENT

MUI ZHIMING JUSTIN
Registered Social Worker
Executive Director
1 June 2018

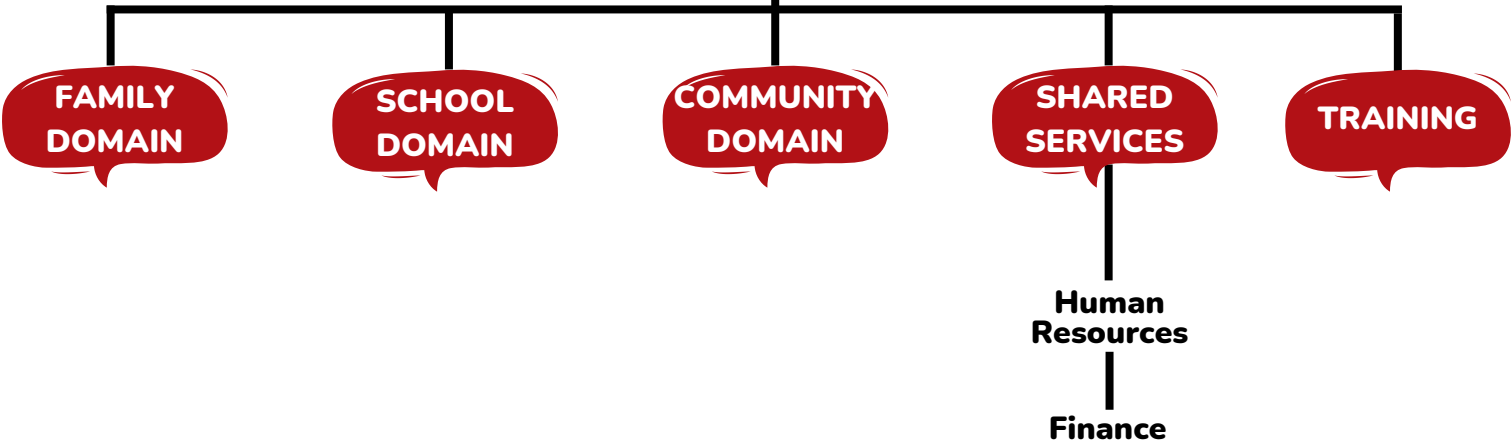
KEK SEOW LING
Registered Social Worker
Director, Resource & Strategy
1 July 2021

ORGANISATIONAL STRUCTURE

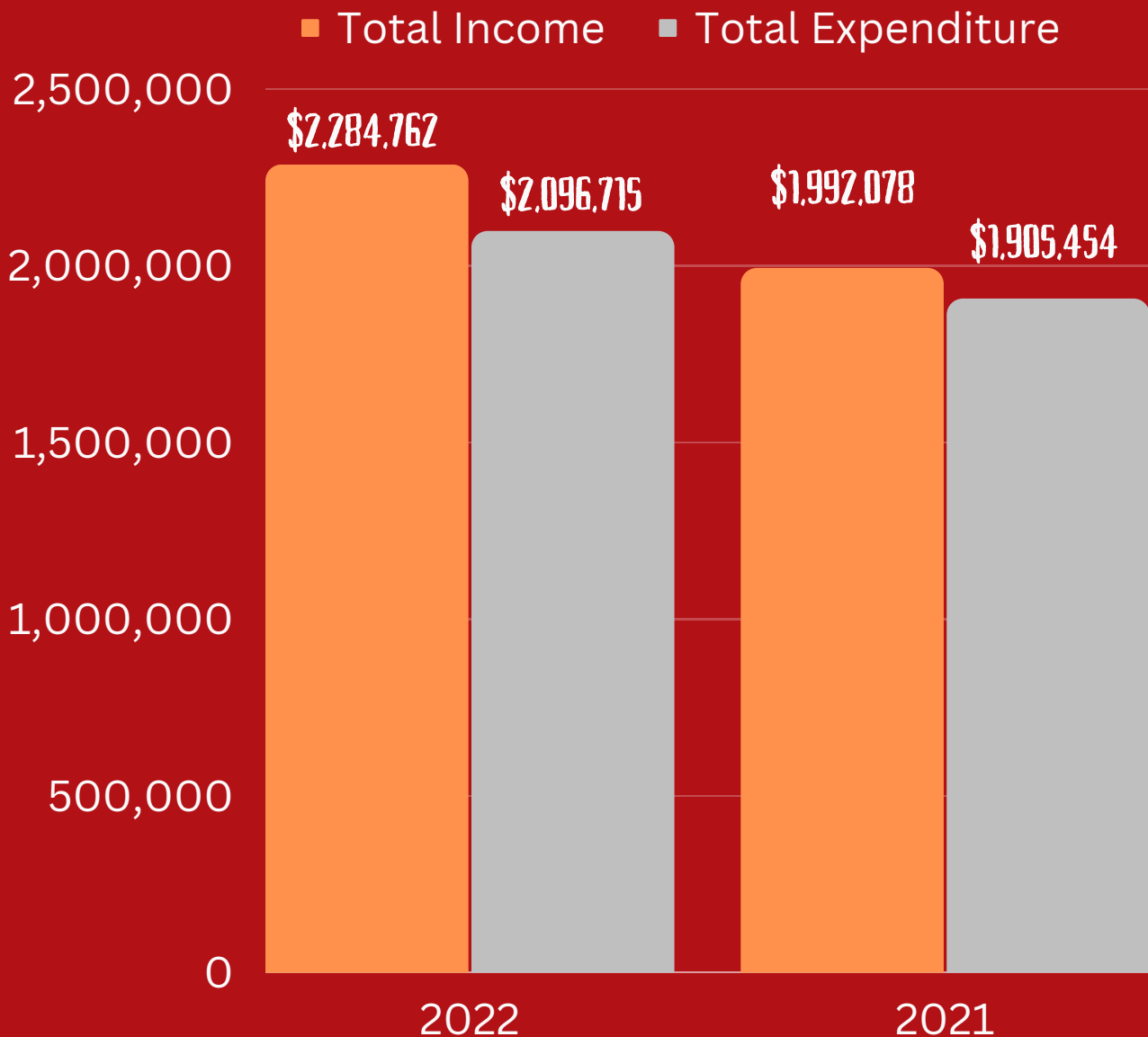
BOARD OF DIRECTORS



EXECUTIVE DIRECTOR



FINANCIAL HIGHLIGHTS



REASONS FOR CHANGE

Total Income

Increase in Donations due to 20th Anniversary Fundraising, conduct of more programmes and RP Conference.

Total Expenditure

Corresponding to higher Income, therefore higher Fundraising expenses, higher programme expenses and higher manpower expenses.

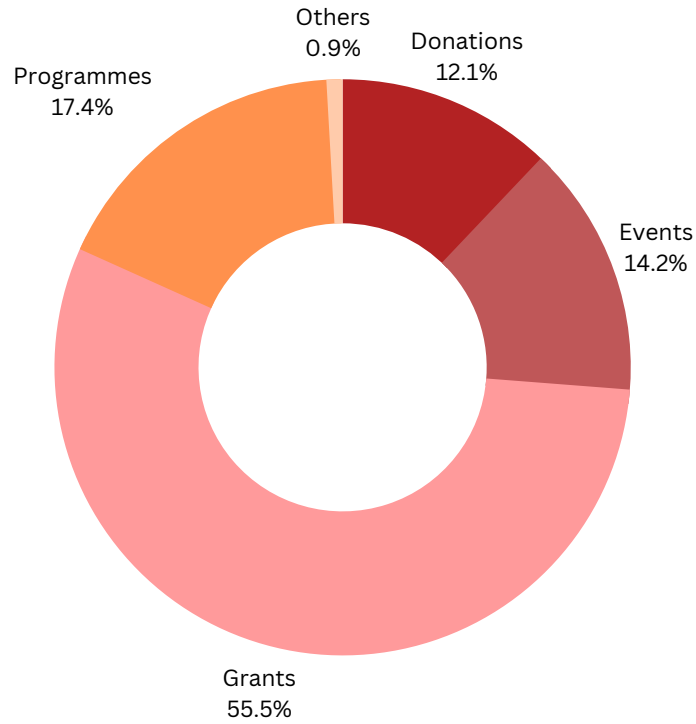
Major Financial Transactions:

None

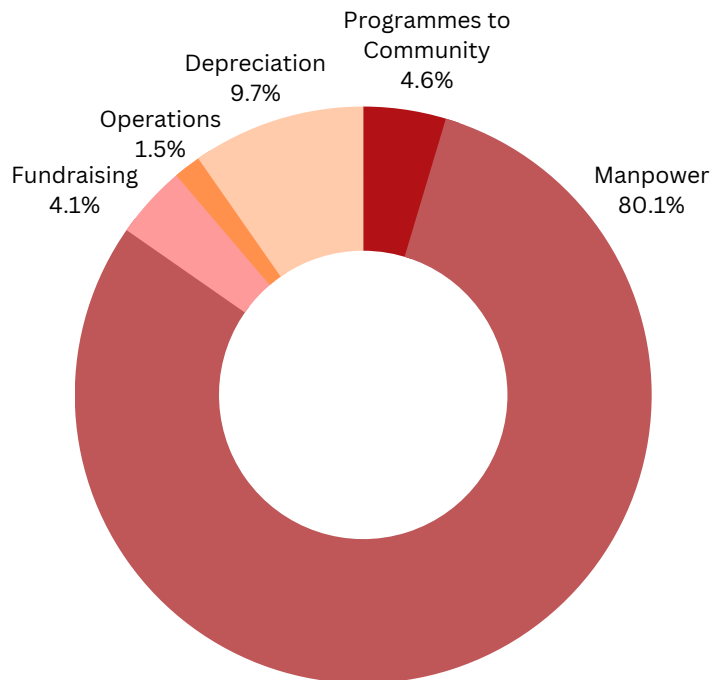
Purpose of Charitable Assets held:

Mainly Cash – for future growth of organisation and for any crisis moment.

BREAKDOWN OF INCOME



BREAKDOWN OF EXPENDITURE



RESERVE POLICY

The Unrestricted Fund balance as at 31/12/2022 is \$1,713,972 (after fully absorbing the deficits of the Restricted Operating Funds)

The Unrestricted Fund is equivalent to 10 months reserve, to meet our operational needs based on our estimate of average overall expenditure of \$175k per month.

LCCS Board regularly reviews the amount of reserves to ensure that they are adequate to fulfil our continuing obligations. We are working towards a reserve of 12 months to ensure sufficient funds for our work and adequate provisions to also embark on research and development work.

CHARITY'S RESERVES POSITION :

DESCRIPTION	CURRENT YEAR FY	PREVIOUS YEAR FY
	2022 (\$)	2021 (\$)
GENERAL / UNRESTRICTED FUNDS (RESERVES) GROSS	2,064,977	1,623,089
RESTRICTED FUND – PC EMPOWERING LIFE FUNDING	(177,875)	(58,631)
RESTRICTED FUND – PC BRIDGE TO HOPE FUNDING	(96,469)	(36,968)
RESTRICTED FUND – BUILDERS FUNDING	(77,747)	(1,565)
RESTRICTED FUND – PC PROJECT UP	3,141	
COMMUNITY CHEST CSF	8,779	
YELLOW RIBBON FUND	(10,834)	
(A) GENERAL / UNRESTRICTED FUNDS (RESERVES) NET	1,713,972	1,525,925
(B) ANNUAL OVERALL OPERATING EXPENDITURE	2,096,715	1,905,454
RESERVE RATIO (A)/(B)	0.82 : 1 10 months	0.80 : 1 10 months

Note:

Our Restricted Funds are all Operating Funds. They are in deficit because we put in more resources than funded.

All the deficits in the Funds can be fully absorbed under our General Unrestricted Fund.

It is for clarity that we list the deficits of the ongoing Restricted Operating Funds.

For more information on the Income and Expenditure of each of the Restricted Operating Funds, please refer to Note 16 (page 31 and 32) of the charity's Financial Statements.

OUR CAUSE

BREAK THE HURT
CYCLE

BUILDING
CONNECTED
COMMUNITIES

EQUIPPING
EMPOWERED
INDIVIDUALS

ADVOCATING A
RESTORATIVE
MOVEMENT

HIGHLIGHTS OF 2022

1. LCCS Restorative Conference: Relationships matter; Igniting Connections



Held online, the conference highlighted good practices that foster connections in community, workplace, and family. Our guests of honour were Mr Masagos Zulkifli, Minister for Social and Family Development, and Mr Eric Chua, Senior Parliamentary Secretary for Ministry of Social and Family Development. We were also privileged to have Dr John Bailie, former President of the IIRP and our advisory board member, and Ms Elizabeth Martin, our board member who specialises in Human Resource amongst our speakers.

2. REALink! 2022: From Experts to Community

REALink! 2022 was focused on LCCS' work on uplifting low-income families, family violence, adoption, and workplace culture. We switched from the expert's lens to community's lens in the exploration of these issues. We obtained public's opinions and had members of the community to share their experience. You can catch our REALink! 2022 episodes on our LCCS YouTube channel.



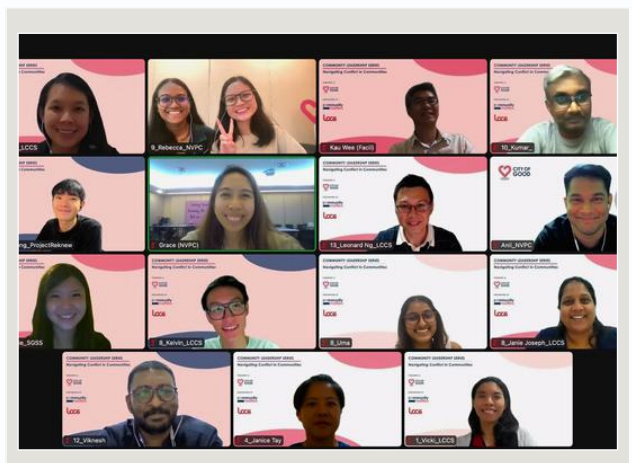
3. Let Our Voice Run (LOVR): Students' Engagement



Our LOVR team started organising workshops on restorative justice for students in Institutes of Higher Learning. These students then got involved in community-building circles, where they continued to courageously share their feelings and thoughts about sexual harm and dating violence in campus. We hope these students can contribute to building a healthy and safe campus in their small ways. We were also glad to have Mr Eric Chua, Senior Parliamentary Secretary for Ministry of Culture, Community and Youth and Ministry of Social and Family Development as our new champion for our campaign!

4. Community Leaders Series: Community Matters x LCCS

LCCS partnered with Community Matters team of National Volunteer Philanthropy Centre (NVPC) to facilitate conversations on creating trust and navigating conflicts in communities with community leaders. Reflecting on the sharing by leaders of non-profit organisations, participants had a robust discussion on ways to connect for people to feel that they matter.

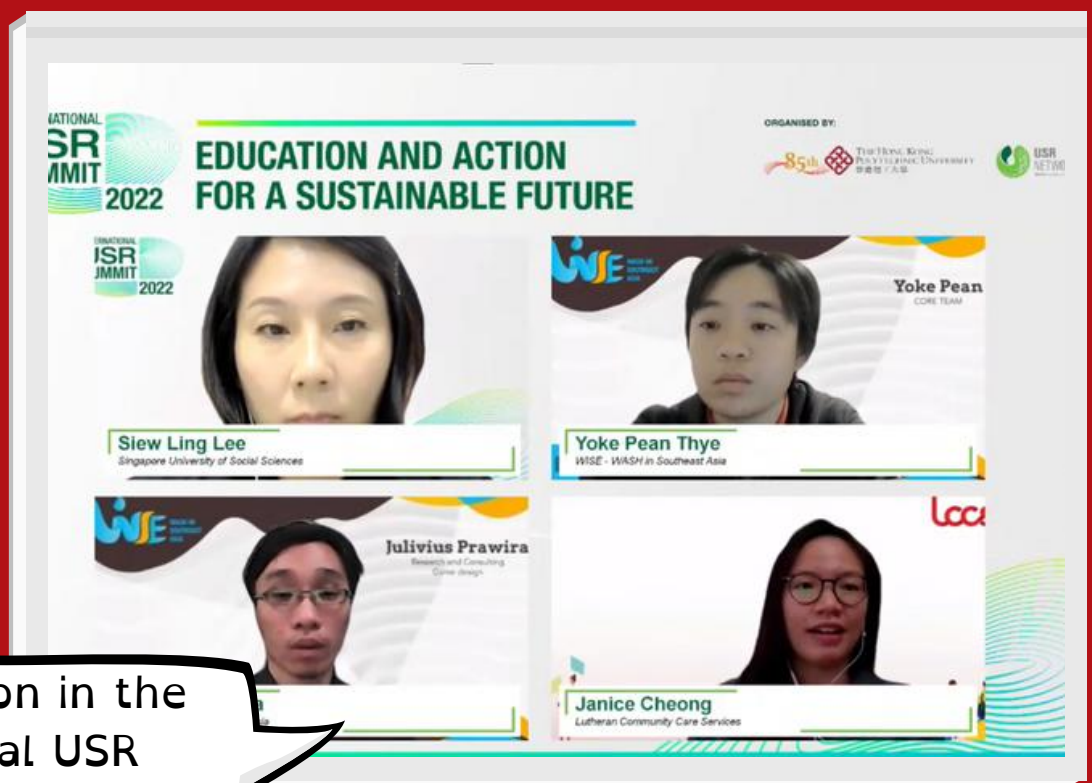


5. Presentation at the National Family Violence Networking System Conference



Our colleagues, Deborah Wan and Kek Seow Ling, presented on the use of restorative justice approach to address intimate partner violence at the conference. Being community-centric, restorative justice offers a pathway to move from safety to restoration of self and relationships through respecting power and promoting active responsibility. The LCCS team believes that restorative justice can bridge the gap in practice orientations in the current social service landscape.

LCCS participated in a panel discussion in the International University Social Responsibility (USR) Summit alongside Singapore University of Social Sciences (SUSS) and WASH in Southeast Asia (WISE) to share our jointly developed board game that encourages saving. Called the 'Super Saver', the board game gets families to talk about money matters.



6. Participation in the International USR Summit

7. Building Relational Capacity Course

What is restorative practices?

- The science of relationships and community
 - ▶ Focuses on strengthening relationships for more effective engagement within workplaces/schools/home

What is building relational capacity?

- The ability to relate and connect to others

Why the change of name?

- To provide a more inclusive title that focuses on the relational capacity of a practitioner
- That is done by using the framework of restorative practices to guide our engagement with others

lccs

This course replaces the Restorative Practices Fundamentals course. Rolled out in December 2022, this course is congruent with our belief that restorative practice is a way of thinking and being. Therefore, the course content focuses on values and principles for practice that are developed by LCCS to foster engagement for connection.

REVIEW OF YEAR 2022



BREAKING THE HURT CYCLE

293

Restoration through making things right with self and others

LIVES RESTORED

BUILDING CONNECTED COMMUNITIES

Safe and caring communities that value one another and embrace vulnerability

471

LIVES CONNECTED



EQUIPPING EMPOWERED INDIVIDUALS

1616

Individuals equipped with skills and knowledge to build, strengthen and restore relationships

LIVES EMPOWERED

ADVOCATING A RESTORATIVE MOVEMENT

People in all systems advocating for connected and restorative communities as a way of life

1614

LIVES ENGAGED



ADOPTION HOME STUDY REPORTS



33

Adoptive parents received favourable home study reports and proceeded to adopt children with unfavourable circumstances.

"Most professional, very understanding and God-centric service, delivered with much grace and excellence. Thank you so much, LCCS. Keep up the good work!" (Mr Ng)

"Thank you for the hard work put in to assess the suitability of prospective parents for adoption. This is an important piece of work. Keep it up!" (Mr Cheng)

I feel free and safe expressing my thoughts and feelings without being judged as the group listens and believes in what I told them.

(Haziq, participant of men support circle)



BRIDGE TO HOPE

45

Individuals were engaged in restorative conversations about family conflicts related to violence.

BUILDERS PROJECT: RECONNECTING PHASE / REPAIRING PHASE

34

Students improved in pro-social skills and confidence to make things right and cope with their difficulties.



An open conversation on the unspoken social rules of the classroom is how I would describe the Builders' experience. I felt the students really benefitted from this sharing and discussion among their peers. They reflected and learnt about the social skills on how to better build relationship with their peers and be mindful about perspective taking from the other person's point of view. Appreciate all the help given by Kelvin and Deborah. The students really enjoyed this learning journey with them. Thank you once again!
(LPS P6B1 Teacher)

BE A CHAMPION

18

Students experienced empowerment to overcome the challenges and adversities they face in school and at home.

LCCS has been supporting the Gear-Up programme at Peirce Secondary School since 2018.

The team of instructors had reached out to the At-risk group of students and they have left a positive impact on them. They were consistent in providing feedback as well as suggestions in order to support the programme to meet the needs of each cohort of students. Overall, it has been a positive and enriching partnership with LCCS.

(Mr Ashwin, Year Head)

I am highly impressed with the staff of LCCS for their highly committal mentality and above all, genuine care for the students. They adopted customised and highly effective strategies to help and engage my students with various issues. I sat in to learn from them and was awed by their competent delivery. The professional and caring demeanour of LCCS staff whom I work with closely, namely Sebastian, En Ci and Josiah, put them a cut above the rest. They provided excellent post-event debrief and feedback to better the continued help and support for our students. They are an astute group of finest certified Social workers I have ever worked with in my two decades as an educator. Kudos LCCS!

Mr Chew, Discipline Master



RESTORATIVE HUB

56

Students recognised the impact of committing offences in school and took ownership of their behaviours, through facilitated circle conversations.

Helps me to understand my brother's goals and wants better, creating a safe space for us as a family and as an individual. I will continue speaking up and allowing my brother to voice out and being there for him.

Sasa, Sibling of a RT



MY JOURNEY

10

Young offenders from the Reformatory Training Centre (RTC) were supported through restorative processes to deal with what went wrong and build a community of care through strengthened relationships.



PROJECT REKINDLE

8

Inmates were engaged to work towards reconnecting with their family, friends and significant others to build his circle of support to increase or sustain their motivation for change.

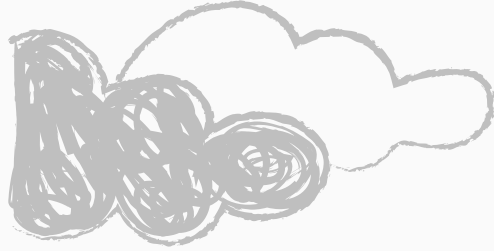


以前，我们从来没有机会深入分享和谈论我们的感受。我们只是尽量谈论好的事情，以免让John担心我们。这个项目让我看到John在里面思想慢慢变好，对人讲话有礼貌、懂事了、成熟了。现在的John有梦想、有理想，让我感觉到还有希望。这是一种鼓励，真替John感到骄傲、高兴。让我看到希望。感恩、感谢你们的帮助。这是我们家庭成员的感受。

Previously, we did not have the opportunity to talk through our emotions in depth. We only talked about positive things as we did not desire John to worry about us. This family circle let me see John's positive transformation in his mindset, the courtesy he shows when conversing with others. He has matured. The John I see now has dreams and aspirations, which let me feel encouraged and hopeful. I am proud of John. I am grateful.

John's Mother





ADOPTED CHILDREN SUMMER CAMP

7

Adopted children aged between 8 to 10 years old participated in the ACES (Adopted Children Exclusive Support) Summer Camp in June 2022. They learnt about what it means to be adopted. Their feelings about adoption were validated. Through befriending other children with similar background, they realised they are not alone.



I would like to sincerely thank you and your team for the wonderful workshop.

It is the first time Koen heard from other children about their adoption journey. He shared that he has learnt that every adoptee has their own stories and that's what make them special.

We met a workshop-mate yesterday at a children recreation center and the kids chatted. I am certain they have made some real good friends among themselves!

Mdm Liew, Adoptive Parent

MENTORING PROGRAMME

14

Students were meaningfully engaged during the school holidays to support one another as a community.



Students enjoyed the finale session held at LCCS office where they participated in a game of nerf war.





CLASSROOM BUILDERS

260

18 Teachers partnered with LCCS facilitators to build relationships in the class community with 242 students.

I don't get to attend all the Builders' experience sessions but the sessions I were in with my class were well-planned and executed - lesson resources, activities were engaging and meaningfully curated, varied and integrated to bring out the key desirable qualities/learning points useful for students. Instructors were mindful to curate a respectful and non-threatening environment to encourage authentic sharing of ideas during class/group discussions.

(LPS P6C Teacher)



20

ACES

Students built and sustained healthy relationships with one another through the explicit teaching of values and socio emotional skills



Students were proud of the opportunity to coach LCCS facilitators on skipping and soccer skills.

STAR PROGRAMME

20

Students learnt about teamwork and demonstrated respect when working with their peers in school.



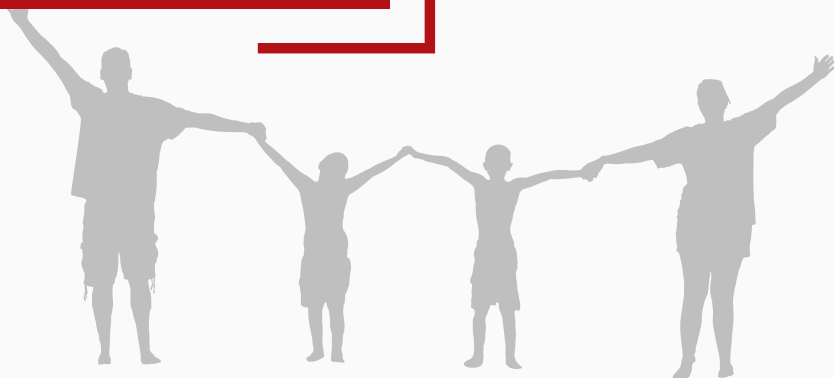
Students were given a small plant, symbolising the continuing effort to nurture their relationship with others.



PROJECT LIFT

30

Families were engaged in a 3-year project, in partnership with Employment and Employability Institute (e2i), to achieve upward social mobility through employment, education and assets creation with the focus on relationship building within the family and the community.



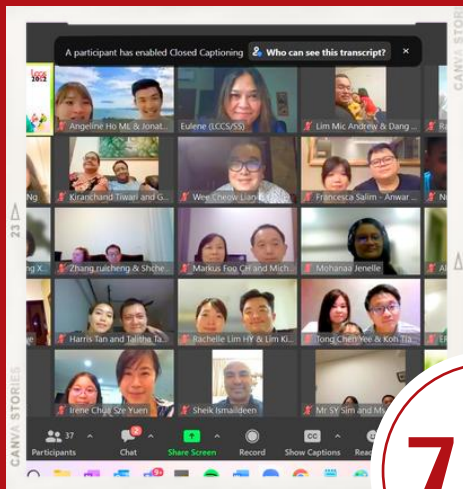
MARRIAGE PREPARATION PROGRAMME

5

Couples participated in the programme and learnt knowledge and skills to build strong, fulfilling and resilient marriages.

"The course/test is very informative. We learnt about not only our partner, we also learnt more about ourselves."

Ms Joey, Participant



772

PRE-ADOPTION BRIEFING

Prospective adoptive parents attended the mandatory briefing to find out the eligibility criteria, legal requirements and relevant parenting knowledge before pursuing adoption.

"I find this session very helpful in understanding and the process of child adoption"

"Very grateful that organizations like LCCS take the time to present and explain the adoption process. Thank you."

Jass, Participant

FOUNDATION OF LOVE

13

Men who are former residents of a halfway house (HCSA Community Services) and their partners participated in a 7-session marriage programme to increase self-awareness and understanding of their partners to strengthen their marital and familial relationships in their efforts to successfully integrate into the society.



“

"Have fun while learning.
Create experiential learning.
Understand the concepts
better."

M. Feroz, Participant

”



RESTORATIVE PARENTING WORKSHOPS

15

Parents participated in parenting workshops where they learnt the principles and skills of restorative parenting to address conflicts and build effective relationships with their children.

14 students participated in the bonding activity with their parents.

“Good workshop to give more insight and support for us as parents.”

Parent from Zhangde Primary

“This workshop is effective and highly beneficial for parents and students.”

Parent from Lakeside Primary

”

FAMILY GROUP DECISION MAKING

23

Practitioners were equipped with knowledge and skills to facilitate Family Group Decision Making with families facing challenging situations.



The trainers were engaging and helped to clarify our questions to the best they can. Despite being a heavy content course, each component is an important contributing factor to FGDM. It has been a wonderful learning experience with a good mix of role plays and other activities."

Sofya Xia, Singapore Prison Service

STEP

7

Students were equipped with life skills and knowledge to be future ready through discovering their interests and strengths.

Students engaged in a group activity.



PRO-SOCIAL CLINIC

28

Students leaders partnered with LCCS facilitators to help 194 students gain awareness on how their cyber habits affected themselves and others. They also discovered ways to build or maintain healthy cyber space habits.

85%

of the students committed to reducing cyberbullying in class.

92.1%

of participants learnt how to apply Restorative Practices into their lives/work.

RESTORATIVE PRACTICES SCHOOL TRAININGS

472

School staff were equipped with the knowledge and skills to build better teacher-student relationships and proactively address issues.

“

CCSS TRAINING & CONSULTANCY

40

Practitioners involved in consultancy to translate learning into practice in their endeavour to achieve their organisation mission.

Our team has benefitted greatly from the RP consultation sessions with the LCCS team. It has enabled us to build positive relationships with one another as colleagues and in working with our beneficiaries. The teaching and case study discussions guided our understanding of the concepts and their application in our work environments. We appreciate the LCCS team's guidance and support as we continue to grow in restorative practice!

~ Care Community Services Society

LET OUR VOICE RUN

298

180 community members participated in our virtual run and events to raise awareness about sexual harm happening in Institutes of Higher Learning (IHLs).

Total of 38 participants from IHLs attended our Restorative Justice workshop and monthly circle gatherings.

Total of 80 participants responded to our 'Justice Needs' survey - "What is justice to you when sexual harm has occurred?"

"It was an amazing experience to be part of LOVR. I was able to examine my own needs, emotions and thoughts in a safe environment, as well as learning more about the importance of restorative practice."

Nurhakeem, Participant



90

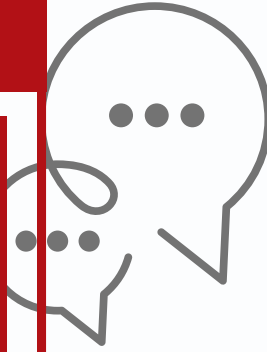
NATIONAL FAMILY VIOLENCE CONFERENCE 2022

Practitioners attended the conference workshop - Beyond Safety - to Restoration, by Bridge to Hope team members, Kek Seow Ling and Deborah Wan, and President of the Society Against Family Violence, Mr. Benny Bong.

MISSING CONVERSATIONS

6

Children/youths and their stakeholders were engaged in facilitated conversations to understand the impact of bullying behaviour and co-created solutions to address the issues.



Parent X referred her child to 'Missing Conversations' as she was concerned about her child's well-being. Her child was bullied repeatedly by his peers, which resulted in physical and psychological harm. He sustained physical injuries and become withdrawn. Her child felt that it was very unfair that he was targeted by the bullies and could not understand why this had happened to him. LCCS' engagement with parent X allowed for her to have a space to share about her concerns, and for her to make sense of her child's experience and attend to his needs.



984

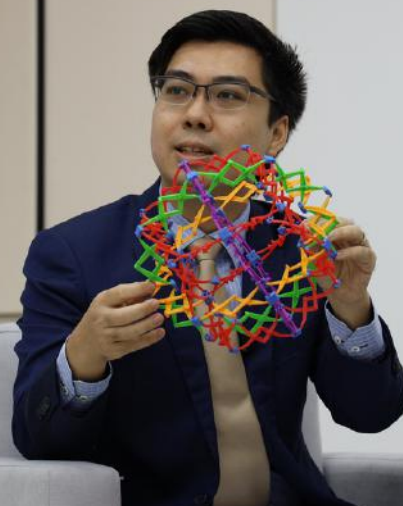
REALINK

Individuals viewed our online conversation series, which brought together people from diverse backgrounds who shared similar concerns that are evident in our society.

RP CONFERENCE

212

Individuals signed up as participants for the online conference and the post-conference workshop.



FEATURED STORY 1

Having been incarcerated for 4 years, Marisa, a mother of 2 teenage boys, experienced challenges in seeking employment. She was also struggling financially and socially.

Due to her time away from the family, the bond between her and her boys weakened and their relationship became distant. Worries and concerns about her ability to communicate with her boys and her mother upon her release.

Marisa came onboard Project Lift and began her journey to work towards her financial goals and strengthen the relationships that matter to her.

With the support of her social worker, Marisa sought employment and education, and eventually embarked on the programme's one year savings matching scheme. Through the programme, she started to have a better understanding of herself and foster stronger communications with her loved ones.



IMPACT OF PROJECT LIFT



Supported 30 families in working towards employment and education



Disbursed \$33,000 to 13 families onboard Savings Matching Scheme

GOAL

To support 60 families



Scan here to watch Marisa share her experience with Project Lift



FEATURED STORY 2



“

Faye, 24 years old, moved out of her parents' place after a conflict with her father and younger brother concerning her pet dog's behaviours. Faye's mother felt distressed about the family's ruptured relationships and sought help from LCCS to facilitate a conversation. She hoped that her daughter could move back home. LCCS facilitators met with all parties involved (father, mother, Faye and her two brothers) separately before convening the family peacemaking circle.

The purpose of the family peacemaking circle was to allow everyone to have their voice heard, to hear each other out and as a family, to work towards a plan where Faye could feel safe and welcomed back to the home. Faye agreed to having the peacemaking circle, with the assurance from the LCCS facilitators that everyone would have an equal opportunity to share their feelings and thoughts.

During the peacemaking circle, each family member shared how they were impacted by Faye's moving out and how they liked the situation to be. The circle was a safe place where everyone could share how they felt and disclosed things that were not spoken about in the past. The circle ended with the family members drawing up a clear plan on how to move forward to welcome Faye back home.

A few months after the circle, Faye's mother shared with the facilitators that she was glad she took the initiative to seek help and speak up about the family's issues. Her family members were more communicative as compared to before.

”

FEATURED FUNDRAISING EVENT

LCCS CELEBRATE ITS 20TH ANNIVERSARY

On 2 September 2022, LCCS celebrated its 20th anniversary with a gathering at the Grand Hyatt. More than 250 people attended the celebration to commemorate the journey of LCCS to impact lives through breaking the hurt cycle.

We were glad to have Mr Mah Bow Tan as our guest-of-honour who also donated a photograph he took for the auction. In the spirit of relationships, we took the opportunity to thank our donors and supporter at the gala.

We were also privileged to have Mr. Yusup Himawan, an International award-winning pianist, Dr Fermin Diez, former Deputy CEO of NCSS and Ms Caroline Wihono, a jewellery designer, amongst others, performed at the gala.

Together with our Board, including Mr Steven Seow as our Fundraising Committee Chairman, LCCS raised a total of \$165,031.

Donate



FEATURED FUNDRAISING EVENT



LET OUR VOICE RUN

Let Our Voice Run focuses on raising awareness and addressing sexual harm and dating violence experienced by young adults in Institutes of Higher Learning (IHLs).

This is through having conversations on building respectful relationships and safe campus communities through collective efforts with concerned stakeholders.

Through a yearly virtual community run, we raise funds for our restorative initiatives and invite the community to join us to peacefully end violence.

We are proud to share that raised \$51,000 in 2022 for the cause.



STEPPINGSTONES

Mission

Incorporated as a social enterprise to manage social objectives on a self-sufficient basis, with twin goals of financial sustainability and social impact.

Facilitate Family Formation with

8

adoptions initiated in 2022 (2021: 8), with 3 local children and 5 children from overseas.



SOCIAL IMPACT MILESTONES

- First case of older child adoption
- Arrangement of respite care for Singaporean parents with high dependency child (Angelman syndrome)
- Explored potential adoption placement of child with special needs (Down's syndrome)
- Expanded our pool of local caregivers
- Successful completion of 2 Custody Evaluation Reports by SteppingStones staff (recorded under LCCS)
- Counselling and guidance of biological mothers to help them assess options in their child's best interests that helped 10 mothers make better, informed decision to pursue other routes besides adoption, such as keeping the child with the help of extended family network or arranging for respite care to tide over challenging circumstances

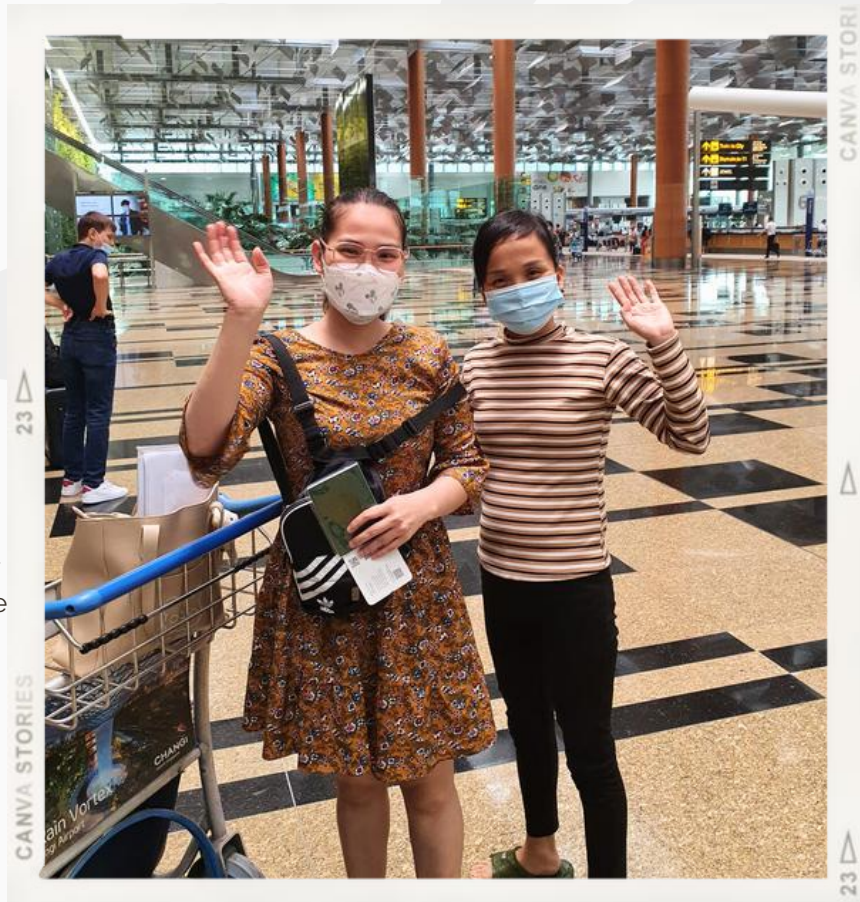


Net Deficit

\$560

after accounting for cash donation back to LCCS in line with internal governance and policy for excess funds to be consolidated, managed and/or utilised at parent company.*

Overseas partner and biological mother in Singapore



**The level of cash donation of \$35,000 (2021: \$20,700) is determined by assessing the residual level of profits and cash balance needed to maintain financial viability at SteppingStones.*

OUR PLANS



In keeping with our mission to break the cycle of hurt and build connected communities, we seek to grow our current initiative to support men affected by spousal violence. Through continued collaboration with the Society Against Family Violence (SAFV), we run men's circles to provide safe space for men to share experiences, exchange mutual encouragement and discover ways to respond to incidents of harm. The theme "Men Hurt Too" is a key feature in our REALink! 2023 conversation series, an annual awareness and fundraising campaign. As a natural progression of our work of reconnecting relationships for youth and adults impacted by incarceration, we are working towards launching desistor-led community circles. We envision this to be a safe space for desistors (former inmates) to form meaningful relationships, experience prosocial interactions and be equipped with the skills to facilitate community circles for others, thereby multiplying the impact.

OUR COMMITMENTS



To build our capability through technology adoption, we work with developers to design and implement case management system (CMS) and volunteer management system (VMS). The adoption of these IT systems will help us with data consolidation and make data-informed decisions with the assistance of interactive dashboards.

With the help of faculty and interns from Singapore University of Social Sciences, School of Business, we seek to build our data analytics capabilities to discover trends and provide insights on how we can expand our efforts and achieve greater effectiveness. For a start, we desire to focus on data pertaining to client engagement, training and consultancy, and fundraising.

FUNDRAISING PLANS FOR 2023



We seek to raise \$500,000, which amounts to approximately 20% of our total operating expenses for the year.

This would be raised through various sources such as the Lutheran Church in Singapore and its congregations, Foundations, corporations and members of the public. Our fundraising events for the year are:

Donor Circles

Small group gatherings for in-depth conversations on LCCS' targeted issue areas (e.g. men affected by violence, supporting desistors)

- Target to raise \$80,000

REALink! 2023 conversation series

Hybrid (in-person and online) event to raise awareness and funds through topics such as violence, incarceration and creating a communal safety net for children and youth to grow

- Target to raise \$50,000

Let Our Voice Run

Virtual run and activities to engage students in Institutes of Higher Learning and raise awareness of sexual harm and dating violence on campus

- Target to raise \$40,000

(re)Pairing for Good

Sake and dining fundraising event sponsored by and planned with Ishinomaki Grill & Sake, focusing on youth delinquency, drugs and incarceration, and family violence

- Target to raise \$30,000

Seasons Appeal

Drive awareness to our online giving.sg campaigns during the season of Advent

- Target to raise \$30,000

EXPENDITURE PLANS FOR 2023



- Fund-raising expenses: \$40,220
- Charitable activities: \$2,021,113
- Administrative/Overheads: \$265,141

GOVERNANCE

ROLE OF THE GOVERNING BOARD

The Board's role is to provide strategic direction and oversight of LCCS' programmes and objectives and to steer LCCS towards fulfilling its vision and mission through good governance. As part of its role, the Board is collectively responsible for the following:

1. Set strategic direction of the agency
2. Approve budget for the financial year and monitor expenditure against budget
3. Review and approve quarterly financial statements
4. Monitor the progress of the charity's programmes
5. Oversee alignment with the prevailing Code of Governance for Charities and Institutes of Public Character

BOARD MEETINGS AND ATTENDANCE

A total of five Board meetings and one AGM were held during the financial year. The following sets out the individual Board member's attendance at the meetings:

Name of Board/Attendance (%)

- Lu Guan Hoe - 83%
- Seow Chun Yann (Steven) - 100%
- Lau Peng Soon - 83%
- Chua Aik Hoon (Elizabeth Martin) - 100%
- Ho Ji-Min Gabriel - 33%
- Chong Foo Kong - 100%
- Tan Hock Ing - 83%
- Tan Shi Song - 50%
- Teo Thian Hoe (Desmond) - 100%
- Chong Fu Kiong - 100%

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD MEMBERS

No Board members are remunerated for their Board services in the financial year.

SUB-COMMITTEES

AUDIT COMMITTEE



- Chairperson:** The Audit Committee facilitates the external and internal audit of LCCS for the Board to obtain independent information about LCCS' financial reporting and disclosure processes. The Audit Committee also review financial statements and the auditor's report to consider the effectiveness of the actions taken by the Management on the Auditors' recommendation.
- Ho Ji-Min Gabriel**
- Member:**
- Tan Hock Ing**

FINANCE & INVESTMENT COMMITTEE

- Chairperson** The Finance & Investment Committee (FIC) is responsible for overseeing LCCS' financial performance and annual budget. The FIC maintains oversight of LCCS' procurement procedures and controls, receipts and payment procedures and controls as well as the system for delegation of authority and limits of approval, in accordance with LCCS' finance policy approved by the Board. The FIC also directs and monitors the investment of LCCS' assets, which are currently entirely fixed deposits.
- (Treasurer):**
- Seow Chun Yann**
- (Steven)**
- Member:**
- Ho Ji-Min Gabriel**

FUND-RAISING COMMITTEE

- Chairperson:** The Fund-Raising Committee has oversight of LCCS' fund-raising activities, budget, income and expenses during the financial year. The Fund-Raising Committee monitors fund-raising efforts to ensure that ethical practices are in place, donors are properly acknowledged, and fund-raising efforts are cost-effective. The Committee met eight times during the year to drive LCCS' 20th anniversary gala event.
- Seow Chun Yann**
- (Steven)**
- Members:**
- Teo Thian Hoe**
- (Desmond)**
- Terry Kee Buck**
- Hwa**

HUMAN RESOURCE COMMITTEE

- Chairperson:** The Human Resource (HR) Committee approves documented human resource policies for staff that cover area such as recruitment, remuneration, benefits, reimbursement of expenses, training and development, performance appraisal, disciplinary actions and cessation of employment. The HR committee also oversee the annual process for setting the remuneration of staff, including increments, adjustments and promotions.
- Chua Aik Hoon**
- (Elizabeth Martin)**

NOMINATION COMMITTEE

- Chairperson:** The Nomination Committee reviews Board composition annually to ensure that the Board has an appropriate balance of expertise, skills, attributes and ability amongst the Board members. The Nomination Committee also has oversight over succession planning and the recruitment process of potential Board members, such as identifying and assessing of nominees based on character reference, conduct declaration and possession of appropriate skills and traits.
- Chua Aik Hoon**
- (Elizabeth Martin)**
- Member:**
- Lu Guan Hoe**

REMUNERATION BANDS OF HIGHEST PAID STAFF

\$100,001 to \$200,000 - 2

\$201,000 to \$300,000 - 0

None of the above staff serve in the Board of the charity.

MANAGEMENT OF CONFLICT OF INTEREST



There are documented procedures for board members and staff to declare actual or potential conflict of interest to the Board.

Board members make declarations of actual or potential conflict of interest to the Board.

Board members abstain in decision-making, voting and participating in discussions on matters where they have a conflict of interest.

Staff are not involved in setting their own remuneration. There are no paid staff who are close members of the family of the executive head or board members.

WHISTLE BLOWING POLICY



The Human Resource handbook made available to all employees, details LCCS' Whistle Blowing Policy, which provides an explicit mechanism to enable employees to voice concerns over malpractice or wrongdoing in an effective manner.

Whistle-blowers are protected against reprisal by any person internal or external of the company, and their identity kept confidential.

The Board will convene an investigation committee promptly to facilitate investigation and determine an appropriate course of action.

EVALUATION OF BOARD'S EFFECTIVENESS



The Board periodically assesses its effectiveness once per term. Board assessment surveys are administered to provide insights and the results are reviewed by the Board to determine areas that the Board needs to strengthen to achieve greater effectiveness.

Governance Evaluation Checklist (Enhanced Tier)
For the Financial Year ended 31 December 2022

S/N	Code guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if "No")			
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	NA	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	NA	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. if the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")			
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	

Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	

Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")			
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")			
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")			
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")			
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	NA	

Disclosure and Transparency				
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (<u>skip</u> items 25 and 26 if "No")			
25	No governing board member is involved in setting his own remuneration.	2.2	NA	
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	NA	
	Does the charity employ paid staff? (<u>skip</u> items 27, 28 and 29 if "No")			
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	