



Lutheran Community Care Services



2024 ANNUAL REPORT



Relationships Matter.

About Us

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, and journey with them to work towards their hopes and dreams.

Our Services

School Support



Enabling school communities to strengthen relationships and widen circles of care through experiential classlevel 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



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

Training and 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 and Mission

Our vision is to help individuals and families whom we engage build and sustain healthy relationships. Our organisation's mission is 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.

Relational Inclusion

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

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.

Leverage Individual's Innate Gifts

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

Our Practice Principles

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.

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.

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.

Lutheran Community Care Services (LCCS) was established in 2002 as the strategic partner of the Lutheran Church in Singapore (LCS) to serve communities in need.

LCCS actively engages individuals, families, and communities to break the hurt cycle and build a thriving society where everyone feels valued, empowered, and belonged to build their mental, emotional, and social resilience.

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)

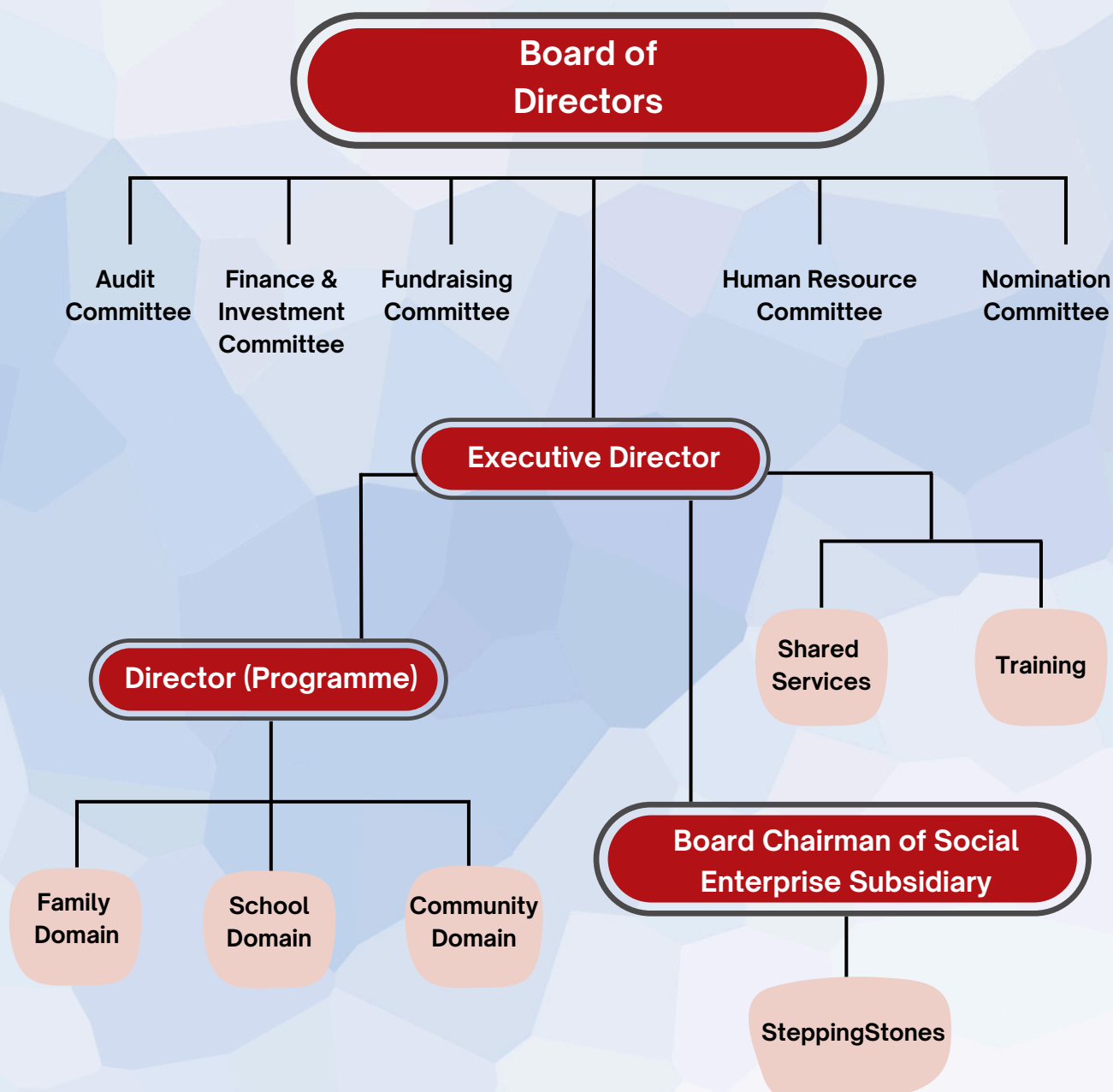
Board of Directors

Current Charity Board Appointment	Occupation	Past Charity Board Appointments
CHEW KHIEH MEOW DAVID Chairman 1 Jan 2024	Emeritus Chief Innovation Officer & Technology Evangelist N8XT Aerospace	Director 5 May 2023
LU GUAN HOE Board Director 1 Jan 2024	Bishop Lutheran Church in Singapore	Chairman 29 Nov 2022 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 Associate	Fundraising Committee Chairperson 1 Jan 2015 Board Director 5 Apr 2014
HO JI-MIN GABRIEL Audit Committee Chairperson 16 Mar 2016	Managing Director Macquarie Asia	Board Director 16 Mar 2016
TAN SHI SONG Board Director 6 Dec 2018	Sales & Projects Manager TZI Singapore	N.A.
CHARLES VINCENT Director 29 May 2023	Senior Corporate Governance Manager Sumitomo Pharma Asia Pacific	N.A.

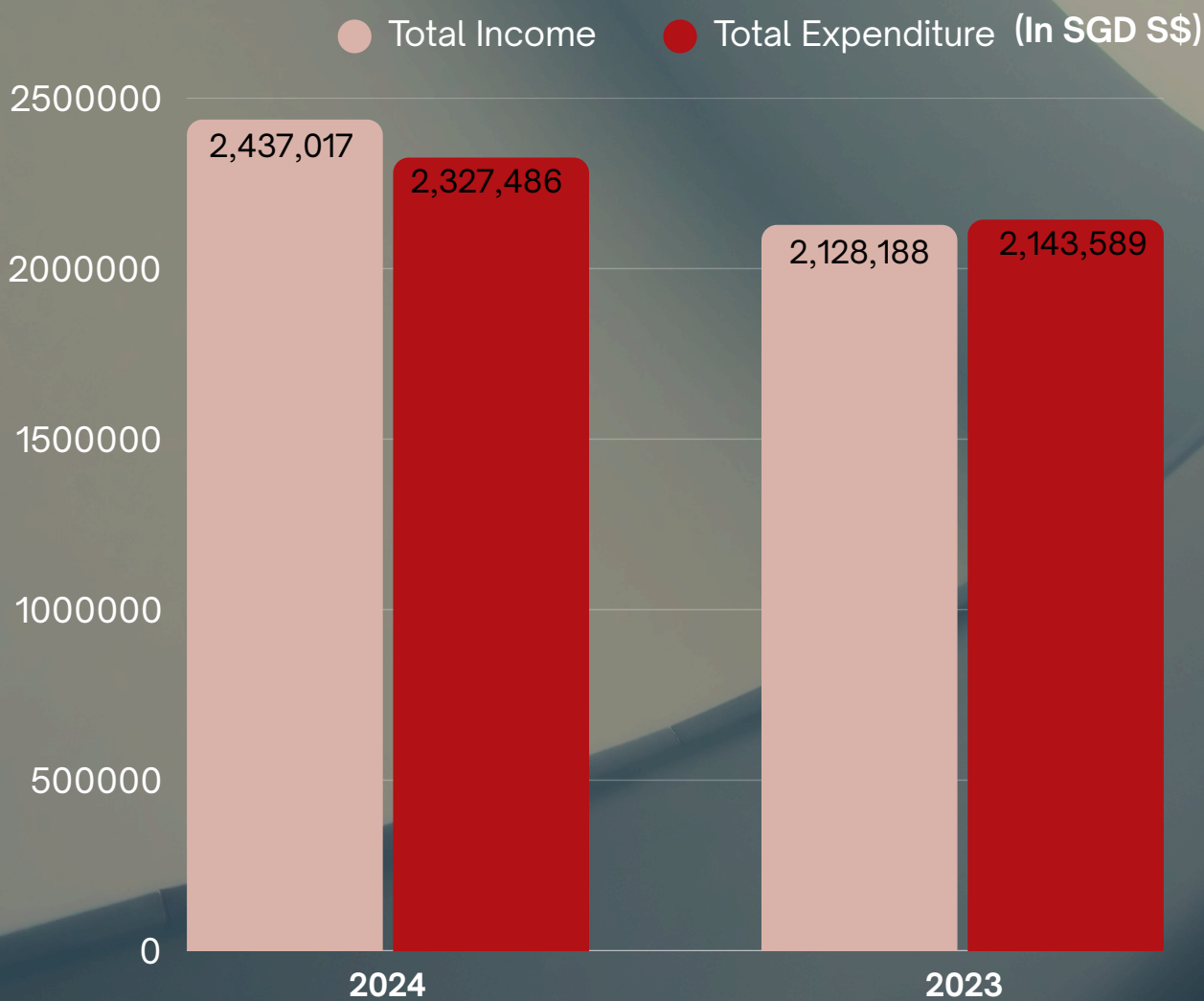
Executive Management

MUI ZHIMING JUSTIN
Registered Social Worker
Executive Director
1 June 2018

Organisational Structure



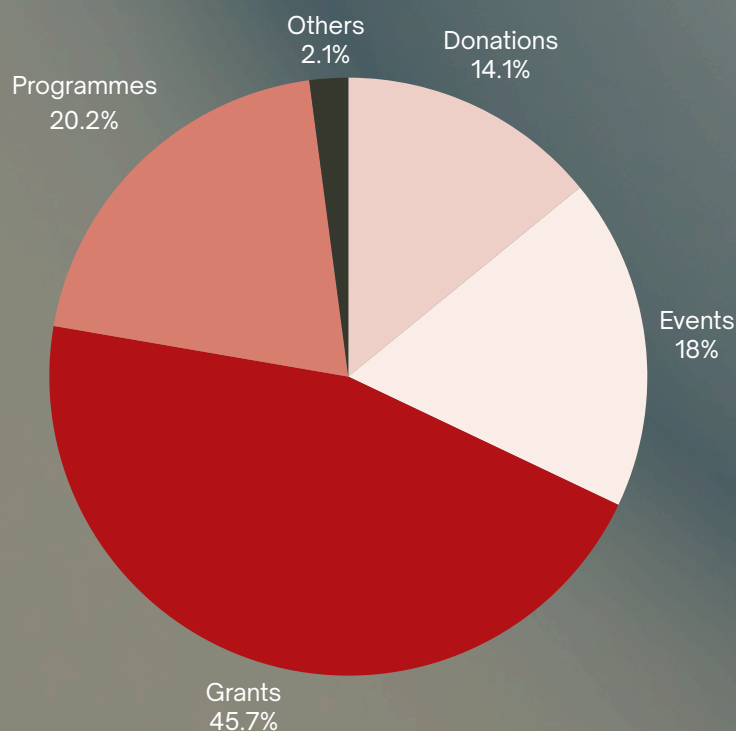
Financial Highlights



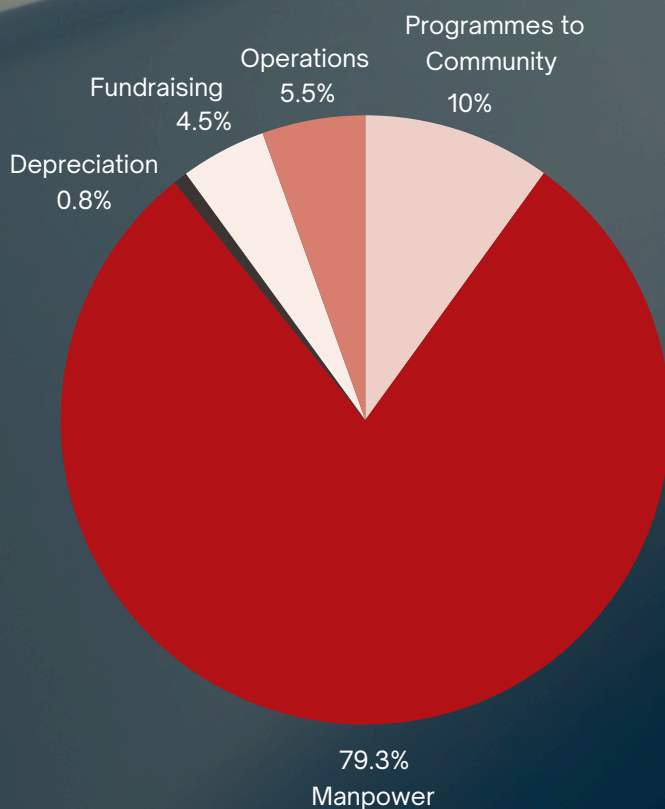
Reasons for Change

- Total Income** - Increase due to having Anniversary Fundraising, and increase of Programme Income
- Total Expenditure** - Increase due mainly to higher Manpower expenses.
- Net** - Increase in Income (14.5%) was higher than increase in expenses (8% higher).
- Purpose of Charitable Assets held:** Mainly Cash – for ongoing growth of organisation and for any crisis moment.

Breakdown of Income



Breakdown of Expenditure



The Unrestricted Fund balance as at 31/12/2025 is \$1,808,103 (after fully absorbing the deficits of the Restricted Operating Funds).

The Unrestricted Fund is equivalent to 9 months reserve, to meet our operational needs base on our estimate of average overall expenditure of \$194k per month.

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

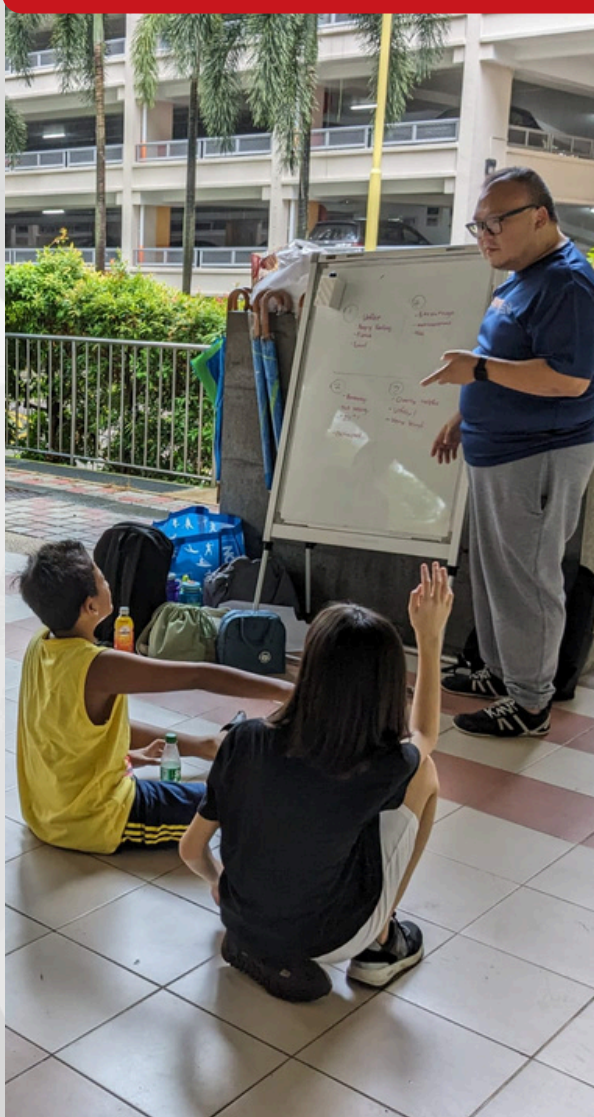
Charity Reserves Position (In SGD S\$)

Description	Current Year (FY 2024)	Previous Year (FY 2023)
General / Unrestricted Funds (Reserves) Gross	2,172,158	2,108,451
Restricted Fund – PC Bridge To Hope Funding	-	(116,351)
Restricted Fund – Builders Funding	206,831	(152,268)
Restricted Fund – PC Project Up	120,767	(777)
Community Chest CSF	-	(5,417)
Yellow Ribbon	-	(135,067)
Project Rekindle	13,605	
PC - 2024 Kinship Circle	6,793	
2024 Project Kaleidoscope	16,059	
(A) General / Unrestricted Funds (Reserves) Net	1,808,103	1,698,571
(B) Annual Overall Operating Expenditure	2,347,586	2,143,589
Reserve Ratio (A)/(B)	0.77:1 9 months	0.79 : 1 10 months

Building Connected Communities



Advocating A Restorative Movement



Breaking The Hurt Cycle



Equipping Empowered Individuals

Our Cause

Highlights of 2024



Gala Dinner 2024

In September 2024, LCCS hosted our charity fundraising dinner at The Fullerton Hotel, themed 'From Hurt to Hope'. With the generous support of our community, we raised an impressive total of SGD\$294,153, surpassing our fundraising goal of SGD\$250,000.

We were also privileged to have the Minister for Education, Mr. Chan Chun Sing, grace the event as our Guest of Honour.

This special evening allowed us to celebrate 22 years of transforming lives and moving from hurt to hope. We expressed our heartfelt gratitude to our dedicated supporters whose contributions—both financial and through the sharing of their expertise—have made this journey possible.





Project Rekindle sharing at ICPA conference 2024

Last year, we had the privilege to present Project Rekindle at the International Corrections & Prisons Association (ICPA) Annual Conference 2024, where professionals in the field of corrections gathered to share and learn from one another.

Project Rekindle is a programme by LCCS in partnership with the Singapore Prison Service, focusing on strengthening relationships between incarcerated individuals and their families, friends, and loved ones.

Launching Project Kaleidoscope

Launched on 31 August 2024 and in collaboration with SPARK (Society for the Promotion of Attention-Deficit Hyperactivity Disorder Research & Knowledge), Project Kaleidoscope is a dedicated training program designed to support parents of children with ADHD.

Spanning across multiple sessions until present, the program aims to help foster empathy within families and promote strong relationships, creating an environment where children can truly thrive.



Alliance for Good Community Day 2024

On the summer of June 2024, LCCS held its very own Community Day Event! With joyous laughter and over fun-filled activities, volunteers and community members of Redhill gathered together to create meaningful conversations, and memories with each other. It was heart-warming to see individuals making efforts to connect with one another through the activities, and spending time reminiscing about the good old days in their neighbourhood.



Receiving the President Challenge's Grant for Kinship Circle

LCCS proudly achieved and received the President's Challenge Grant in 2024 for Kinship Circle, our support circles for both men and women who have experienced intimate partner violence (IPV). Through these circles, we focus on the possibility of reconnection as the basis of healing. The aim is to offer experiences of connection back to self and with others through affinity, kindness, and friendship with a community.

The President's Challenge, established in 2000, supports social service agencies driving long-term, sustainable impact. This grant will enable us to expand our reach and improve our resources, strengthening our mission to create meaningful change.



Strengthening Cybersecurity, Safeguarding Trust



**CYBER
ESSENTIALS**
Certified

In 2024, we also achieved the Cyber Essentials Certification, reinforcing our commitment to data security and operational resilience. This certification ensures that we uphold robust cybersecurity measures, protecting our stakeholders' information while maintaining trust and transparency.

Achieving The Charity Transparency Award



In November 2024, we received the Charity Transparency Award, reflecting our dedication to upholding the highest standards of transparency in financial reporting, operations, and stakeholder engagement.

As we continue to expand our work and services, this award reaffirms our credibility and strengthens the trust placed in us by our partners, donors, and beneficiaries.

Review of 2024

Breaking The Hurt Cycle

240

Lives Restored

Restoration through making things right with self and others, facilitating reconciliation and empathy

Building Connected Communities

Safe and caring communities that value one another and embrace vulnerability

641

Lives Connected

Equipping Empowered Individuals

2033

Lives Empowered

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

Advocating A Restorative Movement

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

351

Lives Engaged

Breaking The Hurt Cycle

Adoption Suitability Assessment (ASA)

49

Adoptive Parents received favourable Adoption Suitability Assessment reports to proceed to create a "forever" family, a parent-child relationship through adoption.

Project Rekindle

7

Inmates were engaged to work on rebuilding connections with family and significant others in order to strengthen their support network and enhance or sustain their motivation for change.

"The family circle is helpful because it brings me and my family close. And the counsellor give us sometime to share and also assist me."
- Inmate 'A'

Restorative Interventions

38

Individuals were engaged in restorative conversations relating to conflict and harm.

"I finally opened up about the abuse after 14 years and was referred to LCCS by an anonymous person. I eventually came to understand the dynamics of abuse after 7 months of being helped by LCCS and was able to share about things that were going on at home and eventually opened up about the abuse of my children as well."
- Ben*, client who experienced domestic violence.

Building Project: Reconnecting Phase

35

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

During the reconnecting phase, we tackled real conflicts that had been causing tension. Two boys, John (pseudonym) and Jack (pseudonym), had faced disagreements—one in class and another online. By the end of the session, the boys shook hands, and they saw how first-hand open conversations, active listening, and sincere apologies could turn conflict into understanding.

Be A Champion

47

Students were empowered to overcome the challenges and adversities they face in school and at home.

“I would like to express my gratitude for your team for bringing my son to places that I have never brought him to because of my financials constraints. If the school and your team didn't organise this programme, he will not have a memorable school holiday this year. So for that, I thank you and your team once again! ”
-Student's parent

Restorative Hub

64

Students were engaged in facilitated restorative conversations to acknowledge the impact of their offences in school and to take responsibility for their actions.

Building Connected Communities

Classroom Builders

298

16 Teachers partnered with LCCS facilitators to build classroom communities with 282 Students.



Intensive Intervention Programme

146

6 Educators partnered with LCCS facilitators to equip 140 Students with socio-emotional skills enabling them to relate to one another positively as a class community.



ACES

25

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

Kinship Circle

16

Individuals participated in Kinship Circle group sessions regarding intimate partner violence issues.

“Attending the Kinship Circle was an experience that deeply resonated with me. As I shared my own story, I felt an unexpected sense of relief. For the first time in a long while, I wasn’t dismissed or questioned—I was heard. The men in the circle nodded in understanding, offering words of support and encouragement. This wasn’t just a place to vent; it was a space of healing, where wounds were acknowledged, and burdens were shared. I left the meeting with a renewed sense of purpose.”

- Kinship Men Circle participant

Girls’ Brigade Community Building Circle and Restorative Practice

24

Girls' Brigade Volunteers gathered to experience community building circles and were introduced to Restorative Practice. They shared their interest in running community building circles for their community in Girls' Brigade. Amongst the key themes, they shared about helping the community to know one another better, conducted discussions about safety, creating support and resolving conflicts.

Project Up

32

Aspiring Families were engaged in a 3-year project to achieve upward social mobility through employment, education and assets creation with the focus on relationship building within the family and the community.

Community Day

80

44 Adults and 36 Children from the community engaged in conversations and activities, fostering relationships with fellow community members.



IncLCCSive Junior

13

Children from the community developed positive socio-emotional skills and learned how to foster healthy relationships with others.

Community Engagement - Crocheting

7

Members of the community enhanced their skills and expanded their knowledge, further developing their interest in the craft of crocheting.



Equipping Empowered Individuals

WSQ Building Relational Capacity

114

Attendees participated in the Building Relational Capacity workshop, one of LCCS' Restorative Practice courses hosted with Singapore Workforce Skills Qualifications (WSQ). This programme maintained a 4.5 star rating on the WSQ portal.

“Many attendees expressed excitement about applying these principles in their daily work, emphasizing how restorative practices enhance communication, engagement, and relationship-building. The training left a lasting impact, equipping participants with valuable tools to foster deeper, more authentic connections.”
-Workshop Participant

Family Group Decision Making Workshop

11

Participants attended and equipped themselves with knowledge and skills in Family Group Decision Making.

“The FGDM training was a well-planned and engaging experience, thoughtfully facilitated to ensure key concepts were clearly explained. The sharing of personal journeys and case experiences made the learning more compelling and comprehensive. The training activities, check-in and check-out questions, and energizers were not only fun but also helped reinforce key ideas. Participants appreciated the comfortable and professional facilitation style, which made the learning process smooth, reflective, and stress-free. The course stood out from others, offering an eye-opening experience that deepened understanding of FGDM in practice.”
-Workshop Participant

Masterclass

35

Social Service Leaders attended this masterclass conducted by Ms Ang Bee Lian, Former Director-General for Ministry of Social and Family Development.

"The masterclass was a deeply enriching experience, thanks to Ms. Ang's vast leadership experience and generous sharing of wisdom. The opportunity for dialogue and learning from both the trainer and fellow practitioners fostered a reflective and interactive atmosphere."
-Masterclass Participant

Empathy ISCOS

78

Peer Supporters attended and trained in desistance through the empathy programme.

Participants widely appreciated the camaraderie and enthusiasm within the group, suggesting that the training successfully created a positive, collaborative, and safe learning environment. This sense of trust and mutual respect encouraged open sharing and engagement.

Trinity Theological College: Restorative Justice Seminar

26

Participants attended the seminar in total, with 17 in the English programme and 9 in the Mandarin programme.

"I found the sessions very meaningful and gave me handles on how to approach different instances of conflict and grief and hurt."
-Seminar Participant

Shekou International School Restorative Practice Training

23

Participants from Shekou International School in Shenzhen, China, attended the Restorative Practice Training in November.

"Education should be experiential and touch your heart, as well as move your mind forward and inspire you, empower you. This training did all of that for me and I have a lot more hope for myself and my students now, knowing there is an effective way to build connections if we do it regularly and trust ourselves."

-Training Participant

Pre-Adoption Briefing

473

"Most helpful in this session is Mandy's experience with other couples, because it helps to make the principles concrete. Excellent briefing that helps us understand what's involved for adoption."

-Ms Michele Lee, participant of PAB

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

Disclosure Briefing

315

Prospective Adoptive Parents learned about early disclosure of adoption is important as it impacts the child's confidence, self-esteem, and bonding with the adoptive parents.

"We must let our child know they are part of our family, we want to let them feel they are always in our heart, we will always be with them. Let them feel we always be their parent. We love them. Lastly, we would like to take this opportunity to thank Mandy for sharing with us on this session, her advise on disclosure to child really help us a lot."

-Mr Daniel Fong, participant of DB

Restorative Parenting Workshops (With Schools & Lutheran Congregations)

117

Parents and Children were present where approximately 100 parents participated in parenting workshops to learn about the principles and skills of restorative parenting. They learnt ways to engage with their children to build effective relationships and manage conflicts. 17 Students in schools participated in the bonding activities with their Parents.



Pro-Social Clinic

303

Participants in total attended this clinic, where 100 Student Leaders across Secondary 1 to 3 partnered with LCCS facilitators to help 203 students gain awareness on how their behaviours affected themselves and others. They also discovered ways to behave appropriately in the classroom through circle processes.

Restorative Practice School Training

522

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

"It was a pleasure to work alongside the LCCS team for the Responsive Circles Training. They gave us the handles and clarity that we needed to engage students when they had issues within the school."
-Staff from PHS

Dreams Project

7

2 Staff and 5 =DREAMs Scholars (youth aged 13-14) were equipped with circle facilitation skills to build effective relationships in the =DREAMs community.

“The training helped me to build my confidence as I always felt it tough to talk to others in a group. I was worried about how the other scholars would view me and this made me very anxious to lead any circle. I must thank Mr Yeo because he always tried to encourage me and tell me I sure can one. Although I faced several struggles in leading the first ‘Spill the Tea’, but Mr Yeo gave me a lot of good pointers on how I can lead better.”

-One of the trained =DREAMs Scholar

“The training sessions have been very interactive and engaging for the scholars. Some of the scholars have even said they wished for more training sessions. The =DREAMS scholars have taken personal ownership over the sessions and prioritising the ‘Spill the Tea’ sessions, rejecting their friends to play, to facilitate the sessions.”

-One of the staff trained

Project Kaleidoscope

9

Participants were present. In particular, 6 Parents and 3 Children were equipped with the knowledge and skills to build better parent-child relationships and address issues proactively.

Beyond just improving parent-child interactions, the program also provided the family with a rare opportunity to sit together and openly share their thoughts and feelings. The family circle sessions became a treasured time, something they didn’t often experience in their daily routine.

Advocating A Restorative Movement

Stakeholder Engagement: Ways in Relating and Restoring

10

Practitioners from the community social work team at SHINE Children & Youth Services learnt about restorative approaches towards stakeholder management.

"Everyone really enjoyed the session and found it applicable, experiential and with a sound framework. We are interested to facilitate circles in our staff meetings, grateful for the excellent training."
-Participants

Relational Mindset in Leadership

11

Post-Graduate Students from the Charles Sturt University learnt about strategies to maximise employee engagement, ownership and performance through relational approaches.

Participants resonated most with the positive correlation between employees feeling seen and heard at the workplace and ability to exercise autonomy to propel innovations in the organisation.

Restorative Employment Conference Presentation with The Social Kitchen

100

Local and International Participants from the International Corrections and Prisons Associations Conference attended our presentation on "Restorative Employment: When Work Restores Dignity & Livelihoods" with Co-Presenter Ang Kian Peng, Founder of The Social Kitchen.

Participants heard about the importance of voice, agency and belonging to restore dignity for formerly incarcerated individuals, and in so doing uplift their lives through connecting them with employment opportunities that leverage their interest and strengths.

Restorative Employment for NUS

100

The impact of this session was profound. Practitioners in attendance reflected on how employment should be more than just a means of survival—it should be a restorative process that empowers individuals to reclaim agency over their lives. LCCS wholeheartedly supports this programme because it wants to encourage the continual use of the skills learnt by the peer supporters during their training for their lives after their release as valuable human resource.

Practitioners were present at the NUS Alumni Guild House, to listen to this pilot initiative, Restorative Employment Hub. This initiative for restorative employment restores dignity, agency, and livelihoods for individuals facing employment challenges after incarceration.

Empathy Sharing At ICPA Conference 2024



100

Local and International Practitioners were present at the groundbreaking ICPA2024 workshop, which showcased the transformative power of Empathy. A correctional officer and an incarcerated individual co-presented their lived experiences, highlighting the role of restorative practices in fostering empathy, accountability, and rehabilitation within corrections.

I leaned on the skills I gained in prison, training and supporting others with similar experiences. Empathy, a program I co-developed, became my way of giving back—ensuring that no one else had to navigate this journey alone. Today, I continue this work in the community, helping others find their footing, just as I found mine. My story, which I shared at ICPA 2024, is proof that with the right support, transformation is possible, and reintegration can lead to a life of purpose and impact.

-Andrew Joseph Ng (Co-developer of Empathy)

Sharing at Beyond Surviving Community Group for Christian Teachers

30

Teachers were present to hear about "Reflections on Biblical Perspectives of Discipline" and learnt that discipline should fundamentally be relational.

"There was learning, deepening of community, felt presence of God and filling up of empty tanks all on the same night. Grateful and glad to be part of this. It lifted my spirit."

-Participant

FEATURED STORIES

EMBRACING STORIES THAT MATTER

Organisational Success and Vision

When I spoke with Saleemah Ismail, Chief Executive Officer (CEO) for New Life Stories (NLS), she tells me what she hopes to see in the culture of NLS. As a visionary, she shares stories about her vision of collaboration within NLS, between organizations and other partnering agencies. When engaging with colleagues, she spoke about how she connects with them individually to find out their needs at work. The introduction of Restorative Practices then enhanced what was already working – a framework to understand what they are currently doing and a common language where they can speak about their engagement practices.

LCCS has always been supportive of such a vision. When organisations come to us with an intention to learn more about Restorative Practices, somehow, they would have already heard about it or experienced it. There has been an increasing number of organizations that has embarked on this journey of being Restorative Practice Informed. As a practice, it is grounded on two assumptions, first that all humans are wired to connect; second, that voice, agency and belonging are universal human needs. The training was also grounded upon these two assumptions.

How Training emulates Restorative Practices

Our training is not just about learning restorative practices—it embodies them from start to finish. Every session begins with a check-in and ends with a check-out, reinforcing the core value of intentional connection. These moments provide participants with the opportunity to center themselves, share their thoughts, and experience firsthand the power of being heard in a safe space.

At the heart of our training is circle practice, a structure that underscores the importance of community, equity, and shared voice. Through personal storytelling and active listening, participants build deeper connections with one another, fostering a genuine sense of belonging that extends beyond the training room.

To ensure an engaging and authentic learning experience, we use a blend of role plays, discussions, and reflective exercises. These methods are not just about imparting knowledge—they empower participants to use their voices, exercise agency, and actively shape their own learning. By immersing themselves in real-world scenarios, they move beyond theory, developing skills that feel natural and applicable to their daily lives.

The Role of Food in Restorative Learning

In our culture, food is more than nourishment—it is a bridge between people. Shared meals create opportunities for socialization, connection, and easing tensions, allowing participants to engage more freely. We intentionally integrate food into our training experience, recognising that something as simple as sharing a meal can break down barriers and transform a room into a true community space. Whether through a thoughtfully planned meal or informal coffee breaks, these moments enhance relationship-building, making the training experience not just educational but also deeply communal and restorative.

Practicing What Was Preached

Sometimes as professionals engage with clients, we are so focused on the task rather than the people involved. After attending the course, learners from NLS find that they are better able to appreciate the humanity in the complex work.

Restorative practice didn't replace what was already working—it enriched it. New Life Stories is now leading by example, showing that even strong teams can continue to evolve. Their commitment to growth reminds us that the best workplaces are not just about avoiding conflict but about fostering deeper connection.

If you are interested in the course, Building Relational Capacity, you can email us at training@lccs.org.sg.



This story is written from the perspective of Tyler SIM, the trainer for New Life Stories' Building Relational Capacity.

Special thanks to New Life Stories for the opportunity to share about the impact that we have made in their organisation and their impact on their community.

FEATURED STORIES

WHERE EMPOWERMENT
MEETS OPPORTUNITY



We hear from Zara (not her real name) about her story of empowerment through Project Up, a programme by LCCS that aims to support low-income families.

Through the support of Project Up, Zara was able to gain sustainable livelihood through upskilling and gaining full-time employment as a Patient Service Associate at National Skin Centre.

Zara faced significant challenges in finding stable employment that fit her needs as a single mother of 2. Without formal qualifications, she could not obtain most office-based jobs as they required specialised skills. The jobs she could qualify for were mostly service-based jobs with unpredictable hours, making it difficult for her to balance work and childcare responsibilities.

While job hunting, Zara's caseworker connected her with Generation Singapore, who partnered with Temasek Polytechnic and healthcare centers to offer training and job opportunities. Her caseworker guided her through the online interview and provided moral support. When Zara faced a roadblock with course fees, her caseworker helped her secure funding through LCCS, enabling her to continue her journey toward employment.

Zara successfully completed the two-month course and now works as a full-time Patient Service Associate at the National Skin Centre. With favourable working hours, she is now able to balance between her work and childcare responsibilities.

Zara's brave journey is a testament to the impact of Project Up, showing how connecting opportunities with support can transform lives, empower individuals, and create pathways toward brighter, more sustainable futures.

FEATURED STORIES

FROM SECOND
CHANCES TO SUCCESS



We hear from John (not his real name) about his Restorative Employment journey through a partnership with LCCS and The Social Kitchen

For many, a second chance can mean the difference between being trapped in the past and building a new future. John was once struggling to find his footing after incarceration, but found his second chance in the kitchen. Thanks to a partnership between LCCS and The Social Kitchen, John discovered not just a job as a chef, but a place for healing and reintegrating.

John's journey was far from easy. "It was a dark time for me and I was struggling with drugs for over 20 years" he shared. "I lost myself. I felt like there was no way out and I needed to do something about it."

After incarceration, John knew that he had to pick up new habits and hobbies, to kick the old. The timely opportunity swooped in for him to join The Social Kitchen as a chef, for 7 months now. With supportive team members who didn't scrutinise his past, John was able to build meaningful relationships, allowing him to thrive in this new environment.

"I am grateful to LCCS and The Social Kitchen for accepting me and enabling me to have this job, without judging my past. It gave me a chance to change and move on from my old ways," John shares while recounting his thanksgiving.

FEATURED STORIES

FROM HURTING TO HOPE

We hear from a participant of LCCS's Kinship Circle sessions, which offers people who have experienced intimate partner violence (IPV) a possibility at reconnection as the basis of healing. The aim of Kinship circle is to allow persons experiencing harm to reconnect with self and others through affinity, kindness, and friendship with a community.



“Attending the Kinship Circle was an experience that deeply resonated with me. In a society where domestic abuse is often framed as something that only happens to women, it was both heart-breaking and validating to meet other men who had suffered at the hands of their wives or girlfriends. For too long, many of us had carried the weight of our experiences alone, uncertain if anyone would believe us, let alone understand.

As we gathered and shared our stories, a common thread emerged—shame, silence, and the struggle for justice. Many of the men, myself included, had endured years of verbal, emotional, and even physical abuse, yet were met with scepticism when we sought help.

One of the most moving moments for me was hearing the testimony of a father who, like me, had been separated from his children due to a vindictive spouse. I saw myself in his struggle—the frustration, the grief, but also the resilience. As I shared my own story, I felt an unexpected sense of relief. For the first time in a long while, I wasn't dismissed or questioned—I was heard. The men in the circle nodded in understanding, offering words of support and encouragement. This wasn't just a place to vent; it was a space of healing, where wounds were acknowledged, and burdens were shared. I left the meeting with a renewed sense of purpose.

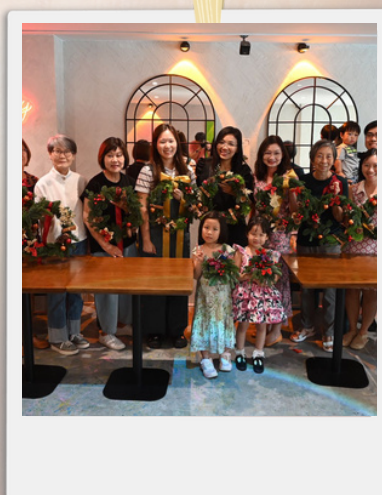
Though my journey is far from over, I am no longer walking it alone. I have found brothers who understand, who remind me that my pain is real, but also that my strength is greater than my suffering.”

FEATURED FUNDRAISING EVENTS

In 2024, we saw a meaningful increase in the number and variety of fundraising events organised, reflecting our ongoing commitment to building a restorative and inclusive community. Compared to the previous year, we expanded our fundraising efforts to engage a broader audience through diverse and enriching experiences.

Our **Gala Dinner** was the highlight of our fundraising calendar, bringing together long-time supporters and new friends, and successfully raising **S\$294,153.00** in support of our restorative work. Beyond that, we introduced a series of engaging events to engage different hobbies including a **Wine Appreciation event**, **2 Floral Arrangement Workshops**, and a **Cocktail Masterclass**. These events not only contributed vital funds but also created warm, interactive spaces for supporters to connect with our mission on a more personal level.

Each gathering served as a reminder of the collective power of community, generosity, and shared purpose. As we continue to grow, we remain committed to exploring meaningful ways to sustain our work, engage our community, and champion the values of empathy, dignity, and connection.



FRIENDS OF LCCS

We would like to express our gratitude to all our donors. Your contributions are a great encouragement to our team and a testament to our work impact.

We also would like to acknowledge the following donors who had contributed \$5000 or more to LCCS in 2024.

Individual Donors:

1. Chan Chin Hong
2. Chan Kok Seong
3. Chew Khien Meow David
4. Chew Rong Jie David
5. Chew Rong Qi Phoebe
6. Chiang Siew Hwa
7. Choo Wan Ling
8. Choo Yu Gay Sean
9. Chua Koh Peng
10. Foo Siew Wan Ginny
11. Frank Johnathan
12. George Christopher Willis
13. Ho Ji-Min Gabriel
14. Lee Keng Kau
15. Lee Lei Yung Christopher
16. Lee Swee Guan
17. Leung Tung Ming
18. Liew Wei Chee
19. Lim Hui Yi
20. Lim Li Choo
21. Lim Wei Min
22. Loo Chin Chin
23. Lu Zengying Gloria
24. Michael Soo
25. Ng Soon Heng Stan
26. Paul Anantharajah Tambyah
27. Seow Chun Yann
28. Sing Khang Leng
29. Tai Kok Keng Melvin
30. Tan Shi Song
31. Wong Hoong An
32. Yeo Mei Gek Celeste
33. Yeo Seng Thean Andrew
34. Yong Khung Lin David

Organisations & Foundations:

1. Aspen Communications Pte Ltd
2. Bedok Lutheran Church
3. Cableman Pte Ltd
4. Chew How Teck Foundation
5. Dermarev Pte Ltd
6. Hock Tong Bee Pte Ltd
7. Jurong Christian Church
8. Lee Foundation
9. Lutheran Church in Singapore
10. Lutheran Church of Our Redeemer
11. Mellford Pte Ltd
12. Novena Point Pte Ltd
13. Octopus8 Pte Ltd
14. Queenstown Lutheran Church
15. Roxy Foundation
16. The Silent Foundation Ltd
17. Yishun Christian Church (Lutheran)



STEPPINGSTONES



MISSION

SteppingStones (SS) was incorporated as a social enterprise to manage social objectives on a self-sufficient basis, with twin goals of financial sustainability and social impact.

The primary mission is currently anchored around facilitating family formation through child adoption, with 10 adoption cases in 2024 (2023: 9), consisting of 7 local and 3 overseas children. In line with our commitment to journey with adoptive parents both pre and post adoption, we also continue to conduct baby care and disclosure workshops.

SOCIAL IMPACT MILESTONES ACHIEVED IN 2024

- Semi-open adoption: 7 ongoing semi-open adoption cases which involved tactful management of personal interests from the respective sets of biological grandparents/parents and adoptive parents, which will likely translate into more positive disclosure outcomes
- Expand pool of local caregivers: This enhanced our ability to provide an essential service as requirements are usually on short notice. Successfully sourced caregiver for 1 foreign case where biological mother was located in Singapore.
- Widening overseas referral source: Initiated contact and working to progress relationship with potential new child referral source from Vietnam.

- Revamp of approach to optimise positive impact on SS arising from new Adoption of Children Act, which came into effect in October 2024:
- Legal – working with lawyers and MSF on additional new/revised documentation and process to satisfy new guidelines while advising both biological mothers/parents and adoptive parents accordingly;
- Updating of SS Website- Working with MSF to finalise public disclosure of adoption fees and processes for both extent and content, then drafting and uploading details on social media channels and other touch points
- Improve biological mother/parents experience and takeaways: Revised our approach to better determine motivation and circumstances of biological mother/parents so that they can make a more informed decision on whether adoption is in her/their and the child's best interests.
- Enhance standard of third-party professional services: Approached and successfully managed to get additional legal firm on SS panel to expand the number of lawyers to serve adoptive parents

FINANCIAL SUSTAINABILITY 2024

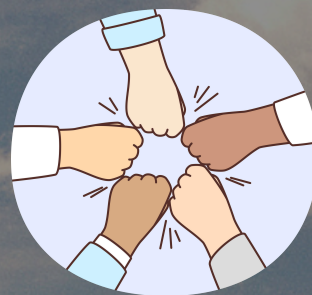
On the back of an increase in the number of adoption cases to 10, compared to 9 in the previous year as well as an increase in average fees charged per case to cover rise in operational expenses, revenue of \$228,156 for 2024 represents a 26.3% increase over 2023 figure of \$180,643. Net Income of \$856 (2023: \$4,106) was achieved, after accounting for cash donation of \$24,000 (2023: \$35,000) back to LCCS, in line with internal governance and policy for excess funds to be consolidated, managed and/or utilised at parent company level.

The level of cash donation is determined by assessing the residual level of profits and cash balance needed to maintain financial viability at SS.

MOVING INTO THE FUTURE

OUR PLANS

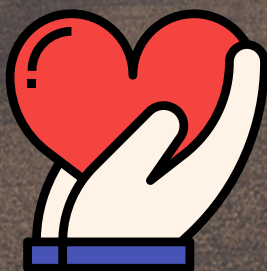
To break the cycle of hurt, we are expanding our efforts to support individuals and leaders in the workplace in addressing disengagement, conflict, harassment, and staff turnover. Through our WSQ course Build Workplace Relationships through Restorative Practices, we equip HR practitioners and leaders with strategies to foster strong relationships and navigate challenges constructively.



To further the restorative movement, LCCS will host the 6th Restorative Practice Conference, themed “Singapore: A Restorative Nation,” envisioning a society grounded in connection and justice. Our inaugural event, Circles of Life: Sharing Stories, Shaping a Nation, will spotlight lived experiences of adversity and highlight stories of resilience and hope. In our continued commitment to knowledge building, we proudly launch Relationships, Community, and the Restorative School—the first non-Western publication of its kind—contributing to the global discourse on whole-school restorative approaches.



OUR COMMITMENTS



LCCS will continue to strengthen our service delivery and plan for longer term sustainability through embracing innovation and collaboration. We remain committed to prioritise governance through proactive risk management and enhanced cybersecurity and data protection.

FUNDRAISING PLANS FOR 2025

We seek to raise **S\$695,000.00**, which amounts to approximately 27% 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 major fundraising events for the year are:

- Charity Golf: Driving Restoration for the Hurting. **Target amount: \$200,000**
- Restorative Employment Fundraiser: To raise awareness of challenges that ex-offenders face in finding meaningful jobs with good prospects. **Target amount: \$30,000**
- Stories of Hope from the Hurting: Online fundraising campaign via giving.sg to support our work in restoring relationships that have been harmed, re-shaping lives from hurt to hope. **Target amount: \$80,000**



EXPENDITURE PLANS FOR 2025



Fund-raising expenses: \$99,860

Charitable activities: \$2,289,141

Administrative/Overheads: \$174,923

Board of Directors

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 Institution of Public Character

Board Meetings and Attendance

A total of four 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 (%)

- Chew Khien Meow (David) - 100%
- Lu Guan Hoe - 100%
- Seow Chun Yann (Steven) - 100%
- Chong Foo Kong - 100%
- Ho Ji-Min Gabriel - 80%
- Charles Vincent - 80%
- Tan Hock Ing - 67%
- Chua Aik Hoon (Elizabeth Martin) - 60%
- Lau Peng Soon (Adrian) - 60%
- Tan Shi Song - 60%

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: Ho Ji-Min Gabriel

Member: Tan Hock Ing



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 and is responsible for reporting to the Board on any financial irregularities and concerns. The Audit Committee also reviews the auditor's report and conducts internal reviews on key processes to ensure compliance.

Finance and Investment Committee

Chairperson (Treasurer):

Seow Chun Yann (Steven)

Member: Ho Ji-Min Gabriel



The Finance & Investment Committee (FIC) is responsible for overseeing LCCS' financial performance and budgeting for accountability of funds through accurate and timely reporting. 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.

Fundraising Committee

Chairperson: Seow Chun Yann (Steven)

Member: Terry Kee Buck Hwa



The Fund-Raising Committee establishes the fund-raising plan and has oversight of LCCS' fund-raising activities, budget, income and expenses. The committee monitors fund-raising efforts to ensure that ethical practices are in place, donors are properly acknowledged, and fund-raising efforts are cost-effective.

Human Resource Committee

Chairperson:
Chua Aik Hoon (Elizabeth Martin)

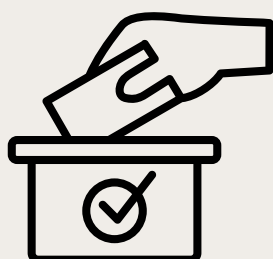


The Human Resource (HR) Committee approves human resource policies for staff that cover areas such as recruitment, remuneration, benefits, reimbursement of expenses, training and development, performance appraisal, disciplinary actions and cessation of employment. The HR committee also determines remuneration of staff, including increments, adjustments and promotions.

Nomination Committee

Chairperson: Chua Aik Hoon (Elizabeth Martin)

Member: Lu Guan Hoe



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.

REMUNERATION BANDS OF HIGHEST PAID STAFF

\$100,001 to \$200,000 – 2

\$200,001 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 (Tier 2)

Please note that this checklist is based on the Code of Governance 2023 and is meant for self-assessment only.

Submission of GEC is done via the Charity Portal.

Instructions: Please select your response for each item. Input the explanation if the section is "No" or "Partial Compliance".

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
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	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
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	Yes		2
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	Partial Compliance	The Board monitors the progress of capacity and capability building but more can be done to plan capacity and capability building proactively.	1
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	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	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: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	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.	2.4	Yes		2
9	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.	2.5	Partial Compliance	The Board abides by the re-nomination process every term of two years, but more can be done to enhance processes for leadership renewal.	1
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: 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. 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. 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.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2
13	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. For all Board members: 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. 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). 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.	2.9a 2.9b 2.9c	Yes		2
14	For Treasurer (or equivalent position) only: 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. 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.	2.9d	Yes		2
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	Yes		2
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	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
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	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Partial Compliance	Further study and deeper understanding of ESG and its implications is needed beyond current efforts to limit paper printing and plastic use.	1
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	Yes		2

22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	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).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Partial Compliance	Policies are in place but more can be done to regularly review them.	1
26	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.	4.5	Yes		2
27	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.	4.6	Yes		2
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	Yes		2
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	Yes		2
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	Yes		2
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	Yes		2
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	Yes		2
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	Yes		2
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. a. 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	Yes		2
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	Yes		2
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	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Partial Compliance	Stakeholders views are welcome and promptly responded to but more can be done to establish regular platforms for stakeholders to share their views proactively.	1
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2

Total Score 71

Percentage 93%
= (Total Score/Full Marks of 76) x 100%