



# Annual Report 2025

*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

Strengthening relationships and widening circles of care through meaningful engagement and groupwork in school communities.

## Family Support

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

## Prison Support

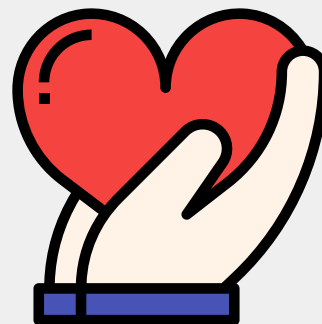
Supporting individuals in incarceration to build and restore relationships to support them towards successful reintegration into the society.

## Community Support

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

## 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.

## Our Practice Principles

### 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.



### 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.



### 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.



### 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.

### 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.



### 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.



**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 2025 to 31 October 2028

**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)



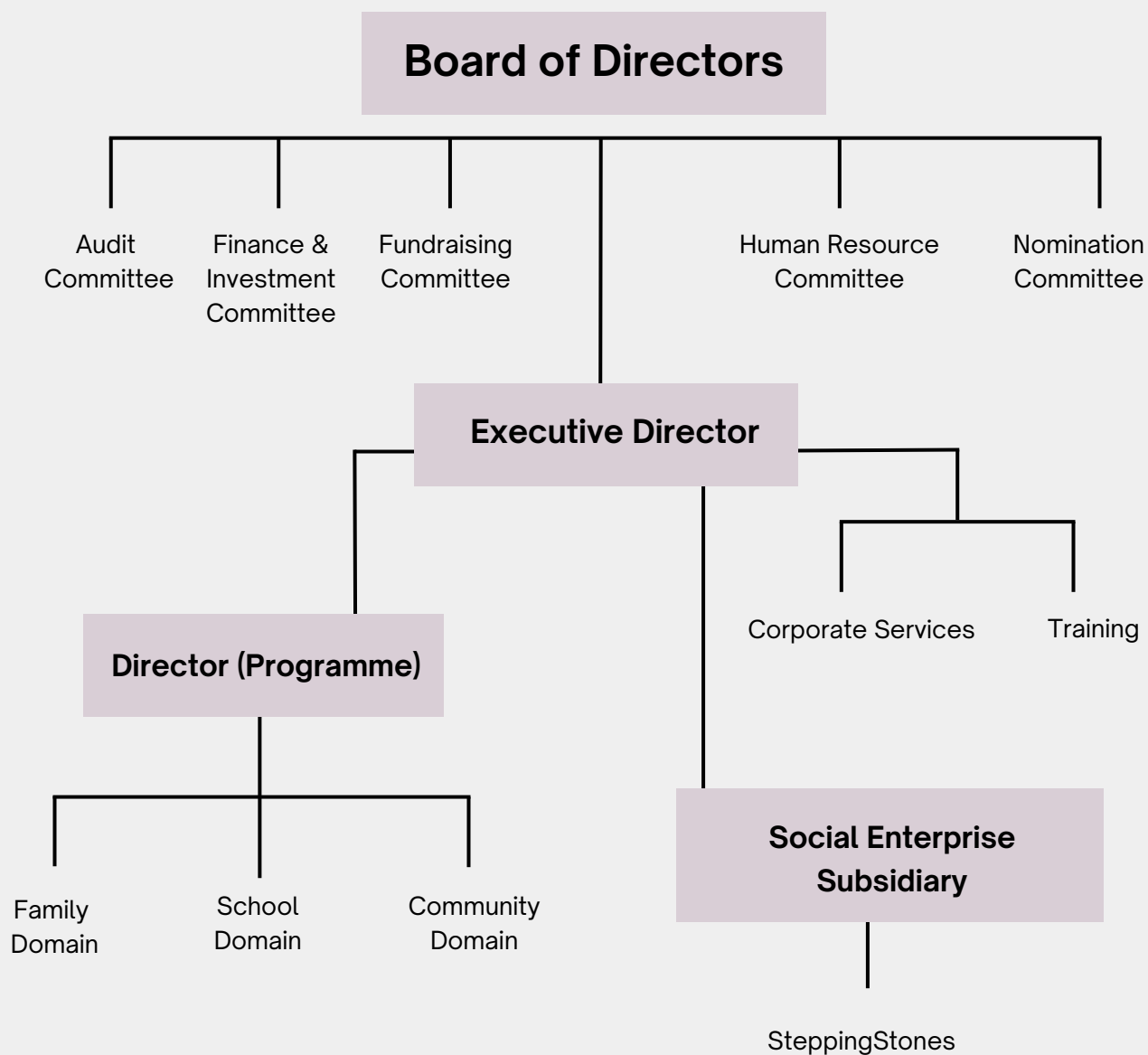
# Board of Directors

| Current Charity Board Appointment                                                                                                                       | Occupation                                                                  | Previous LCCS Board Appointments                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------|
| <b>LOH KAH CHOON (ANTHONY)</b><br>Chairman<br>22 October 2025                                                                                           | Bishop, Lutheran Church in Singapore                                        | Director<br>25 August 2025                               |
| <b>CHEW KHIEH MEOW DAVID</b><br>Chairman<br>1 Jan 2024                                                                                                  | Emeritus Chief Innovation Officer & Technology Evangelist<br>N8XT Aerospace | Stepped down on 21 October 2025                          |
| <b>LU GUAN HOE</b><br>Board Director<br>1 Jan 2024                                                                                                      | Bishop Lutheran Church in Singapore                                         | Chairman<br>29 Nov 2022<br>Board Director<br>11 Aug 2021 |
| <b>SEOW CHUN YANN (STEVEN)</b><br>Treasurer<br>7 Sep 2022 /<br>Fundraising Committee<br>Chairperson<br>12 Dec 2021                                      | Executive Director<br>Singapore Consultancy                                 | Board Director<br>12 Dec 2021                            |
| <b>LAU PENG SOON (ADRIAN)</b><br>Secretary<br>20 May 2021                                                                                               | Interior Designer<br>Ad Interior Dzine                                      | Board Director<br>25 Aug 2017                            |
| <b>TAN WEI LING (JOYCE)</b><br>Human Resource Committee Chairperson<br>25 August 2025                                                                   | Director (Human Capital Management)<br>United Medicare Pte Ltd.             | N.A.                                                     |
| <b>CHUA AIK HOON (ELIZABETH MARTIN)</b><br>Nomination Committee<br>Chairperson<br>7 Sept 2022/<br>Human Resource<br>Committee Chairperson<br>4 Feb 2016 | Management Consultant<br>Elizabeth Martin Associate                         | Stepped down on 13 August 2025                           |
| <b>LEE HENRY</b><br>Audit Committee Chairperson<br>22 October 2025                                                                                      | Retired Management Consultant                                               | N.A.                                                     |
| <b>HO JI-MIN GABRIEL</b><br>Audit Committee<br>Chairperson<br>16 Mar 2016                                                                               | Managing Director<br>Macquarie Asia                                         | Stepped down on 27 October 2025                          |
| <b>OEY BIE LAN (LANNY WIDJAJA)</b><br>Committee Chairperson<br>14 November 2025                                                                         | Retired Banker                                                              | N.A.                                                     |
| <b>TAN SHI SONG</b><br>Board Director<br>6 Dec 2018                                                                                                     | Sales & Projects Manager<br>TZI Singapore                                   | N.A.                                                     |
| <b>CHARLES VINCENT</b><br>Director<br>29 May 2023                                                                                                       | Senior Corporate Governance Manager<br>Sumitomo Pharma Asia Pacific         | Stepped down on 21 October 2025                          |

# Organisational Structure

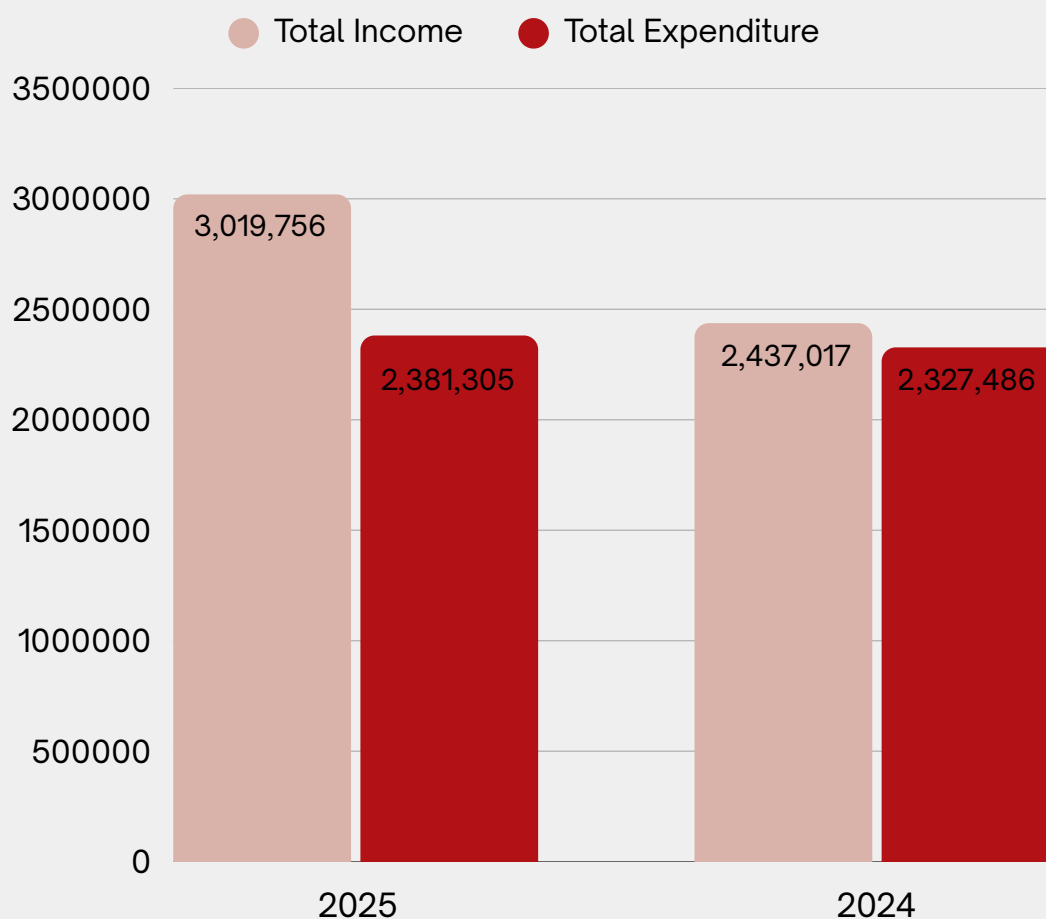
## Executive Management

MUI ZHIMING JUSTIN  
Registered Social Worker  
Executive Director  
1 June 2018





# Financial Highlights



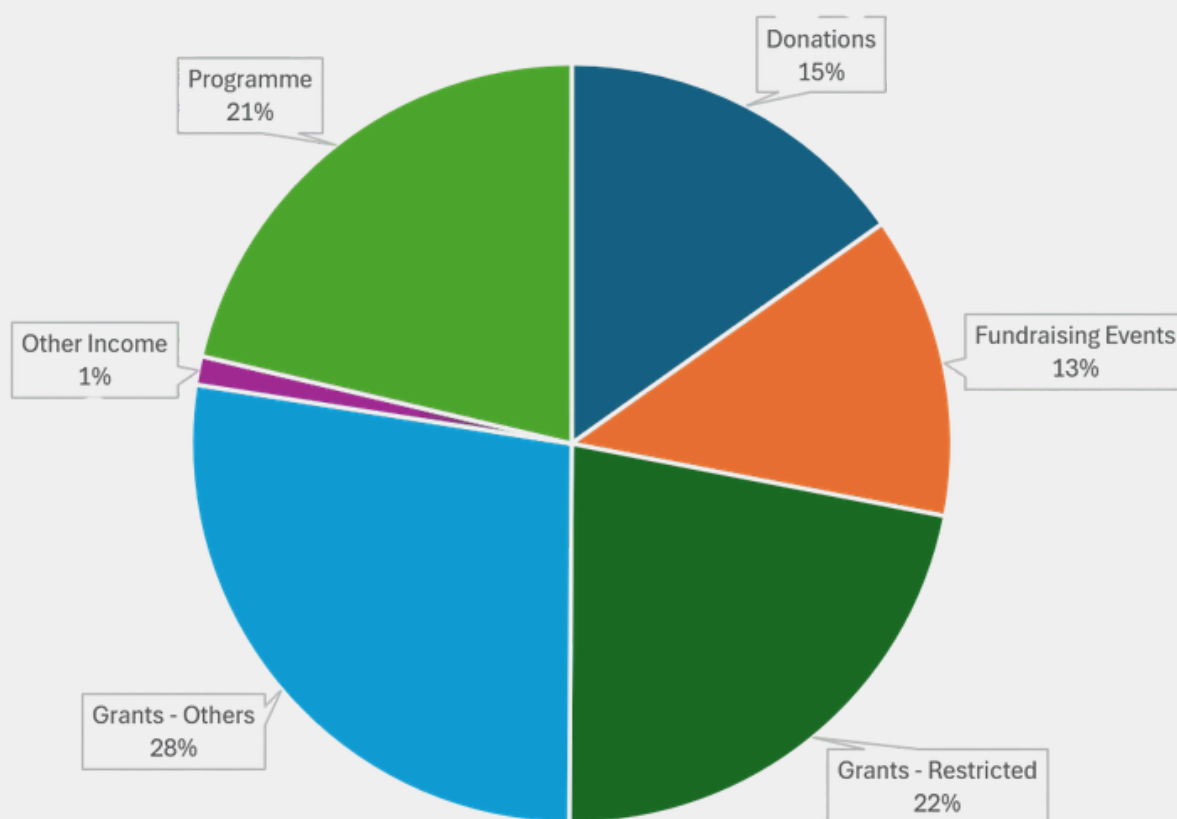
## Reasons for Change

**Total Income** – Increase was driven by enhanced fundraising grants received from Tote Board and improved programme income.

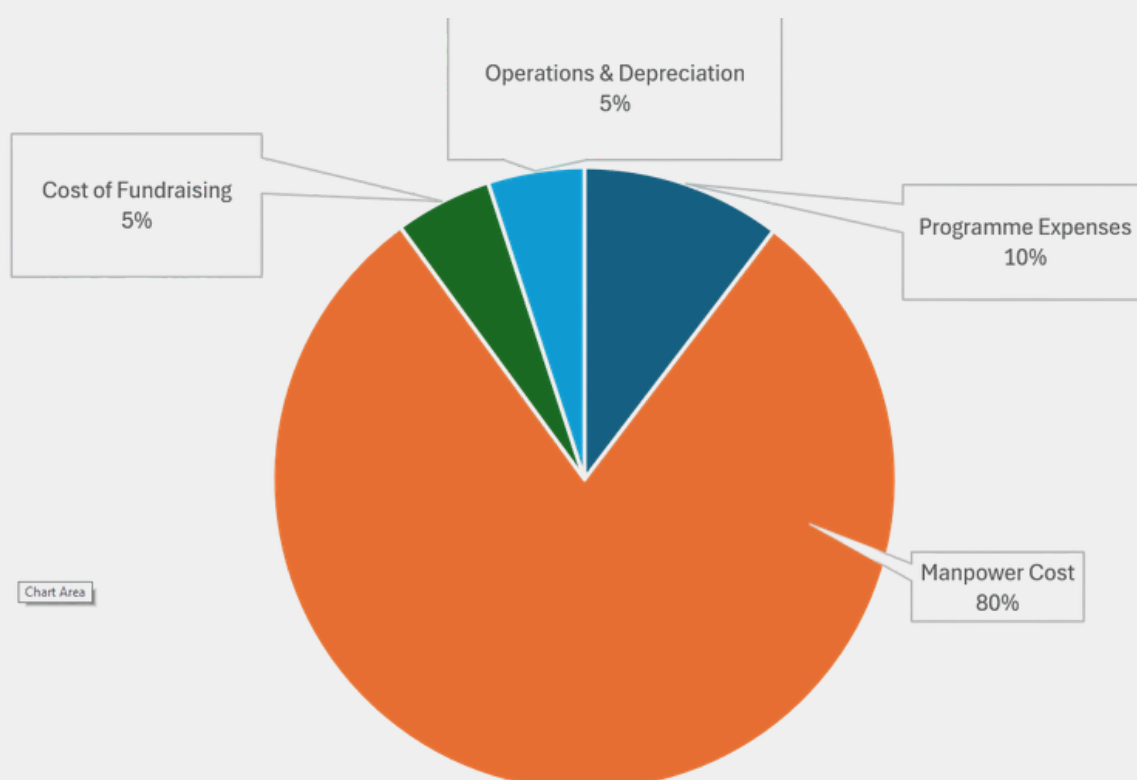
**Total Expenditure** – Increase was mainly due to higher manpower expenses. Net Increase in income (by 24%) was higher than increase in expenses (by 2%).

**Purpose of Charitable Assets held:** Mainly Cash – for ongoing growth of organisation and for any crisis moments.

## Breakdown of Income



## Breakdown of Expenditure



# Reserves

## Reserve Policy

The Unrestricted Fund balance as at 31/12/2025 is \$2,446,553 (after fully absorbing the deficits of the Restricted Operating Funds) which is equivalent to 12 months reserve, to meet our operational needs based on our estimate of average overall expenditure of \$198k per month.

LCCS Board regularly reviews its reserve levels to ensure adequate funding is available to meet ongoing obligations and to maintain long-term financial sustainability. We are pleased to have attained a 12-month reserve, providing the organisation with financial resilience and enabling the undertaking of relevant research and development work.

| Description                                     | Current Year (FY 2025) | Previous Year (FY 2024) |
|-------------------------------------------------|------------------------|-------------------------|
| General / Unrestricted Funds (Reserves) Gross   | 2,574,593              | 2,172,158               |
| Restricted Fund – Builders Funding              | -76,743                | -206,831                |
| Restricted Fund – PC Project Up                 | 0                      | -120,767                |
| Project Rekindle                                | 0                      | -13,605                 |
| PC - 2024 Kinship Circle                        | -17,356                | 6,793                   |
| 2024 Project Kaleidoscope                       | -57,514                | -16,059                 |
| Restricted Fund - NYF Circle Up                 | 23,573                 | 0                       |
| (A) General / Unrestricted Funds (Reserves) Net | 2,446,553              | 1,808,103               |
| (B) Annual Overall Operating Expenditure        | 2,381,305              | 2,327, 486              |
| Reserve Ratio (A)/(B)                           | 1.02:1<br>12.2 months  | 0.77:1<br>9 months      |

# Our Cause



**Building Connected Communities**



**Equipping Empowered Individuals**

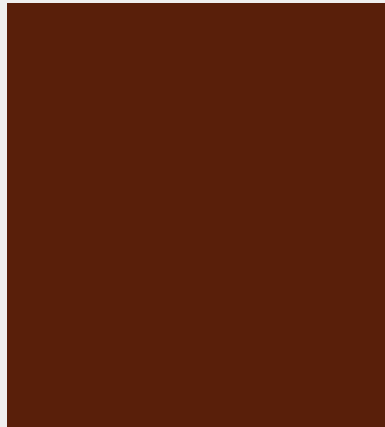


**Breaking The Hurt Cycle**



**Advocating a Restorative Movement**





# Highlights of 2025







# Charity Golf and Dinner 2025

The **LCCS Charity Golf & Dinner 2025** brought together partners, donors, and supporters for a meaningful day of giving in support of individuals and families in need.

Graced by **Guest of Honour, Mr Seah Kian Peng, Speaker of Parliament**, the event centred on the theme “**Driving Restoration for the Hurting**,” reflecting our ongoing commitment to rebuilding lives and strengthening communities.

We are heartened to have surpassed our fundraising target, raising a total of **\$385,000**. This achievement was made possible through the generosity of our sponsors, golfers, and donors, whose support enables LCCS to continue creating safe spaces for healing, reconciliation, and hope.







# Restorative Practice Conference 2025

The **RP Conference 2025** convened practitioners, industry experts, community partners, and stakeholders to share knowledge, best practices, and insights in advancing restorative work locally and internationally.

Graced by **Guest of Honour, Mr Edwin Tong, Minister for Law and Second Minister for Home Affairs**, the conference featured breakout sessions and interactive sessions that equipped participants with practical tools and strategies to support individuals and families in their healing journeys.

By fostering collaboration and strengthening practitioner capacity, the event underscored LCCS' commitment to building a skilled and informed community dedicated to breaking cycles of harm and promoting reconciliation.







# Post-Conference Special Circles of Life 2025

The post-conference special “**Circles of Life — Sharing Stories, Shaping a Nation**” brought the restorative conversation deeper into community and lived experiences.

Held on 1st November 2025 at Tzu Chi Humanistic Youth Centre, the session was graced by **Guest of Honour, Mdm Halimah Yacob, Former President of Singapore and Chancellor of Singapore University of Social Sciences**. Through intimate storytelling circles and connection spaces, participants heard powerful personal journeys of resilience, healing and hope, and engaged in meaningful dialogue that reinforced empathy, understanding and shared purpose.

This gathering underscored LCCS’ commitment to fostering authentic human connection and building a more compassionate and inclusive society rooted in restorative principles.





# Game On For Good 2025

LCCS participated in **Game On for Good 2025** at SUTD on 10<sup>th</sup> October 2025, an annual charity event organised by the General Insurance Association of Singapore (GIA).

The event brought together the insurance community for a day of friendly games in support of meaningful causes. LCCS was grateful to be one of the chosen beneficiaries, with funds raised contributing to our restorative programmes and the building of stronger, more resilient communities across Singapore.



# Hosting Students from City University of Hong Kong

LCCS had the privilege of hosting 30 Social Work and Counselling students from City University of Hong Kong during their study tour on 4<sup>th</sup> June 2025.

The visit offered the students an opportunity to explore social work practices in Singapore and understand the perspectives, projects, and programmes implemented by LCCS.

Through a day of learning and sharing, both the students and our team gained valuable insights into social welfare systems across cultural contexts.







# University of Nebraska Omaha Student Visit

In the first two weeks of 2025, LCCS had the privilege of hosting students from the University of Nebraska Omaha (UNO) for a student exchange visit to Singapore. The programme introduced participants to Restorative Practices and provided opportunities for dialogue circles, sharing sessions, and personal reflection.

Through this meaningful exchange of stories, culture, and experiences, students left with stronger relationships, new insights, and a deeper understanding of restorative work in Singapore. LCCS looks forward to continuing this partnership and future collaborations with UNO.



# Review of 2025

## 445

Lives Restored

### Breaking The Hurt Cycle

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

## 406

Lives Connected

### Building Connected Communities

Safe and caring communities that value one another and embrace vulnerability.

## 1938

Lives Empowered

### Equipping Empowered Individuals

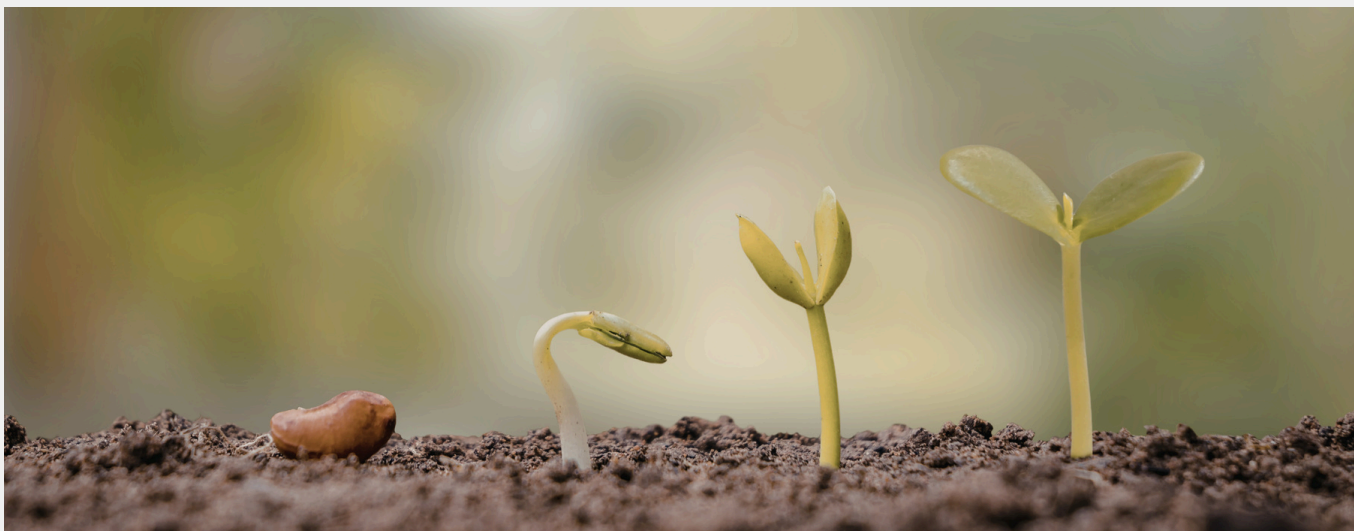
Individuals equipped with skills and knowledge to build, strengthen and restore relationships.

## 446

Lives Engaged

### Advocating a Restorative Movement

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





# Breaking The Hurt Cycle

## Adoption Suitability Assessment (ASA)

**123** adoptive parents received favourable Adoption Suitability Assessment reports to proceed to create a "forever" family, a parent-child relationship through adoption.

## Project Rekindle



**24** inmates were engaged to work towards reconnecting family and significant others to build his circle of support to increase or sustain their motivation for change.

A total of **20** family members participated in four different family circles.

*"The family circle takes me through a journey with our loved ones, though painful to the verge of shameful, it helps to iron out differences, identify the shortcomings, acknowledge the wrongdoings & come to terms with it so that we can move on & build a better future together."*

*- 'Arthur', inmate participant of family circle*

## Restorative Employment Hub

**17** clients have completed their Restorative Employment Hub Programme, gaining employment of 6 months and longer.

*"Transitioning back into society after release is a journey filled with unique challenges, but Tyler's guidance has made a profound difference in my experience. From our first interaction, he has been incredibly approachable, professional, and genuinely dedicated to my progress."*

*-Tan Woei Hwang*

## The Builders Project: Mentoring

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

*"Overall, students have mostly positive feelings about the LCCS one-to-one mentoring sessions. Many described the sessions as good, fun, and even gave high ratings such as 9/10. Several students said they love the sessions and feel happy during them. Some appreciate the chance to play and interact closely with the mentors."*

*-Ms Seow Wen Yi, teacher from Blangah Rise Primary School*

## Restorative Interventions

**36** individuals were engaged in restorative conversations about conflict and harm.

*"I like that the peacemaking circle was a safe and open space to clear any misunderstanding or doubts."*

*-A community ally who participated in a peacemaking circle*

## Be A Champion

**102** students were empowered to overcome the challenges and adversities they faced in school and at home.

*"Despite a fight breaking out, Mr Yeo gave the boys a space to explain themselves and ran a repair circle immediately after the BAC session. The boys responded saying they walked away feeling heard and were able to agree that they overreacted based on each other's comments. It was a good experience for the boys experiencing a repair circle."*

*-Mdm Shyamala, teacher-in-charge from Hillgrove Secondary School*

## Restorative Hub

Through facilitated circle conversations, **45** students recognised the impact of committing offences in school and took ownership of their behaviors.

*"Through the restorative intervention, they realised they had been fighting a misunderstanding, not each other. Their relationship was restored."*



# Building Connected Communities

## Project Up

**60** aspiring families were engaged in a three-year initiative aimed at promoting upward social mobility through employment, education and asset-building. The programme also emphasised strengthening family relationships and fostering deeper connections within the community.

## Parents Gathering (26 April)

**13** adults and **15** children participated in a parents' gathering that provided opportunities for conversation, peer support and activities.

The session was designed to strengthen relationships among parents and foster a greater sense of community and mutual support.



## Family Day (29 Nov)

**10** adults and **14** children participated in a year-end Family Day that brought families together through shared activities, celebration and community bonding. The event provided an opportunity to strengthen family relationships, affirm progress made over the year, and foster stronger relationships.



## Henderson Farm Tour



8 adults and 9 children took part in an interactive farm visit to City Sprouts, where they participated in hands-on activities and a Farm-to-Table workshop alongside volunteers. The session helped families gain a better understanding of urban sustainability, food origins, and foster community connection to nature.

## SUSS Youth Engagement



11 youth participated in activities conducted by students from Singapore University of Social Sciences to foster stronger relationships within the community.

## The Builders Project: Community Circle

6 teachers partnered with LCCS facilitators to build classroom community with 78 students.



*"Overall, students feel very positive about the LCCS group mentoring sessions on Wednesdays. Many described the sessions as good, fun, and even rated them 10/10. Students shared that they feel happy and excited, and they enjoy getting to know other people better. They also appreciated that the mentors were very nice and helpful, which made the sessions enjoyable."*

*Some students mentioned that they like the sharing activities, while a few felt that certain parts were not useful or had no specific comments. Despite this, the general feedback shows that most students have a good and enjoyable experience during the sessions."*

*-Mr Chua Kah Hern, teacher from Blangah Rise Primary School*

## ACES



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

*"LCCS has facilitated an excellent programme that connects deeply with at-risk students in Lakeside primary. Facilitators are caring, skilled, and intentional in supporting students' social-emotional needs. Students benefit greatly from the safe and encouraging environment. Ms Zima and Mr Sebastian demonstrate professionalism, strong rapport-building skills, and deep understanding of students' social-emotional needs."*

*The sessions are well-structured, engaging, and tailored to support vulnerable ACES members in developing resilience, self-management, and positive peer interactions. Teachers have observed noticeable improvements in a few students' behaviour. Overall, LCCS has provided meaningful, targeted support and is a valuable partnership for the school."*

*- ACES teacher-in-charge, Lakeside Primary School*



## Intensive Intervention Programme

**6** educators partnered with LCCS facilitators to equip **113** students with social emotional skills, enabling them to relate to one another positively as a class community.

## Kinship Circle

**26** individuals participated in Kinship Circle group sessions regarding intimate partner violence issues.

*"I felt relieved because it was the first time I managed to talk about this to someone."*

*- Alex\*, Kinship Men Circle participant*

# Equipping Empowered Individuals

## WSQ Building Relational Capacity



*Building Relational Capacity* is one of LCCS' Restorative Practice courses hosted with WSQ. This programme averaged a 5 star rating on the WSQ portal and has equipped **104** participants in 2025. Amongst them, three organisations (Community Rehabilitation Centre, Chen Su Lan Methodist Children's Home, Jamiyah Halfway House) have embarked on their journey of equipping their staff team with the course.

*"The topics regarding relational capacity are not easy to understand but Matthew has this wonderful gift of making deep subjects easy for us to understand. The pace of the course is very comfortable. I have ample opportunities to make clarification for better understanding. I will definitely recommend this course to my family and friends."*

*-Participant*

## Facilitating Peace Making Circles

*Facilitating Peace Making Circles* course has seen **20** participants equipped with knowledge and skills in facilitating and planning peace making circles.

## Facilitating Community Building Circles



Facilitating Community Building Circles course has seen **14** participants equipped with knowledge and skills in facilitating and planning community building circles.

*"The restorative practice circle training was insightful and practical. It gave us effective tools to build trust, improve communication, and foster a positive group environment. We feel better equipped to support relationship-building and address conflicts constructively."*

*-Overall feedback from participants*

## Family Group Decision Making

The course has seen **8** participants equipped with knowledge and skills in Family Group Decision Making.

*"Thank you to the trainers for facilitating a seamless and engaging training. They are able to break down the abstract concepts and use a lot of experiential activities to help us reflect. Wish more people know abt FGDM and practise it (:"*

*-Xiu Ting, Singapore Prison Service*



## Trinity Theological College: Restorative Justice Seminar

The course saw a total of **28** participants. **19** participants attended the English programme and **9** participants attended the Mandarin programme.

*I think the skills are transferable not just in the aspect of restorative justice but rather the holding of a safe space where people can share vulnerabilities.”*

*-Participant from English programme*

## University of Nebraska Omaha, Restorative Journey in Singapore



This two-week learning journey saw **13** students and **3** professionals learning about Restorative Practice in Singapore.

## Safe Sport Singapore Restorative Practice and Conferencing Training



This programme saw **44** professionals from Safe Sport Singapore equipped with Restorative Practice and conferencing.

## Training of Trainers for Restorative Practices

This programme equipped **18** Singapore Prison Service Officers with the knowledge and skills in teaching Restorative Practice.



*"This course empowers me to be a confident trainer for future RP practitioners! Thank you for the opportunity and guidance!"*

*-Participant*

## Restorative Practice Conference

This 2-day conference saw **219** participants, **28** speakers and four keynotes.



*"We've been with LCCS for our restorative practice, and to be honest, it's been one of the best experiences so far. The sessions are always so insightful, with so much to learn and reflect on.*

*Each sharing deepens our understanding and reminds us of the importance of connection, empathy, and growth in our work. Truly grateful to LCCS."*

*-Participant*

## Let Our Voice Run

**129** students participated in workshops and circles to learn about restorative justice and to examine campus climates and narratives that perpetuate relationship violence.

They learnt ways to have proactive conversations and using restorative approaches to mitigate harms.



## Disclosure Briefing (DB)

**301** prospective adoptive parents learned why early disclosure of adoption is important as it impacts the child's confidence, self-esteem, and bonding with the adoptive parents.

*"The emphasis on maintaining trust and connection with the child was most impactful for me. It helped me see disclosure not as an obligation, but as an opportunity to deepen openness, honesty, and bonding within the family. The session was insightful and helpful in building my confidence to handle disclosure conversations. It gave me a better understanding of both the timing and the practical approaches."*

*-Mr Viknesvaran, participant*



## Pre-Adoption Briefing

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

*"The session is useful and it provide couples with the adequate information and what they need to prepare prior to adoption."*

*-Mr Lee WY, participant*

## Restorative Parenting Workshop with Schools



More than **30** parents from school participated in parenting workshops where they learnt the principles and skills of restorative parenting. They learnt ways to engage with their children to build effective relationships and manage conflicts.

**29** students participated in the bonding activities with their parents.

*"Thank you for the reminder to connect before correcting my son."*

*-Mrs Paul, parent participant*

## Pro-social Clinic

**50** students leaders across secondary 1 to secondary 3 partnered with LCCS facilitators to help **280** students gain awareness on how their behaviours affected themselves and others. They also discovered ways to behave appropriately in the classroom through circle processes.

*"The sharing on bullying in circle time allowed the students to talk about a tough incident that happened in the class. A student had just passed away to a rare disease and the students shared how they were impacted by it. Despite meeting them only for the second time, Mr Yeo gave them the space to speak about their feelings in a safe and meaningful manner."*

*-Form Teacher, 1E Junyuan Secondary School*

## Restorative Practice School Training

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

*91% were satisfied with the training and 95% stated they were likely to apply learning to their teaching. There was strong appreciation for theoretical frameworks and practical strategies, with requests for more hands-on practice opportunities.*

*-Overall feedback from Kent Ridge Secondary School*

## =DREAMS Project

**2** staff and **7** =DREAMS scholars (youth aged 13-15) were equipped with circle facilitation skills to build effective relationships in the =DREAMS community.

*"The training really got me to appreciate sharing our real feelings and struggles in a group. This is what makes the =DREAMS campus community unique and 'Spill The Tea' sessions really encourage sharing. I want to participate and lead 'Spill The Tea' sessions to make the campus a safe place to talk about what is meaningful to us."*

*-Aqil, a scholar at =DREAMS*

## Project Kaleidoscope

**9** children and **15** parents were equipped with the knowledge and skills to build better parent-child relationships and address issues proactively.

*"I was impacted the most when the programme was customised to my child and myself. I could relate to my own parents who did things that seemed to be abusive and neglectful. It also provided me with perspective about the challenges that I experience at home with my child."*

*-Parent participant of Project Kaleidoscope*



## Circle Champion

**16** staff were equipped with circle facilitation skills to build effective relationships in the Singapore Boys' Hostel (SBHL) community.

*"The safe to personal questions really got us to open up as staff and how the boys' behaviours have been affecting us emotionally. It allowed us to be real as humans and staff at the same time and to acknowledge that we need to have circles amongst the staff itself to speak about issues we are facing. Thank you for modelling how it is like to have a safe space to talk about our struggles."*

*-Jeremy, staff at SBHL*

## SHARE

**45** students were equipped with circle facilitation skills to build effective relationships within their school community.

*"Thank you so much Mr Yeo as you made us feel very safe to share and also learn how to run circles."*

*-Student leader,  
Unity Secondary School*

## Parenting Workshop

**15** adults from LCCS' Project Up participated in the Triple P Parenting Workshop series facilitated by Montfort Care, which equipped parents with practical strategies to support their children's development, regulate emotions, build resilience and navigate parenting challenges in the digital age.

## Financial Literacy Workshop

**49** adults from LCCS' Project Up participated in a Financial Literacy Workshop conducted by Impact Wealth Advisory. The workshop equipped families with practical knowledge in budgeting and financial management, debt solutions and restructuring, savings, long-term financial goal-setting and positive financial mindsets.

## Empaththerapy ISCOS

**78** peer supporters attended and trained in desistance through the Empaththerapy programme to support their communities through meaningful conversations.

*91% of participants felt that the training was useful, indicating significant positive impact on their ability to perform effectively as peer supporters.*

*-Overall feedback*

# Advocating a Restorative Movement

## Webinar at Mint House: Relationships, Community, and the Restorative School: Lessons from Singapore

This webinar is a online sharing with the Mint House about our latest publication: Relationships, Community, and the Restorative School: Lessons from Singapore.



## Circles of Life

This post conference event saw **170** participants from all walks of life sharing with complete strangers about life's challenges.



## RP Conference, SAGE Conference, IDEVAW

**130** participants were present across 3 conference presentations for the pilot project “G.R.O.W. Project”. This project was shared at SCWO’s SAGE Conference in September 2025, LCCS’ RP Conference in October 2025, and AWARE’s IDEVAW in November 2025.

G.R.O.W Project is a collaboration between LCCS and fellow partners from Singapore Council of Women’s Organisations (SCWO), NUS Chua Thian Poh Community Leadership Centre, and Fellowship of Men Singapore.

The project focuses on working with female shelter residents who are keen to have a restorative dialogue with their spouse/ex-spouse to address the harm that has occurred and to work through issues that are exacerbating family violence in the family.



## NUS SSR-TOUCH Conference



LCCS shared about Project Up's savings-matching component at the NUS SSR-TOUCH Conference 2025 Sustained Well-Being in Future-Ready Communities.

**25** practitioners were present for the sharing of their poster - 'Pennies with Principles', which involved families sharing about how LCCS engaged them about the topics of savings and financial literacy while being grounded in LCCS' practice principles.

## Care Network Summit

LCCS shared about Project Rekindle at the Care Network Summit 2025.

**20** practitioners were present for the sharing of their poster- 'Project Rekindle: Mending Broken Ties', which outlined the process and benefits of restoring relationships between inmates and their families through a facilitated circle process.



## 4th Asia Network of School Social Work International Conference



LCCS shared about their 10-year journey of The Builders Project at the 4th Asia Network of School Social Work International Conference, where social work professionals, educators, researchers, and policymakers from across the Asia-Pacific region explored the dynamic and evolving field of school Social Work.

## Let Our Voice Run



**101** community members participated in our roadshows and community walk/run to raise awareness about relationship violence happening in Institutes of Higher Learning (IHLs).



# Featured Stories

*To be honest, when I first started out as a trainer, I was afraid.*

*I had trained many inmates before, in very different settings and through very different methods. But now, I was standing in front of professionals — counsellors, social workers, prison officers, lawyers, even company directors. People whose qualifications, experience, and titles seemed to far exceed my own. I often found myself wondering: What do I have to teach them?*

*I still remember one particular training when where two of my learners were prison staff. I felt overwhelmed. I remember telling my boss, “Just weeks ago, they were my custodians, and now, in a different setting, in civilian wear, I am standing here sharing my knowledge with them.” It felt strange, intimidating, and deeply surreal. But somehow, I made it through.*

*2025 was a full and stretching year. I had the opportunity to share Restorative Practice with people from many different walks of life. And over time, something shifted in me. I stopped seeing learners mainly through their titles or professions, and began seeing them first as people. Daughters and sons. Fathers and mothers. Brothers and sisters. Beneath the roles they carried was something deeply human: a desire to build better relationships, to repair what was strained, and to live with greater awareness of themselves and others.*

*That is what makes our flagship programme, Building Relational Capacity, so meaningful to facilitate. At its heart, it is a course about reflection. It invites people to look inward, especially through the lens of shame — a tender and often difficult topic to explore, particularly among strangers. Yet run after run, I have had the privilege of witnessing people show remarkable courage. I have listened to stories of pain, vulnerability, regret, and healing. The course is not therapy, and I am not a counsellor. But there is something profoundly restorative about what happens when people are given space to reflect honestly, to share openly, and to encourage one another in community.*

*(cont'd)*

## Full Circle

**Matthew Au**

Trainer at LCCS





# Featured Stories

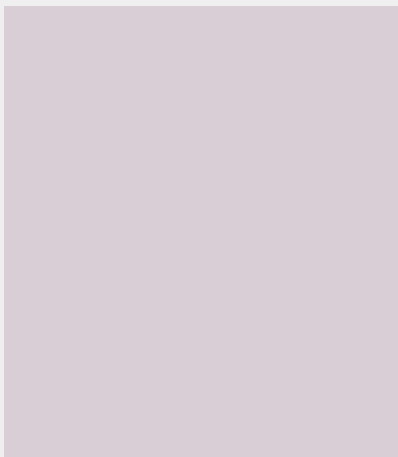
*Last year also brought opportunities that stretched me in new ways. I had the privilege of conducting Restorative Practice training in Mandarin Chinese at Trinity Theological College, which was both challenging and rewarding. Another especially meaningful experience was training volunteers from Prison Fellowship Singapore. It felt significant to equip people who journey closely with inmates and ex-offenders (like myself) — helping them ask restorative questions and become more aware of the role shame plays in human behaviour and relationships.*

*But perhaps the most moving moment for me the past year came during a recent training run.*

*I was surprised to see one of my former officers from the Singapore Prison Service walk into the room. L\* is one of the officers at Institution S2 in Selarang Park Complex. At that time, I was already working in LCCS while under supervision there, and I remember him asking me about my job. He mentioned then that he was interested in learning more about Restorative Practice. I assumed he was simply being polite, making small talk with a supervisee. So imagine my shock when he actually stepped through the door as a learner. What moved me even more was when L told me that he had really hoped I would be the trainer for the course, and that he was glad to see that it was me. That moment stayed with me.*

*To me, that is the heart of Restorative Practice. Years ago, LCCS trained SPS staff in RP. I was then introduced to RP through SPS staff. Because of my own training experience, I eventually had the opportunity to join LCCS. And now, one year into my journey as a trainer, I found myself teaching officers who were once my custodians. The ripple of good had come full circle.*

*One year on, I know there is still much for me to learn. I continue to wrestle, at times, with self-doubt and the familiar jitters that come with stepping into the training room. But I also carry a deeper sense of purpose now. I always say that Restorative Practice has changed my life – and it is continuing to shape my life. **It is a privilege to now play a part in passing it on — trusting that each conversation, each circle, and each training room can set new ripples in motion.***



# Featured Stories



## Lila's\* Story

### *Project Up*

*\*Names have been changed for confidentiality*

*When LCCS first visited Lila in her 3-room HDB flat, she was hoping to secure her LTVP+ pass. A Vietnamese homemaker with limited English proficiency, she cared for her 8-year-old daughter, Belle\*, while her husband was incarcerated. With no income and uncertain about her future, Lila felt anxious and afraid. Lila spoke and understood Mandarin Chinese but lacked confidence in her ability to secure employment and become financially independent.*

*LCCS social workers started to build a trusting relationship with Lila first, addressing the family's immediate needs, including arranging a donated refrigerator and advocating—together with Yishun Family Service Centre—for Lila's LTVP+ to be extended to one year. Belle was enrolled in supportive programmes such as KidStart and Salvation Army's Kids-In-Play, helping maintain stability for the family.*

*LCCS extended support to Lila through Yishun Christian Church (Lutheran), where community members volunteered to support her practical needs and mental well-being. During sessions with LCCS, Lila was given space to share her fears and concerns, and to process her emotions with hopeful and constructive outcomes.*

*Securing employment remained a challenge, as Lila was constrained by her need to fetch Belle to and from school. Drawing on her experience as a nail therapist, LCCS explored getting part-time work with Lila and eventually secured employment at a nail spa, while receiving childcare support through Daughters of Tomorrow.*

*Facing financial stress from HDB arrears, Lila was supported by LCCS in negotiating a manageable repayment plan with HDB and exploring options like subletting. Although she hopes to save and eventually start her own business, her progress has been affected by unstable employment, affected by her perceptions of unhealthy work environments and unfair treatment by employers. Through LCCS' ongoing support, Lila has become more resilient, coping better and avoiding spirals into depression.*

*Over the past year, Lila has expressed deep gratitude for the social workers and community support that have helped her remain hopeful rather than fearful.*

***As she said in her own words , I have “many hands helping me” .***

# Featured Stories

## Mdm Lisa's\* Story

*Project Up*

*\*Names have been changed for confidentiality*



*Mdm Lisa, a widowed mother of four, returned to Singapore from Dubai during the COVID-19 pandemic. Shortly after their return, her husband was diagnosed with cancer. During that period of time, Mdm Lisa was the primary caregiver for both her children and husband. The family was living in Mdm Lisa's late father's house as they did not have a home of their own in Singapore.*

*Mdm Lisa supported her husband through his illness until his passing. She later also cared for her elderly father until his passing. These incidents, while emotionally and physically demanding, showed Mdm Lisa's quiet strength and deep commitment to her family.*

*Mdm Lisa was referred to Project Up by the Chong Pang Community Centre (CC), where she was receiving vouchers and ration support. As her family is settling down in Singapore, her goal to join Project Up was to gain employment, and work towards home ownership as she builds a future for her family here in Singapore.*

*While exploring employment options with Mdm Lisa, she seemed hesitant initially as she was worried for her youngest son, who was struggling with poor school attendance during his PSLE year. Her concern for his academic future was a key focus. Being the main caregiver, she felt the need to address his academic issues before considering full-time employment for herself.*

*LCCS social worker heard Mdm Lisa's concern and provided mentoring support for her son. Over time, his attendance steadily improved, and he managed to graduate from his Primary Education. He is currently a Secondary 2 student who enjoys school and holds responsibilities assigned by his teachers. Seeing his progress gave Mdm Lisa the assurance to finally be able to focus on herself and proceed with seeking employment. She explored various job opportunities with her social worker and eventually found employment through a friend's recommendation. The job provided her with not only financial stability but also a renewed sense of confidence and self-worth.*

*Motivated by her long-term goal of owning a home, Mdm Lisa embarked on Project Up's savings-matching programme. With consistent saving and planning, she is now steadily working toward that goal.*

***Today, she is employed, empowered, and focused — building a better future for herself and her children.***

# Featured Stories



## Alex's\* Story

*A Family Searching for Balance*

*\*Names have been changed for confidentiality*

Mr Tan\* and Mdm Goh\* were referred to LCCS centre due to conflict over caregiving and co-parenting for their son, Alex. Divorced and living separately, they shared custody, with the mother having care and control. However, it was his paternal grandmother, Mdm Lee, who took on the day-to-day care. She fed him, walked him to school, and watched over him with love. But beneath that care was strain and much disagreements.

At the point of referral, relationships among the parents and grandmother were highly acrimonious due to differing parenting styles and disagreements over caregiving responsibilities. Alex found himself caught in the middle of a conflict bigger than he could understand.

Arguments flared over parenting styles and caregiving arrangements. Should Alex attend student care? Who should pay for tuition? How should they handle his misbehaviours? Each adult believed they were acting in Alex's best interest, but the constant conflict left relationships tense and fractured. When the family came to LCCS, we began by listening. Over weeks, we sat with each of them separately — grandmother, father, mother — creating space for them to share their hopes and frustrations. Only after thirteen of such individual conversations did they feel ready to meet together. They joined a facilitated conversation online. It wasn't easy. Emotions ran high as each voiced their concerns. But slowly, with guidance, they managed to reach an agreement about Alex's care. It was a fragile step, but a step forward.

Meanwhile, Alex himself was not forgotten. Social work interns spent time with him in mentoring sessions, helping him to name feelings he struggled to express. He spoke of missing his parents, of feeling distant from them, of carrying behaviours he couldn't always control. **The sessions became a small but important place where Alex could be seen, not just as a child in conflict, but as a child with his own voice.**

As months passed, tensions resurfaced. New issues emerged — disagreements about holidays, discipline, and school arrangements. Alex's parents struggled to work together, and his grandmother often felt alone in managing his care. Afterwards, another joint conversation was held to realign parenting approaches. His grandmother chose not to attend, saying it was time for the parents to shoulder the responsibility. The case eventually closed with Alex remaining under his grandmother's care and visiting his parents on alternate weekends. While concerns remained, particularly around discipline, the family chose not to continue services, with the grandmother encouraged to stay connected with Alex's school.



# Featured Fundraising Events

In 2025, we continued to strengthen our fundraising efforts. Through both signature events and meaningful collaborations, we engaged a wider network of supporters and partners in advancing our work.

After a 6-year break previously due to COVID-19 restrictions, we resumed our annual **Charity Golf 2025** event, which turned out to be the fundraising highlight of the year, successfully raising **S\$385,000** in support of our restorative programmes. The event saw long-time supporters and new friends coming together for a day of friendly competition and meaningful giving through a charity auction. Beyond the greens, relationships were built over connection and conversation, deepening the understanding of our work and the impact it has on our community.

We also participated in **Game On for Good 2025**, an annual charity event organised by the General Insurance Association of Singapore (GIA) and held at SUTD. We are grateful to have been one of the chosen beneficiaries, with funds raised contributing to our work. Each initiative served as a reminder of the collective power of community, generosity, and shared purpose.

As we continue to grow, we are thankful for the continuous support and partnerships that help to sustain our work, empowering us to continue to embody and champion the values of restorative practice.



# 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 \$5,000 or more to LCCS in 2025.**

## **Individual Donors:**

1. Andrew Thinagaran S/O V S S
2. Andrew Yeo Seng Thean
3. Ang Kim Tuan Clinton
4. Antony Ren-Haw Ip
5. Chan Ching Hong
6. Chan Hian Siang
7. Chew Rong Jie David
8. Chew Rong Qi Phoebe
9. Chiang Siew Hwa
10. Gao Sihui, Esther
11. George Christopher Willis
12. Ji-Min Gabriel Ho
13. Katherine Cheong Lee Hong
14. Khien Meow David Chew
15. Kwee Mei Wan Melissa
16. Lee Swee Guan
17. Lim Hui Yi
18. Lim Li Choo
19. Liu Charlene Cheuk Lam Racheal
20. Lu Qi Kang
21. Ong Kian Min
22. Seiji Kawajiri
23. Woon Kim Han
24. Zi Tao Wong

## **Organisations & Foundations:**

1. ABR Holdings Ltd
2. Bedok Lutheran Church - Chinese Congregation
3. Bedok Lutheran Church - English Congregation
4. Chew How Teck Foundation
5. China Classic Pte. Ltd.
6. Community Foundation of Singapore
7. DermaRev Pte Ltd
8. General Insurance Association of Singapore
9. Great Eastern General Insurance Limited
10. Income Insurance Limited
11. Jurong Christian Church - Chinese Congregation
12. Jurong Christian Church - English Congregation
13. Lee Foundation
14. Liberty Insurance Pte Ltd
15. Lutheran Church in Singapore
16. Lutheran Church of Our Redeemer
17. Mellford Pte Ltd
18. MSIG Insurance (Singapore) Pte. Ltd.
19. Queenstown Lutheran Church
20. Yishun Christian Church (Lutheran) - English Congregation





# 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 7 adoption cases in 2025, consisting of 3 local and 4 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.

## 2025's Social Impact Milestones

- Semi-open adoption: 8 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
- Supporting adoptive parents: Through ongoing chat groups and twice-yearly gatherings, holding space for open sharing while creating opportunities for children to come together and build connections.
- Widening overseas referral source: Initiated contact and working to progress relationship with potential new child referral source from Vietnam and Indonesia.
- 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 2025

A decrease in the number of cases to 7, compared to 10 in the previous year as well as an increase in average fees charged per case to cover rise in operational expenses, revenue of \$192,944.72 for 2025 represents a 15% decrease over 2024 figure of \$228,156. Net Income of \$135.70 (2024: 856) was achieved, after accounting for cash donation of \$2,500 (2024: \$24,000) back to LCCS, in line with internal governance and policy for excess funds to be consolidated, managed and/or utilized 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.

## Our Plans

We will be establishing Singapore's first Restorative Family Centre in the northern region to support inmates, ex-offenders and their families. The Centre will focus on restoring family relationships, facilitating healing within families, nurturing children to break cycles of intergenerational offending, and strengthening prosocial community networks.

This initiative builds on more than a decade of experience in restorative practices, family work, and close partnership with the Singapore Prison Service. The Centre will be supported by a dedicated team of volunteers from Yishun Christian Church (Lutheran), reflecting a strong community commitment to rehabilitation and reintegration.

## Our Commitment

To sustain and deepen the impact of our community services, LCCS remains committed to strengthening our organisational health in alignment with the Organisational Health Framework for Social Services by the National Council of Social Services (NCSS).

Adopting a phased and strategic approach, we will undertake a comprehensive assessment of our organisational health index and engage an independent consultant to provide objective insights and in-depth analysis. These insights will guide the refinement of our capabilities and systems, ensuring that LCCS continues to serve with excellence and remains future-ready as an impact-driven organisation.

## Fundraising Plans for 2026

We seek to raise \$600,000, which amounts to approximately 25% 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:

- Project HomeComing: To support reintegration and family-strengthening programmes. Target amount: \$20,000
- Charity Golf & Dinner 2026: Driving Impact, Rekindling Relationships. Target amount: \$250,000
- End-of-Year Fundraiser: To support LCCS' efforts to break the cycle of hurt. Target amount: \$30,000

## Expenditure Plans for 2026

- Fund-raising expenses: \$83,200
- Charitable activities: \$2,196,023
- Administrative/Overheads: \$124,482





# Governance

## Role of the Governing Board

The Board provides strategic leadership and governance oversight to ensure that LCCS fulfils its mission and achieves its objectives in accordance with good governance practices. Working in partnership with Management, the Board guides the organisation's long-term direction, safeguards its resources, and ensures accountability to stakeholders.

**In carrying out its responsibilities, the Board collectively:**

1. Sets and reviews the strategic direction of the organisation to ensure alignment with its mission and charitable purposes.
2. Approves the annual budget and monitors financial performance to ensure responsible stewardship of resources.
3. Reviews and approves periodic financial statements to maintain oversight of the organisation's financial health.
4. Monitors the progress and impact of the charity's programmes and services in achieving intended outcomes.
5. Oversees the organisation's compliance with applicable regulatory requirements, including the prevailing Code of Governance for Charities and Institutions of a Public Character.

## Board Meetings and Attendance

A total of 6 Board meetings and 1 Annual General Meeting were held during the financial year. The following lists Board member's attendance at the meetings taking into consideration when they joined/stepped down where applicable.

**Name of Board/Attendance (%)**

Chew Khien Meow (David) - 100%  
Seow Chun Yann (Steven) - 100%  
Chua Aik Hoon (Elizabeth Martin) - 100%  
Loh Kah Choon (Anthony) - 100%  
Tan Wei Ling, Joyce - 100%  
Lee Henry - 100%  
Oey Bie Lan (Lanny Widjaja) - 100%  
Charles Vincent - 83%  
Lau Peng Soon (Adrian) - 71%  
Ho Ji-Min Gabriel - 67%  
Tan Shi Song - 43%

**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 (till 27 Oct 2025); Lee Henry (from 28 Oct 2025)

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 & Investment Committee

**Chairperson (Treasurer):** Seow Chun Yann (Steven)

**Member:** Ho Ji-Min Gabriel (till 27 Oct 2025)

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)

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) (till 13 Aug 2025);  
Tan Wei Ling, Joyce (from 25 Aug 2025)

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.

## Remuneration Bands Of Highest Paid Staff

\$100,001 to \$200,000 – 1  
\$200,001 to \$300,000 – 0

None of the above staff serve in LCCS' Board.  
There are no family members of executive management on staff at LCCS.

## 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

LCCS' Whistle-Blowing Policy provides an explicit mechanism to enable all individuals 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 organisation, and their identity will be kept confidential. The Chairperson of the Whistle Blowing Policy will convene an investigation committee promptly to facilitate fact finding 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.