





30 YEARS OF CHANGING LIVES, Transforming Communities

Annual Report 2022/2023

Contents

03	About Us
04	Messages from Chairman & Executive Director
05	Strengthening the Foundations
07	Helping Marriages and Families in Distress
80	Supporting & Equipping Parents
09	Honouring & Enriching Seniors
11	Restoring & Empowering the Next Generation
16	Nurturing the Future
18	Healing the Broken-hearted, Reconciling Families

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About Us

Lakeside Family Services (Lakeside) is a charity which has served the community in Jurong and beyond since 1993, regardless of race, language, or religion.

We develop resilience in disadvantaged children, mould troubled youths into contributing individuals, empower active seniors to help lonely seniors, assist ex-offenders in reintegrating into society, and help women with unsupported pregnancies.

We are an Institution of a Public Character (IPC) and a member of the National Council of Social Service (NCSS).

Mission

We at Lakeside fulfil our Christian responsibility to the society by caring for the community. We provide quality services, focused on the needs of individuals and families in the community at Jurong and beyond, regardless of race, language or religion. We work in harmony with our neighbours, the community and the government.

Vision

Changing Lives, Transforming Communities

Values

Missional, Competent, Capacity Builders, Compassionate, Christ-Like, Outreach-Focused, Team Ministry Oriented

Chairman's Message



Lakeside Family Services has been dedicated to changing lives and transforming communities for the last 30 years. Since day one, our mission has been to care for the community by providing quality services, focused on the needs of individuals and families, regardless of race, language and religion.

This year, we celebrate all the lives that have been changed as we fulfilled our mission for the past three decades. We also take time to examine what it means to provide quality services as society evolves. In doing so, we seek to continue being a blessing to the communities we serve. We show up for people who feel lost or left behind: Fractured families who need healing, children and youths who need guidance and opportunities, seniors who need pillars of support in their golden years, and more.

This would not have been possible without the donors, partners, and volunteers on this mission with us. We thank Epson Singapore, Shell Companies in Singapore, Warren Golf & Country Club, and many others for their earnest contributions. Friends of Lakeside came forward to support our fundraisers, *Mission30* and *Lakeside's 30th Anniversary Charity Gala* supporting all our programmes and services. And we especially appreciate the beneficiaries, staff, volunteers, and fundraisers who have shared their Lakeside story and raised awareness of the good work happening in our community.

We remember everyone who has been a part of the fabric of Lakeside one way or another, whether in big ways or small. It has been a blessing to cross paths with you, and thank you for giving us warm memories to hold on to. Thank you all for your support and friendship!

Executive Director's Message



Thank you for celebrating the momentous occasion of Lakeside's 30th Anniversary with us! As Executive Director and Lakeside's first full-time staff, it has been my privilege to see our work evolve over the years and to witness all the amazing milestones we have passed. We have had our ups and downs, but most importantly we are still here, doing the work that we have been called to do.

Lakeside has always championed families, so it was a natural step for us to launch FAM@FSC to strengthen families facing issues with marriage as well as care of children after divorce. With mental health needs on the rise, we now run CREST-Youth SOAR to raise awareness for youth mental wellness and help young people soar above their circumstances. And at The GRIT Project, we have brought our mentoring programmes to more locations to help teens and preteens grow in resilience.

2023 also marks the 30th Anniversary of Lakeside Student Care. It is incredibly reassuring to see how cohorts of students, now grown up, still hold on to the values we taught them. Many of them have come back to serve as volunteers and staff, and now place their own children in our care as well. This is a strong testimony of the work we have been doing in caring for the next generation

There is much to be thankful for. Through the collective efforts of volunteers, staff and partners, we have been able to change lives and transform communities for another year. Thank you for abiding in faith, hope, and love with us. May God bless you. All glory be to Him.

Strengthening the Foundations

Family Service Centre (FSC)

Through casework and counselling, our Family Service Centre teams were able to engage individuals and families in need professionally and compassionately as they addressed a variety of complex challenges.

Staff demonstrated compassion, competency, and innovation by using community resources to support and strengthen families. We are immensely grateful to generous sponsors for giving food rations, vouchers, monetary love gifts, and festive goodies to the families we serve.





Warren Golf & Country Club (WGCC) has served more than 100 families in need by providing them with ration packs and supermarket vouchers. Club members and staff volunteered to pack and distribute rations on a quarterly basis. This ground-up initiative has helped many Lakeside families tide through difficult times.

Pictured from the left are Ms Amy Teo Marcom sub-Committee Member, Mr Victor Bay, President, and Mr Teo Heng Thye, Vice-President of WGCC. Joining them are Mr John Lim, Lakeside's Fundraising Chairman, and Ms Jacqueline Heng, Assistant Director, Casework, Counselling, and Family Services

Community Dutreach

In 2022, our Jurong West FSC boundaries were extended to include the blocks from 537 Jurong West Avenue 1 to 561 Jurong West Street 42, an additional of 11 HDB blocks. A series of community engagements were conducted to engage residents in this new area as well as residents in the Jurong East rental blocks to understand the needs of families and individuals and identify the strengths and resources in the community.

Our FSCs also collaborated with the Health Promotion Board to organise the Family Race (a) Changi Airport, a fun event for families to bond and foster community connections.

In a collaboration with Lakeside's Parenting Support Services, both our FSCs held parenting talks for parents in Jurong Central and Jurong East. Parents learned about raising happy, confident, and successful children using positive parenting methods. They had opportunities to bond and share lived experiences and valuable insights. The children were also meaningfully engaged with games and activities.

Group Work

In our continued effort to provide quality Group Work, 14 staff attended training on facilitation and supervision. We conducted 3 runs of Group Work, which reached 31 clients with various needs. Many clients developed a deeper understanding of themselves, improved in emotional regulation and communication skills.

Through our **Financial Literacy** Group Work, clients learnt financial and budgeting skills and offered support for one another through listening and sharing about their daily struggles. In **Parenting Teens**, parents shared their concerns for their teenagers, learnt about developmental, emotional and social needs of their teenagers and how to connect better with their children. With **Journey to Intimacy**, tailored for Mandarin-speaking clients, couples learned to cultivate healthier relationships, manage conflicts effectively, and focus on holistic personal development. We are dedicated to the continuous growth and development of our clients, fostering stronger relationships and self-awareness.

Types of Cases Handled by Our FSCs

Case Type / Centre	Jurong West	Jurong East	Total
Accommodation / Shelter Issues	46	84	130
Addiction - Drugs, Gambling, Others	4	1	5
Behavioural Issues - Children, Youths	25	14	39
Caregiving Issues	21	23	44
Childcare Issues	8	10	18
Disability Issues	0	1	1
Elderly Issues	6	4	10
Emotional Issues	64	71	135
Employment / Career	3	4	7
Family Issues	31	41	72
Family Violence - Children / Elders / Siblings / Spousal	66	80	146
Financial Issues	173	102	275
Health Issues	1	2	3
Interpersonal Issues	13	5	18
LegalIssues	4	4	8
Marital Issues / Extramarital Relationship	31	37	68
Mental Health Issues	59	79	138
Parenting / Child Management	48	41	89
School Issues	2	6	8
Sexuality Issues	1	0	1
Youth Issues	14	1	15
Others	1	56	57
Total	621	666	1,287





Sale and

Helping Marriages & Families in Distress

Strengthening Families Programme@ Family Service Centre (FAM@FSC)



Lakeside's Strengthening Families Programme@Family Service Centre, or FAM@FSC for short, was launched in December 2022. This service reaches out to families living in Jurong East, Clementi, and Queenstown who may be facing marital conflicts, parent-child relationship issues, divorce-related issues, grief and loss issues, mental health challenges, and more.

We are grateful for the support from many partners in the community who have encouraged families facing challenges to seek help early so that issues do not fester and deteriorate, as well as those who have joined us in strengthening families in the community.

Counselling

Our team of dedicated counsellors and social workers utilise a range of therapies such as family therapy, couples therapy, Cognitive-Behavioural Therapy, Art Therapy, and Play Therapy to provide targeted intervention and support for individuals and families.

Individuals who are unable to commit to attending counselling services in person or prefer to remain anonymous are supported through Online Counselling. This service is manned by a team of counsellors from various FAM@FSC agencies in collaboration with the Ministry of Social and Family Development and the Community Psychology Hub.

Divorce Support Programmes

FAM@FSC provides a series of divorce support programmes to help individuals going through divorce ameliorate the long-term effects that children from divorced families often face. These programmes aim to empower families and their children impacted by divorce to achieve stability and self-reliance.

Programme	Description	What Lakeside does
Mandatory Co-Parenting Programme	For parents of children below 21 years old, who are unable to reach an agreement with their spouse on the grounds for divorce and/or all ancillary matters before filing for divorce	Guide parents in making informed decisions that prioritise the well-being of their children
Children- in-Between Programme	For parents and children during or post- divorce	 Help parents promote co-parenting and resiliency Address the emotional impact of divorce on children and equip them with coping skills
Parenting Pact	For divorced parents with children below 21 years old	Help parents understand the impact of divorce on their children, learn co-parenting skills, and practise self-care

John had sought help at FAM@FSC (Lakeside Family Services – Jurong East) several months ago after his wife Mary had threatened to walk out of their troubled marriage. The couple who are parents of one young child reported that their relationship had been fraught with conflict and arguments for several years. A FAM@FSC counsellor offered the couple a brief couples' therapy known as Discernment Counselling to help John and Mary gain a deeper understanding of what had happened in their relationship that got their marriage to the stage where one spouse wanted to end it. With the counsellor's help, John and Mary carefully reconsidered the decision to end their marriage and are now working to repair their relationship through marriage counselling.

John and Mary (not their real names) Beneficiaries, FAM@FSC



Supporting & Equipping Parents



Parenting Support Programme (PSP)

Following Lakeside's appointment by the Ministry of Social and Family Development (MSF) as a Parent Support Agency offering the Triple P Positive Parenting Programme and Signposts, our commitment remains steadfast in supporting 33 educational institutions within the Jurong East, Clementi, and Queenstown area. The driving force within this initiative is a devoted group of Family Life Educators and Programme Officers working together to assist parents who desire to enhance their parent-child relationships and overall quality of family life.



As part of Parenting Journey (a) Lakeside, parents and children enjoy bonding activities that provide reprieve from the usual school and home routines, such as this candle-making workshop.

At the heart of our approach is the evidence-based, preventive parenting programmes that equip parents to confidently adopt a variety of healthier and creative strategies to nurture their children and gain insights from a child's perspective to enhance their parent-child communication. Parents witnessed the tangible benefits that arise from implementing these parenting techniques and strategies. They gained a profound realisation of the significance of positive parenting in a child's development.

Programme	Description	What Lakeside does	Impact
Triple P Level 2 (L2)	 Teaches parents simple and practical strategies to manage children's behaviour Builds strong, healthy relationships and prevents future behavioural problems 	3 sessions of parenting talks	913 parents attended at least 2 out of 3 sessions
Triple P Level 3 (L3)	One-on-one coaching for parents who face difficult parenting issues	4 individual consultation sessions (45 to 60 mins per session)	299 parents completed L3
Parenting Journey @ Lakeside	 Parent support group helps parents find hope and faith in their parenting journeys Help parents connect by sharing ideas, experiences, and best practices with one another 	 Monthly onsite support group with parenting talk, to discuss timely and relevant issues faced by parents Twice-yearly parent-child bonding activities 	69 parents and children

"The Triple P coach has really helped me a lot through this programme and made me feel that I am not alone in this parenting journey. I was helpless and at a loss before the sessions and reallife scenarios and examples shared, which not only gave me ideas to tackle my problem but also look at it from another perspective, which I have never done before. I appreciate all the time, patience, effort and selfless sharing during the sessions."



Beneficiary, PSS

Honouring & Enriching Seniors

kaki kampong Seniors Wellness (KKSW)

Kaki Kampong Seniors Wellness Centre seeks to help seniors live an active and fulfilling life. Through our programmes, we empower seniors to take charge of their lives and improve their well-being. KKSW also equips seniors to serve vulnerable seniors in the community.



302
seniors supported
28
isolated and vulnerable seniors served
178
volunteers mobilised

Programme	Description	What Lakeside does	Impact
Community Outreach• Arts & Crafts• Ukulele Class• Conversational• Chinese New YearEnglish Class• Christmas• Exercise• National Day• Good Buddy• Parents' Day• Happy Hour• Outings• Talks	Engage seniors and help them remain active	Conduct weekly outreach activities and organise festive celebrations and outings for seniors	 240 participants across programmes 350 participants in festive celebrations
Community InterventionCommunity BefriendingChaperone ServicesHome Cleaning	 Empower seniors to volunteer and help others in the community Provide vulnerable seniors with social emotional support 	Provide opportunities for active seniors to help vulnerable seniors	 28 senior beneficiaries 20 senior volunteers
Community Training	Equip volunteers to serve seniors in the community	Provide training and support for volunteers who serve seniors	110 volunteers trained

Community Befriending



A chaperone accompanying a senior home after a KKSW programme.

To minimise social isolation, we have volunteers to accompany seniors with mobility issues to and from KKSW activities.

The chaperones would pick them up from their homes or the centre, walking with them or driving them around. Many chaperones go the extra mile to build rapport with the seniors and assist them during centre activities.

Arts & Crafts

Seniors who participate in Arts & Crafts maintain their fine motor skills, enjoy more social interaction, and feel more at ease. Volunteers are key to this programme as they taught the seniors how to create a variety of art pieces, including cards, origami, scratch art and rock paintings. Last year, the seniors started making birthday cards for other seniors at the centre. Those who received the handmade cards expressed their gratitude, and this helped foster a sense of generosity among seniors.



The seniors painted wooden coasters for a Father's Day fundraising campaign.

Volunteers also galvanised seniors to start

fundraising initiatives using the art they create. With help from the volunteers, the seniors created beautiful designs on wine bags and gift cards for their Christmas fundraiser, and ribbon roses for Valentine's Day and Mother's Day campaigns. Most recently, they painted creative designs on wooden coasters for Father's Day. The seniors felt a sense of achievement and purpose being able to contribute to KKSW with their artwork.

"My daughter Saanvi is a student and keen artist. I'm a philanthropist and art museum guide. For the past three years, we've brought our love of art and volunteering to the seniors at KKSW. It started during the pandemic. We were concerned that seniors were getting isolated, so Saanvi got into teaching them how to use smartphones. This evolved into teaching them arts and crafts. We feel proud of our work when we see the seniors taking the initiative to do research and come up with ideas. Often, they will get our advice on how to apply the different art techniques they came across, and produce an art piece that is their own.

It's truly amazing and lovely to see their enthusiasm and how far they've come in their journey of making art. They get a sense of satisfaction from doing something meaningful because their art also contributes to KKSW's funds. We think this combination of community spirit, design, art, technique and fundraising has come together beautifully.

We learn a lot by spending time with the seniors. Saanvi can vouch that her Mandarin has improved substantially. I don't speak Mandarin, but with sign language, eye contact and visual demonstration, I can get by when Saanvi takes the lead. She started out reading off scripts during her demos but it was difficult to answer certain questions and break down art concepts in Mandarin. The staff and seniors can see she is trying so they help her out. In a way, it builds a relationship. They all learn from each other!

As a parent, it's lovely to see how Saanvi has grown in her depth of understanding and connection to the seniors. Planning sessions, making samples, budgeting, sourcing materials, Saanvi is doing it all by herself! As for me, I've learned that even in the older years, one can find so much joy from little things. It's really nice to see the enthusiasm the seniors have to learn something new."



Nupur and Saanvi Volunteers, KKSW

Restoring & Empowering the Next Generation



Lakeside cares for children in the community, especially those from disadvantaged families. We nurture them with quality programmes and services that guide their social and emotional development.

We rehabilitate troubled youths and inspire them to develop their strengths and fulfil their aspirations. We also raise awareness and provide support for youth mental health issues. To provide holistic help, we work with schools, parents, employment agencies, the police, and government ministries.

The GRIT Project (TGP)



The GRIT Project is a Children and Youth Centre by Lakeside Family Services, serving children and youths between 7 and 17 years old in Jurong. Since 2022, the programmes were expanded from Nanyang and Boon Lay to also be held at the Family Service Centres at Jurong East and Jurong West.

We engage them with programmes and services designed to stay relevant with the latest children and youth trends and needs. Experiential learning and mentoring are key elements in all our programmes, which include outdoor adventure learning and interest groups.

We seek to instil GRIT through our values: Grace, Respect, Integrity and Tenacity. Through our programmes, we provide a safe space for self-discovery and empowerment. We hope to help children and young people grow to be confident, competent, connected, caring and of good character, so they can make good life choices and give back. We exist to nurture and equip a caring generation to serve the community.



"The GRIT Academy is a place where you can interact with different people and journey with a mentor. I learned about the value of grit and self-worth. I had a lot of fun and have no regrets joining! I would recommend this programme to others because you will get to meet a good mentor and experience lots of fun activities!"

Marize Beneficiary, The GRIT Academy

Programme	Description	What Lakeside does	Impact
The GRIT Hub+ (Nanyang & Jurong West)	 Weekly drop-in for 7 to 12 year olds Community and home away from home for children to grow with mentors 	Provide academic coaching, supervised playtime, thematic activities	144 children
Sparks!	 School holiday programme for 7 to 12 year olds Promotes socioemotional and cognitive development, positive self-identity, and good values 	Engage children with workshops and experiential learning	114 children
The GRIT Hub	Weekly drop-in for youths to gather, unwind, and make new friends in a safe social space	 Run events and activities that engage youths meaningfully Befriends, empowers, and supports youths 	143 youths
The GRIT Academy (Nanyang & Boon Lay)	 Mentoring programme for 12 to 17 year olds to grow in character and personal leadership Journey of self-discovery and personal strengths for youths, who are guided by mentors 	Run experiential activities emphasising relationship-building and self-exploration	55 youths37 mentors
The GRIT Academy+ (Jurong East & Jurong West)	New mentoring programme held at Lakeside Family Service Centres	Increase resilience and encourage self-discovery in preteens aged 11 to 13	• 28 youths • 17 mentors
School Social Work	School-based customised Group Work sessions and workshops for students	Help students improve socioemotional and interpersonal skills	22 youths
Boon Lay Outreach	 Community outreach to youths residing or schooling in Boon Lay Raise awareness of TGP's programmes and services 	 Engage youths through platforms like sports and board games Build rapport and trust to facilitate deeper intentional conversations Bridge youths to intervention programmes 	162 youths

The GRIT Hub+

The GRIT Hub+ mainly engages children with weekly drop-in sessions. Some of them are also enrolled in tuition support, interest-based music workshops where they can learn to play instruments like the ukulele, and enrichment activities in collaboration with volunteer groups. To keep things exciting, we have periodic school holiday outings for the children to look forward to.

Sparks!

For each round of Sparks!, we run a day camp designed to be a memorable highlight of a child's school holidays. Besides learning socioemotional knowledge and skills, friendships and fun are a big part of the Sparks! experience. We thank student groups from various schools for partnering with us to plan and run the programmes.



In this outing sponsored by Shell Jurong Island, the children spent an afternoon at a goat farm. They learned about different types of goats, how to feed and pet them, and got to try organic goat milk!



The GRIT Hub

At The GRIT Hub (TGH), youths are assured of fun and meaningful engagement. They interact with our warm and friendly befrienders and staff who are dedicated to empowering, supporting, and guiding the youths on their personal journeys. TGH offers a diverse range of activities such as pool, video games, arts and crafts, cooking and baking, outings, and celebrations. Highlights include a bowling session during the school holidays, a grooming and mental health workshop with The Body Shop, and building a dream city out of Lego with Surbana Jurong.



In collaboration with Sea Limited and Social Service Office@Boon Lay & Taman Jurong, the youths embarked on a learning journey tour at Garena, where they delved into the captivating world of game operations, marketing, e-sports, and more. The visit provided a unique opportunity to gain insights from gaming industry experts.

Yan Qi, 18, was dealing with social anxiety when he discovered a safe haven at TGH, where he formed a strong connection with the TGH community and found tremendous support and growth. Not only did he entertain his peers by teaching them boxing, he also contributed to the centre's vibrant atmosphere with his warm and generous personality.

One of the most heartwarming aspects of Yan Qi's journey is his acknowledgment of the friendly and supportive nature of our staff. He often expresses how he looks up to us, highlighting the positive impact our team has had on his life. In a remarkable gesture of friendship, he invited the staff and youths to join him for dinner and workout sessions. This gesture not only underscores his sense of belonging but also reinforces the genuine bonds that have formed.

Yan Qi's story is a testament to the power of a welcoming and inclusive environment. Through his participation in TGH, he has not only conquered his social anxiety but has become an inspiring and cherished member of our close-knit community.

Yan Qi Beneficiary, The GRIT Hub

The GRIT Academy

The GRIT Academy (TGA) aims to create a caring and supportive space for youths to express their unique selves through mentorship and self-discovery and build lifelong friendships. A mix of indoor and outdoor activities like rockclimbing, laser tag, and cook-offs are enhanced with intentional relationship-building elements.

Many youths from the 2022 cohort joined the programme again in 2023 because they enjoyed the mentoring experience and sense of community. Additionally, we introduced TGA+ at Jurong East and Jurong West for the preteens to help them with the challenges of transitioning from primary to secondary school and build emotional resilience.





At TGA, youths are challenged to venture beyond their comfort zones, trust others, and believe in themselves. Youth Sherwayne, reflecting on activities like abseiling said, "Initially, I was not open to trying new things. I was able to overcome that and step out of my comfort zone. I also got great advice from my mentor on how to be a better person. Whenever I had a problem. I knew I could look for him."

To give back to society, TGA Nanyang conducted a bonding session for seniors at a senior activity centre, while TGA Boon Lay organised a walk to raise funds for Lakeside's work with ex-inmates and their families.

Integrated Service Provider (ISP)

Lakeside was appointed by the Ministry of Social and Family Development to run Integrated Service Provider programmes for youth offenders and youths-at-risk. Being enrolled into these programmes gives them the opportunity to learn from their mistakes and discover more about themselves. Through case management, counselling, and Group Work, they can gain the awareness, knowledge and life skills needed to avoid risky situations in the future.



Programme	Description	What Lakeside does
Enhanced Step-Up	12-month programme for youths who are out of school or at risk of dropping out	 Help youths understand their challenges with attending school Help them be meaningfully engaged
Guidance Programme	6-month programme for youths who committed minor offences	 Help youths make the right choices to lead a crime-free lifestyle Teach youths pro-social ways to solve problems and conflicts Assist youths in being meaningfully engaged with school or work Support youths in forming healthy relationships with family and peers
Streetwise / Enhanced Streetwise Programme	 6-month voluntary, preventive, rehabilitative programme for youths who associate with gangs Enhanced Streetwise Programme is a pre-court diversionary programme for youths who play a minor role in gang-related offences 	 Help youths make wise choices in dissociating from gang-related peers Provide individual and family counselling, Group Work
Triage	Assist police investigations of cases by interviewing young offenders	 Recommend appropriate intervention for youths, based on interviews Offer timely referrals for families to receive necessary support
Post Care	 Follow-up programme for up to 2 years For youths who have successfully completed any ISP programme 	 Help youths maintain good progress by providing emotional support Engage youths constructively by introducing community activities and providing career guidance Refer youths to community resources for longer term counselling support

"I got caught bringing a weapon to school. The police gave me a second chance and asked me to attend the Guidance Programme (GP), where I had 6 months of counselling sessions with a Lakeside counsellor. This process helped me to understand myself better, and I realised I was easily pressured by my peers. I learned to manage peer pressure and calm down when I feel angry. I also made a commitment to staying out of trouble. With GP, I learned to love myself more and be more responsible and caring towards my family."

"As I had missed two years of school, I was fearful of going back to study at an older age. My Enhanced Step-Up (ESU) counsellor sensed how important education was to me, and understood my concerns about my family's financial stability. With her support, I enrolled in private education and secured a part-time job, which made me feel empowered. She assisted my family in working through our struggles too. I feel truly fortunate to have my counsellor as she provided invaluable guidance, encouragement, and a sense of hope. I cannot express enough how grateful I am for her presence in my life."



Beneficiaries, ISP

CREST-Youth (SOAR)

The Youth Community Outreach Team (CREST-Youth SOAR) increases awareness of mental health issues and promotes early identification among youths by organising outreach events, involving parents and peers in the recovery journeys and linking them to appropriate health and social support networks.

We work with youths from 12 to 25 years old in the West Region, who have mild mental health issues or are at risk of developing mental health issues. Our vision is to strengthen youths with skills to rise above the challenges in their lives to achieve resilience. Our staff and volunteers help to build Self-confidence, Optimism, Accountability and Resilience so that each participant can learn to SOAR above their circumstances.

In 2023, SOAR collaborated with River Valley High School to organise a mental health outreach programme for 589 students. The programme empowered students to recognise the importance of mental health, equipped them with coping strategies, and fostered a supportive and inclusive environment within the school community. The school's commitment to prioritising mental health inspires other educational institutions to undertake similar initiatives, ensuring the holistic well-being of their students.

> Roadshow booths give SOAR an opportunity to talk about youth mental health with members of the community. In this case, we got the ball rolling by encouraging participants to make their own stress ball.

Service	Description	What Lakeside does	Impact
Outreach and Education	Promote the recognition of early signs and symptoms of mental health conditions	 Organise roadshows and outreach engagement in the community to increase public awareness about youth mental health Conduct talks and workshops at National University of Singapore, Nanyang Technological University, River Valley High School, Yuhua Secondary School, Lakeside Primary School 	 1,378 participants 9 outreach sessions
Emotional Support and Interest- Based Group Activities	Provide coordinated person- centric care (social and health), information and support for youths and their caregivers through providing emotional support, follow up and service linkage	Provide counselling for youths with mental health issues	133 youths
Engaging Parents and Peers	Involve parents and peers in the recovery journey of youths	Provide counselling support for parents and caregivers	17 parents and caregivers







Nurturing the Future

Lakeside Student Care (LSC)

Lakeside Student Care (Jurong East & Jurong West) provides after-school care and supervision for children aged 7 to 12. Meals, homework coaching, and enrichment programmes are provided. The children are taught to be responsible and independent from an early age.



Collaborations

Lakeside partners with volunteering groups to bring the children a variety of experiences. These partnerships provide meaningful and fun-filled learning opportunities for the children and volunteers alike. A big thank-you to volunteers from Shell Companies in Singapore, NUS High School, and YAY Santa for an exciting year of activities like outings and workshops.



With guidance from volunteer instructors Ms Anna Tong and Mr David Lim, the children of Lakeside Student Care (Jurong East) gave a spirited performance at Lakeside's 30th Anniversary Charity Gala. Singing and playing their own musical instruments, the audience was delighted by the choir and band!

Future kids



Thank you, Shell Singapore for ushering in the Lunar New Year with our children! We were honoured to host Shell's Real Estate Leadership Team at Lakeside Student Care (Jurong West). Our visitors spent a meaningful afternoon getting to know us and creating upcycled bunny lanterns with our children in a workshop by Preschool Market.



In our joint efforts to go green, Shell Singapore also installed a recycling bin and a lush green hydroponic wall by Grobrix at Lakeside Student Care. The children have been marvelling at the fresh, pesticidefree produce growing fast and thriving before their very eyes. It was definitely a rewarding experience for the children to be able to harvest vegetables they can bring home. Here's to more teachable moments as we learn to care for the environment together!



"Lakeside Student Care has helped me discover unique qualities not only in myself, but in the people around me. In fact, others have seen positive changes in me. I'm happy I got to form many friendships and learn new things every other day. One of the many things I learned is setting and realising goals for myself. Now, I am confident of setting realistic goals for my future. Also, I really enjoyed the programmes and activities, so thank you if you have been sponsoring these for us!"

Yu Yuan Alumni, Lakeside Student Care



Reading Intervention Services (RIS)

Lakeside's Reading Intervention Services provides reading programmes to help children improve their reading and writing skills. Sessions are held with small groups and modified paces of instruction to meet individual needs and learning styles. Children develop self-esteem and gain confidence when they learn the skills and strategies for reading, writing, comprehension, and speaking.



While the parents were engaged in the workshop "Encouraging Your Child to Read More" with hands-on practice, our children were concurrently engaged in Readers' Theatre. Children were given scripts and taught how they could read with fluency and prosody.

They thoroughly enjoyed stepping into the shoes of the animal characters in the story, and staged the drama for their proud parents. It was an enriching experience for both parents and children at this year's literacy camp!

Programme	Description	What Lakeside Does	Impact
We Can Read	For 4 to 8 year olds from low income families, who have reading difficulties	Help children acquire the skills and strategies to improve their reading and writing skills, thereby increasing their self-esteem and confidence	146 children
kidsREAD (Sponsored by National Library Board)	For 4 to 8 year olds from low-income families	Promote love of reading, cultivate good reading habits and values	125 children
Buddy Reading	For Primary 1 to 2 Lakeside Student Care children	Help children be successful at school through reading and mentoring sessions with their Buddy Reader	27 children
Individual Educational Plans for special cases	For primary school children with or at risk of specific learning difficulties	Provide effective one-to-one intervention with targeted goals	13 children
"Build a Story" Creative Writing Programme	For Primary 1 to 3 children in our reading programmes	Help children enhance creative writing skills through simple story writing	15 children
Literacy Camp (Readers' Theatre)	For children in various RIS programmes	Provide children the opportunity to learn during school breaks in a relevant, fun, and enjoyable way	13 children
Values-based Storytelling	For all children in our reading programmes	Share stories to impress and imbibe character building values in children's lives	67 children

Unlike most children his age, 7-year-old Mishary entered primary school without knowing what sound each letter of the alphabet makes. When he first joined We Can Read, we worked on building his familiarity with letter sounds. When he showed significant improvement, we started teaching him how to blend short vowels. By the end of his first year with us, he was able to read simple books on his own.

Mishary was able to catch up fast because We Can Read classes are kept small and tailored to the progress of individual children. We also give parents the tools to support their children's learning. Simply mastering the basics of literacy has opened many doors for him. As he grew in confidence, he started speaking up and answering questions in class. He soon graduated from his school's Learning Support Programme because he was able to read on par with his classmates. With his newfound reading abilities, Mishary has been helping his mother to read her text messages as well!



Mishary Beneficiary, RIS

Healing the Broken-hearted, Reconciling Families

Taman Jurong Haven (TJH)

Lakeside's Taman Jurong Haven provides services to the incarcerated, exinmates, and their families through in-care and after-care programmes. We foster reconciliation, restoration, and reintegration by inspiring hope, reconnecting families, and journeying with them through challenging times.



Some of the key areas of after-care include Employment Support Services. Ex-inmates are matched with jobs and mentored to help them grow their potential, cultivate essential employment skills, and be supported holistically.

Service	What Lakeside does	Impact
Tele-visit	 Provide teleconferencing service at Lakeside's office for families to connect with loved ones in prison Provide comfortable, cosy, safe environment with support services and reach out to families in distress 	 1,163 Tele-visit sessions 826 families served 28 new families
Lakeside Family Resource Centre	 Assess needs, provide information and referrals connecting inmates and families to resources and help services Attend to requests for financial assistance, family assistance, and after-care 	 1,222 referrals from prisons 316 inmates & families assisted with Yellow Ribbon Emergency Fund
Release Preparation Programme (RPP)	 Conduct group work to impart life skills to inmates and guide them in setting goals and action plans for reintegration Prepare inmates with life skills that enable them to return to their communities and families 	 1,740 inmates attended the RPP sessions over 116 runs 355 inmates completed Risks & Needs Assessment with areas of concern highlighted to Singapore Prison Service (SPS)
Case Management Service (CMS)	Provide 14 months of case management, monthly counselling sessions, and quarterly engagement with inmates' families	212 cases referred by SPS, with 70% of inmates successfully completing CMS
TJ Haven After- care Services	Provide Employment Support Services to link ex- inmates to potential employers and support them with career guidance and development	50 ex-inmates received job referrals

Case Management Service

Lakeside provides Case Management Service (CMS) for inmates under Community Based Programmes (e.g., Day Release Scheme, Work Release Scheme, Direct Home Scheme), where they are employed and return to camp or their homes in the evenings. Case managers work closely with them and their families, providing support and counselling as they adjust and settle back into the community. With guidance from case managers, inmates overcome challenges, manage their finances and employment, and build resilience.

We started monthly Pre-Emplacement Family sessions so families can be pillars of support for inmates on the journey to reintegration. By addressing concerns, sharing strategies, and providing a safe space for questions, we equip families with the knowledge and confidence to create an environment for growth and change. This leads to improved family relationships, which builds a strong foundation for lasting reintegration.

"After my third incarceration for drug offences, I made up my mind not to repeat the past again. Although I sometimes feel triggered when I am alone or stressed, I know I can turn to positive peers and my Lakeside counsellor for support. With his help, I also found a job that provides a good working environment and courses for me to advance my career. I want to be a better person and have stability because I hope to start my own family in the next five years!"



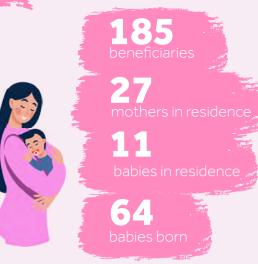
Umar Beneficiary, TJH

Protecting and Empowering Vulnerable Women & Children

Safe Place

Safe Place empowers women and families with unsupported pregnancies to make life-giving choices. We serve all mothers regardless of marital status, age, income level, race, and religion.

We desire to see women able to take personal responsibility and ownership of their lives and situations, receive relevant information and resources to make the best choices for themselves and their child, and view parenthood and their future through eyes of hope. Our services include temporary accommodation, case management, counselling, pre- and post-natal equipping, community networks and referrals.



Baby Safe

Baby Safe is a scheme that alleviates the financial concerns of the pregnant women and their families by providing essential baby items like diapers, feeding necessities, clothes, breast pumps, baby carriers and strollers. This allows the women and their families to have a more confident start to their parenting journey. In the past year, 1,266 packs of diapers, 958 tins of milk powder, 1,709 packs of wet wipes, 56 breast pumps, 38 baby cots, and more were disbursed to more than 100 mothers. A mother said, "Thanks to the items provided by Safe Place, I am able to save \$100 a month for my daughter's education. It's not a lot, but I am glad I can start somewhere."

Fundraising Luncheon 2023



Stories and gifts at the Safe Place Fundraising Luncheon 2023

"She is clothed in strength and dignity." These words inspired Safe Place's Fundraising Luncheon in March 2023 and expressed our hope that our mothers would face their futures fearlessly. For the first time since the pandemic, we welcomed 350 guests and volunteers, including 20 clients, to our annual event. Our mothers enjoyed hair and makeup by volunteers, with many marvelling at their transformation. "The last time I wore lipstick was over 20 years ago," one of the mothers shared.

But nothing was more beautiful than the reverential hush which descended when these brave mothers shared their stories. There were hugs and tears, and a client joked, "Standby tissues for future events." There was praise, affirming hands placed on shoulders. Our mothers left knowing they were not alone.



Mother's Day was a special occasion to affirm Safe Place mothers for demonstrating selfless love and persevering in caring for their little ones. When sharing about her motherhood journey, one of the mothers said, "We may not feel successful every day as moms but as long as we are willing to learn, motherhood does get easier." 14 mothers bringing seven babies enjoyed gift packs and a sumptuous dinner, generously sponsored by donors and supporters.



"I got to know about Safe Place through my medical social worker at the hospital. At that time, I was facing financial and relationship difficulties. My family was not able to help me and my then-partner, the father of the baby, barely contributed. He eventually left us. Safe Place provided me with baby necessities and breastfeeding supplies, and gave me emotional support. The journey with my caseworker Jeannie and Safe Place was really memorable and it encouraged me to be a better mum. In the next one year, I hope to have a better career so I can provide a better life for my daughter."

Chloe (not her real name) Beneficiary, Safe Place

Working Towards Sexual Wholeness

Sexual Wholeness Services (SWS)

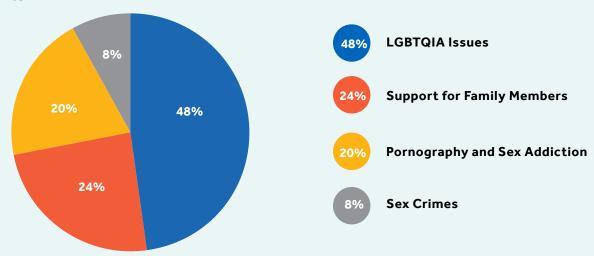
Sexual Wholeness Services provides mental health support for those navigating sexuality and gender identity concerns. We provide support through psychotherapy, educational initiatives, and social work collaborations with Lakeside teams or other social service agencies.

Sexuality is a contentious area. It is important to remember that in the midst of swirling controversies, there are hurting individuals and families that require a safe space with skilled help.



Therapy

Presently, 48% of our work centres on individuals struggling with Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual (LGBTQIA) concerns. 24% of our work supports family members of those navigating sexuality and gender identity concerns, and the remaining 28% is on issues relating to pornography, sex addiction, and sex crimes.



Types of Cases Handled

Education

SWS works with both individuals and families. For example, while adult children navigating sexuality and gender concerns seek help from mental health professionals, their parents may be left on their own. Our educational services fill this gap and give parents an avenue to learn and have their questions answered. We also have young persons who come to us for guidance to process the information they read online.

For organisations, we run workshops relating to sexuality. Topics include **Navigating Tensions Between Religious Faith and Sexuality, Psychotherapy Approaches for Sexual Minorities, Understanding Pornography**, and more.

Our Fundraisers

\$569,407 raised through *Mission30* and *Lakeside's 30th Anniversary Charity Gala*

Mission30



For our 30th anniversary in 2023, Lakeside welcomed supporters to *Mission30*, the year's fundraising campaign for our work serving children, youths, seniors, the incarcerated, and families in need.

Friends of Lakeside were invited to join our *Mission30* Digital Fundraiser by pledging their support with a fun distance-based sporting challenge of their choice tied to the number 30, e.g., Cycle 30km, walk 30,000 steps, go for a daily run for 30 days. They then encouraged their friends and family to support their challenge by donating to Lakeside.

With 20 fundraising campaigns by groups and individuals to walk, run, swim, and cycle for a good cause, we were touched by the outpouring of support for *Mission30*! At the time of printing this report, we raised \$219,475! This would not have been possible without our friends of all ages who completed challenges on their own time, fundraised, and gave with hearts of generosity and compassion.

Mission I'mPossible Race

We kickstarted our 30th anniversary celebrations with our *Mission l'mPossible Race* and Lakeside Student Care Family Day at Jurong Lake Gardens on Saturday 20 May!

Beneficiaries, volunteers, partners, and staff of all ages joined us for a family-friendly Amazing Race-style event where teams figured out clues and completed various game stations that helped them learn more about Lakeside's causes. Indeed, the teams fulfilled "Mission I'mPossible" by doing their best despite challenges and supporting one another along the way. After the outdoor race and detours to breath-taking photospots, participants joined us for more exciting games, prizes, and a hearty lunch.

Navigating the gardens and playing the games well was a test of team effort for everyone. It was a reminder that though we have our individual capabilities, nobody can do it all alone. Executive Director, Teo Tee Loon, shared how the cases Lakeside handles and challenges faced by beneficiaries can often feel like mission impossible. However, we stay hopeful and persevere in our work so our community can be stronger.

We were glad to have Mr Desmond Lee, Minister for National Development and Minister-in-charge of Social Services, flag off our *Mission l'mPossible Race*! Sharing as our Guest-of-Honour, he thanked Lakeside for addressing the needs of the community so families can be stronger. Our Chairman, Mr Andrew Tay, presented him with a painting by Mdm Yang Yip Kum, a beneficiary and volunteer from our Kaki Kampong Seniors Wellness. Thank you, Minister for your unwavering support and partnership as we strive to be a consistent and reliable presence in the community for many more years to come.



Cross-Island Walk

On Friday 4 August, we had our 4th annual *Cross-Island Walk* with a record 70 dedicated supporters attempting to walk 40km overnight from Taman Jurong to Changi Chapel Museum. The tradition of the long walk started in 2020, representing our commitment to walk the journey of reintegration with ex-inmates and their families.



Joining us for the 4th year in a row, Guest-Of-Honour, Mr Shawn Huang, Member of Parliament for Jurong GRC, conducted the official flag-off and joined the walkers for a part of their journey. At the opening ceremony, our Chairman Mr Andrew Tay, presented a token of appreciation to the Guestof-Honour. It was a papier mâché art piece called "The Lion and the Lamb", created by our Taman Jurong Haven beneficiary, Mr Lim Huat Soon.

Though the night was long, our walkers persevered and pushed themselves to the limits. Everyone walked for as long as their legs could carry them, and many stuck together till the very end. They were supported by a team of cheerful staff and volunteers looking out for their safety and distributing supplies at various pitstops. We also thank Shell Jurong Island for their kind support and sponsorship of drinks and snacks for our walkers to energise them through the night.

Lakeside's 30th Anniversary Charity Gala

Our *30th Anniversary Charity Gala Dinner* on Friday 20 October was a night to remember for all! To showcase Lakeside's work over the years, we premiered a new video featuring new and old friends of Lakeside, from staff to volunteers to beneficiaries! The evening proceeded with Guest-of-Honour Mr Desmond Lee presenting awards to our valued partners.

Lakeside's Chairman, Mr Andrew Tay, presented esteemed guests Mr Shawn Huang and representatives from various Citizens' Consultative Committees with mini paintings lovingly created by the seniors of Kaki Kampong Seniors Wellness. We were also glad to host Ms Rahayu Mahzam, Senior Parliamentary Secretary, Ministry of Health & Ministry of Law, and Member of Parliament for Jurong GRC at the Charity Gala!

Executive Director Mr Teo Tee Loon talked about his 30-year journey at Lakeside. And months of hard work paid off as performers from Lakeside Student Care and Kaki Kampong Seniors Wellness sang their hearts out.

Perhaps the most heart-warming moment of the night belonged to Mr Umar Siddiq, our Taman Jurong Haven beneficiary who shared his reintegration journey with everyone. He also took the time to thank his parents sitting in the audience, and to wish his father a happy birthday!







We thank our guests for enthusiastically participating in the auction and raffle draw, readily giving to support our work with children, youths, seniors, (ex-)inmates and families in need. Special thanks to Ms Jane Ittogi Shanmugaratnam for selecting and donating works of art by Changi Prison inmates, and local artists Mr Raymond Lau Poo Seng and Dr Ng Guat Tin for donating their breath-taking paintings for the auction.

The night was also made memorable with the wonderful support of our in-kind sponsors: Bynd Artisan, Daum, Dream Selection Pte Ltd, Far East Organization, Healthsprings Aesthetics, JUMBO Seafood, Mitsubishi Electric, Sheraton Towers Singapore, Warren Golf & Country Club. We thank everyone for their steadfast support, raising \$349,932 through the Charity Gala at the time of print!

Our Volunteers

705 volunteers 210 key volunteers

Staff Engagement with Volunteers

Lakeside sees the importance of equipping staff members with the necessary insights and fundamental skills for effective volunteer partnerships. 48 staff attended two workshops where they learned about the Volunteer Management framework, which covers recruitment, selection, onboarding, as well as volunteer retention and engagement.

Launch of Lakeside Volunteers on Telegram

Lakeside launched our Lakeside Volunteers' Telegram group in April. This platform keeps our volunteers updated on the latest happenings and volunteer opportunities at Lakeside. To date, more than 100 volunteers have subscribed to the group.

Appreciating Our Volunteers

To honour our volunteers, Lakeside held our annual Volunteers' Appreciation Day on Saturday, 29 October 2022. The theme was Reconnect, Reimagine, Renew. We were so glad to finally Reconnect with our volunteers in person! Our volunteers have helped us Reimagine the ways in which we can make an impact on the community, and have Renewed our hearts with joy and friendship.

Lakeside's Volunteer Management Chairperson Ms Genie Gan, and Executive Director Mr Teo Tee Loon expressed their heartfelt gratitude to our volunteers for their contributions. We also highlighted the outstanding volunteering efforts of individuals and organisations by presenting them with the Helping Hand and Community Partnerships awards.

> To show our sincere appreciation, we started a tradition where Lakeside staff, including our Executive Team, would personally serve the volunteers lunch.





"Years ago, I was one of the youths at The GRIT Project (TGP). Even after graduating from secondary school, I opted to stay on as a volunteer, taking on the role of a befriender for The GRIT Hub's youths. The driving force behind this choice was a former TGP staff named Wee Leong. His authentic care, unwavering support, and exceptional professionalism deeply impacted not only me, but also my fellow youths. It is his influence that has led me to dedicate myself to "upholding his legacy" at TGP. As a volunteer, I contribute to the community here and offer crucial support to struggling youths in need of a sympathetic ear. I am truly grateful for the positive impact Wee Leong has had on me."

Khairul Volunteer, The GRIT Project



"When I first started sorting and packing mother and baby care items for Safe Place, I was absolutely amazed at the number of items in the store. It gave me a glimpse into how much blood, sweat and tears go into caring for a baby. I cannot imagine someone doing this all alone and I'm glad there's a village of support available to help mothers through this.

I believe what I do makes a difference and I'm privileged to be a part of this community. I feel my work has value as it helps to meet needs, therefore it's worth investing the time and effort. The staff are so encouraging, kind, and appreciative and it's been a joy being a part of this network of support."

Abigail Volunteer, Safe Place

Management Committee & Executive Team

Management Committee

During the financial year from 1 August 2022 to 31 July 2023, there were a total of 5 Management Committee (MC) meetings.

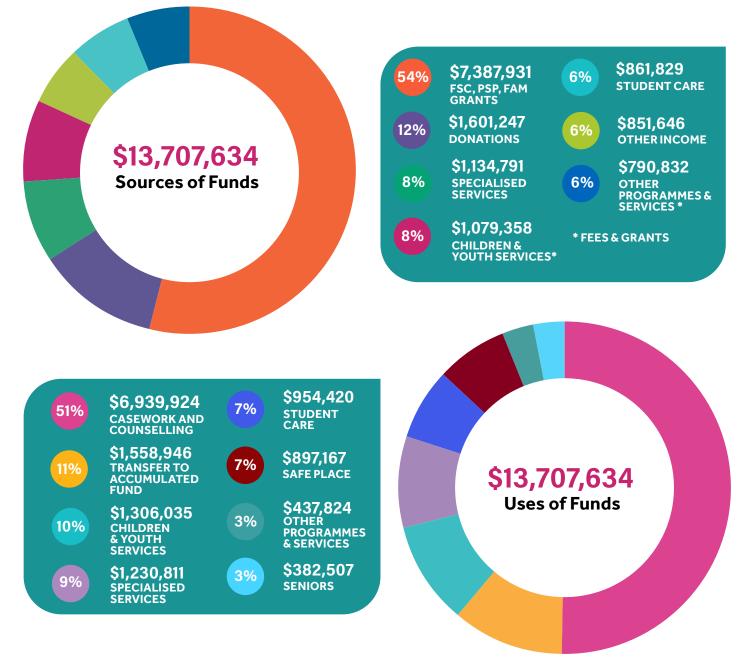
As of this report, 5 MC members, namely Andrew Tay, Ng Wai King, Ow Chee Kee, Tan Wee Fong and Ho Li Peng, have served for more than 10 years. These MC members have been retained for their invaluable contributions to the organisation with their skills, competence, and experience, which have served to give stability and strength to the organisation at the management level. Notwithstanding, the Management Committee continually seeks out potential suitable members for leadership renewal.

MC Member	Designation	Date of Appointment to MC	Occupation	No. of MC meetings attended (Total: 5 meetings)
Mr Andrew Tay	Chairman	1993	Director	5
Mr Ng Wai King	First Vice-Chairman	1995	Managing Partner	5
Mr Calvin Ngo	Second Vice-Chairman	2019	CEO	5
Mr Ow Chee Kee	Secretary	1993	Retired	5
Ms Tan Wee Fong	Treasurer	1999	Accountant	5
Mr Perry Lim	Assistant Treasurer	2021	CEO	3
Ms Genie Gan	Committee Member	2021	Head of Public Policy	2
Ms Ho Li Peng	Committee Member	2000	Corporate Trainer	5
Mr Jason Tan	Committee Member	2021	Head of Procurement	3
Mr John Lim	Committee Member	2017	Director	5
Mr Joshua Koh	Committee Member	2020	Legal Counsel	3
Ms Seong Koon Wah Sun	Committee Member	2015	Training Consultant	2

Executive Team

Name	Position
Mr Teo Tee Loon	Executive Director. Appointed to position since 1 July 2008
Ms Belinda Koh	Director, Social Work
Mr Edwin Quek	Director, Clinical Services
Mr Lim Geok Huat	Director, Specialised Services
Ms Jacqueline Heng	Assistant Director, Casework, Counselling, and Family Services

Sources & Uses of Funds



- 1. There are no employees with emoluments above \$300,000 p.a. The income of the top executive lies in the band of \$200,000 \$300,000 p.a., while the income of the next two executives of the centre lies in the band of \$100,000 \$200,000 p.a.
- 2. Management Committee members do not receive remuneration and benefits for their services.
- 3. A sister-in-law of a Management Committee member is a staff, and her remuneration is in the band of \$50,000 to \$100,000 during the year.
- 4. Lakeside's policy is for all staff and Management Committee members to make an annual declaration of potential conflicts of interest.
- 5. The procedures for handling all conflicts of interest are stipulated in Lakeside's Policy on Conflict of Interest.
- 6. Lakeside's Whistleblowing Policy is available on our website.
- 7. Lakeside's Reserves Policy is to have a maximum of 2 years' operating expenses in reserve. Any amount in excess of this is to be used for new programmes and services, given to other charities with a similar mission, or used to start another charity.
- 8. Our banks are Credit Suisse, DBS Bank, Standard Chartered Bank, Bank of Singapore, and United Overseas Bank.
- 9. Our auditor is Tan & Teh, Public Accountants and Chartered Accountants of Singapore.

Governance Evaluation Checklist (Tier 2)

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
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	Yes	2
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: 2.3 Yes a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment. 2.3 Yes		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	Yes	2
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 (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

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.	2.8	Yes	2
	a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.			
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	2.9a 2.9b 2.9c	Yes	2
14	 succession plan, in its annual report. 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
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	Yes	2
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

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
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:	4.1b	Yes	2
	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.			
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	Yes	2
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
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:	5.3	Yes	2
	a. Number of Board meetings in the year; and b. Each Board member's attendance.			
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

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
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.	5.6a	Yes	2
	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.			
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
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	Yes	2
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	76
			Percentage = (Total Score/ Full Marks of 76) x 100%	100%

Future Plans

Our major fundraising campaigns in Financial Year 2023/24 are a charity gala dinner for our programmes and services and an online fundraising campaign for the incarcerated and their families on Lakeside's corporate website and crowdfunding platforms such as Giving.sg and Give.Asia.

We will be launching a new programme – Families for Life as well as acquiring a new social services centre in Clementi in the coming year.

For the Financial Year 2023/24, our projected expenditure is estimated at \$15.3million for our programmes and services, \$1.1million for administration and overheads, and \$0.2million for fundraising campaigns.



Would you like to change lives today?

Join us in our mission to transform the lives of vulnerable children, youths, seniors, and families in an immediate and personal way. This year, Friends of Lakeside have contributed to 10,766 beneficiaries achieving breakthroughs in overcoming life challenges. Great things can be done with gifts of any amount:

\$100 – Provides 1 disadvantaged child with 1 month's subsidy for student care services

\$250 – Provides 1 vulnerable senior with 1 month's subsidy to improve their well-being and enhance social connectedness

\$1,000 – Provides 1 child from a low-income family with learning difficulties with 6 months' individualised reading intervention services

\$5,000 – Provides 1 troubled youth with 20 months' mentoring and guidance for a troubled youth to develop confidence, character and self-esteem

\$10,000 – Provides 5 inmates and their families with case management support and counselling for 12 months, preparing them for reintegration into their families and community

As Lakeside is an Institution of a Public Character (IPC), you will receive 250% tax deduction for your cash donations.

Would you like to spend your time in a meaningful way?

Join us as a Lakeside volunteer! Volunteering is a great way for individuals and groups to get involved. Why not give back with your skills, in your own special way? Plus, it feels good to do good. This year, we worked alongside 705 volunteers. We need volunteers with skills and interests in these areas:

Befriend & Chaperone Teach & Mentor Organise & Facilitate Support & Administration Arts & Media IT

Go to **lakeside.org.sg** to find out more.



1,897 individuals and families with FSC and FAM@FSC

- 1,281 parents
- 330 seniors
- **1,982** youths
- 646 children
- 4,387 inmates and families
- **185** women with unsupported
- pregnancies
- **57** clients with Sexual Wholeness Services

Support Us



Donation Response Form

ALL DONATIONS \$50 AND ABOVE ARE ELIGIBLE FOR 250% TAX DEDUCTION. PLEASE ENSURE THAT YOUR DETAILS (INCLUDING NRIC/FIN) AI E PROVIDED TO FACILITATE AUTO-INCLUSION IN YOUR TAX ASSESSMENT.

Iv	vould like to make a: (please tick accordingly)		
	MONTHLY DONATION (credit card or GIRO only)	ONE-TIME DONATION	
	\$50 \$100 \$150 \$200	\$100 \$500	□ \$1,000 □ \$3,000
	Other amount:	Other amount:	
Do	onor's Details (please tick accordingly)		
	INDIVIDUAL GIVING	CORPORATE GIVING	
	Title: Mr Mrs Mdm Ms Dr F	Prof Organisation Name:	
	Full Name (as in NRIC / FIN):		
		UEN:	
	NRIC no. / FIN:	Name of Contact Person:	
Co	ontact Details		
Ad	dress:	Pos	tal Code:
Em	nail:	Contact No.	.:
La	m giving by: (please tick accordingly)		
	CHEQUE (Payable to Lakeside Family Services) Cheque no.:	ONLINE Donate online via:	
	Bank:	http://bit.lv/lakeside-online	e-donation
	CREDIT CARD (VISA / MASTERCARD)		
	Credit Card No.:	Expine Data (mm/use):	inatura
	Cardholder's Name:		
		Cardholder's NRIC	no. / Fin:
	GIRO (Please complete the form below) Part 1: For Donor's Completion		
	Name (as in bank account):		
	NRIC no. / FIN: Contact No.:		
	Name of Billing Organisation ("BO"): Lakeside Family S	ervices	Company Stamp / Signature(s) / Thumbprint(s) (as in bank record)
	To (Name of Bank):	Branch:	Date:
	Bank Account no:	Monthly Donation (payment	limit): S\$
	1. I/We hereby instruct the Bank to process the BO's instructions to 2. The Bank is entitled to reject the BO's debit instruction if my/our*		rge me/us a fee for this. The Bank may
	also at its discretion allow the debit even if this results in an overd 3. This authorisation will remain in force until the Bank's written notic	raft on the account and impose charges accord	lingly.
	written revocation; or upon the Bank's receipt of the notice of exp		
	Part 2: For BO's Completion	Part 3: For Bank's Completion	
	BANK BRANCH LFS ACCOUNT NO	To: Lakeside Family Services	
	7 3 7 5 0 3 5 9 9 5 3 4 0 5 8 7 0	This application is hereby rejected for the Signature / thumbprint* differs from the	
	BANK BRANCH ACCOUNT NO TO BE DEBITED	Amendments not countersigned by do	nor
		Account operated by signature / thum	
	BO'S DONOR REFERENCE NO	Signature / thumbprint* incomplete / u	
		Wrong Account Number Others:	
		Name of Approving Officer: Au	thorised Signature: Date:

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Step 1: Please glue along this side, seal firmly. Do not staple. Please do not enclose cash.

Date:

Step 2: Please alue along this side. seal firmly. Do not staple

Step 2: Please glue along this side, seal firmly. Do not staple

Please fold along dotted line



BUSINESS REPLY SERVICE PERMIT NO. 08310

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LAKESIDE FAMILY SERVICES

21 Yung Ho Road, #03-01 The Agape, Singapore 618593

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Postage will be paid by addressee. For posting in Singapore only. I

Acknowledgements

Mr Desmond Lee, Minister for National Development & Minister-in-charge

of Social Services Integration, Member of Parliament for West Coast GRC

Ms Grace Fu Hai Yien, Minister for Sustainability and the Environment,

Ms Rahayu Mahzam, Senior Parliamentary Secretary, Ministry of Health & Ministry of Law, Member of Parliament for Jurong GRC Mr Ang Wei Neng, Member of Parliament for West Coast GRC Mr Shawn Huang, Member of Parliament for Jurong GRC Dr Tan Wu Meng, Member of Parliament for Jurong GRC Mr Xie Yao Quan, Member of Parliament for Jurong GRC 3Pumpkins Limited Absolute Supplies & Leasing Pte Ltd ActiveSG Circle Agape Methodist Church agathos Agricultural Tractors Spares Pte Ltd Aldersgate Methodist Church Allalloy Dynaweld Pte Ltd Allkin Singapore Amare Engineering Pte Ltd Anglo Chinese School (Independent) ANL Resources Pte Ltd Assumption Pathway School Baby Slings & Carriers Singapore Baby's Hyperstore Bank of Singapore Bedok Methodist Church Bethany Church Singapore Bethany Emmanuel Church Bethesda Bedok Tampines Church Better Life Clinic Pte Ltd Boon Lay Garden Primary School Boon Lay Mental Health Services Boon Lay Secondary School Boys' Town Adventure Centre BTIG Singapore Pte Ltd Bukit Batok East Citizens' Consultative Committee Bukit Batok Secondary School Bukit View Secondary School Bynd Artisan Pte Ltd C K Holdings (2003) Pte Ltd Caring for Life Cartwheels Catalyste Pte Ltd CES SDC Pte Ltd Chua Chu Kang Secondary School Church of Singapore (Balestier) City Harvest Church Clementi Primary School Clementi Town Secondary School CMIA Capital Partners Pte. Ltd. Commonwealth Secondary School Community for Christ Church Cornerstone Community Church Corporation Primary School Council for Third Age Covenant Evangelical Free Church -**Bukit Paniang** CP Residences Private Limited Credit Suisse Crest Secondary School Daum Singapore DBS Bank Doulas of Singapore Dream Selection Pte. Ltd. Dunearn Secondary School Education Exchange Ltd Emmanuel Christian Church En Community Services Society

President Tharman Shanmugaratnam

Member of Parliament for Yuhua SMC

Ms Jane Ittogi Shanmugaratnam

Eng Leng Contractors Pte Ltd Engineering Good Epson Singapore Pte Ltd Experience Matters Pte Ltd Fairfield Methodist School (Primary) Fairfield Methodist School (Secondary) Faith Methodist Church Far East Organization Fei Yue Family Service Centre at SSO @ Taman Jurong Fei Yue ISP Fei Yue Youth Go! Food From The Heart FOX Laser Tag Singapore Freshening Industries Pte Ltd Frontier Primary School Fuchi Pte Ltd Fuhua Primary School Fuhua Secondary School Gardens by the Bay Genius Central Singapore Geylang Bless God GOPIZZA Singapore Grace Methodist Church Grace Orchard School Grace@Teambuilding HDB - GRAINS Health Promotion Board Singapore Health Sciences Authority HealthSprings Aesthetics Pte Ltd Heart of God Church Heartwarmers Hegen Pte Ltd Henry Park Primary School Hesed Eye Specialists Pte Ltd Hotel Miramar Singapore Hua Yi Secondary School Hwa Chong Institution I Electric Engineering Pte Ltd Infinite Transports Pte Ltd ITE College West IUFGC Pte Ltd IX Technology Pte Ltd JUMBO Group of Restaurants Jurong Central Constituency and Residents' Committee Jurong Primary School Jurong Secondary School Jurong Spring Citizens' Consultative Committee Jurong Spring Constituency and Residents' Committees Jurong West Primary School Jurong West Secondary School Jurongville Secondary School Juying Secondary School JYC @ Children's Society Kalbe International Pte Ltd Kent Ridge Secondary School Khong Guan Biscuit Factory (S) Pte Ltd

KK Women's and Children's Hospital

Lakeside ISP Lakeside Primary School **LEAP** Foundation Lee Foundation Lee Kong Chian Gardens School Loving Hand Fellowship Mastercard Women's Leadership Network Mecgro Engineering and Construction Pte Ltd Meta Fusion Pte Ltd Methodist Girls' School (Primary) Methodist Girls' School (Secondary) Milk Fund Ministry of Education Ministry of Manpower (Assurance, Care & Engagement Group) Ministry of Social and Family Development Ministry of Social and Family Development - Probation and Community Rehabilitation Service Mitsubishi Electric Asia Pte Ltd Mizume Japanese Dining Concept Pte Ltd Mount Alvernia Hospital Movement Buddy Pte Ltd MUIS - Ramadan Bonus Nan Hua High School Nan Hua Primary School Nanyang Girls' High School Nanyang Primary School Nanyang Technological University Student Wellbeing Centre National Institute of Education National Junior College National Kidney Foundation Singapore National Library Board Neptune Air Land Sea Services New England Biolabs Ptelltd New Town Primary School New Town Secondary School Ng Teng Fong General Hospital (ASCAT-Youth) Naee Ann Polvtechnic NTUC FairPrice Foundation NUHS Bukit Batok NUS High School of Mathematics and Science NWH Holding Pte Ltd Olive Tree Baby and Kids Clinic P Teo Engineers Pte Ltd Pantec Engineering Pte Ltd Paya Lebar Methodist Church Pei Hwa Presbyterian Primary School Pei Tong Primary School Peter Chew Clinic for Women Pioneer Primary School Pressto Asia Pacific Pte Ltd Qifa Primary School Queenstown Primary School Queenstown Secondary School Queensway Secondary School Raffles Girls' Primary School Reckless Ericka Pte Ltd Redemption Hill Church Rhab Management Services Pte Ltd **Ridge View Residential College NUS** River Valley High School Rotary Club of Singapore West - Dennis and Lucy Hangchi fund RP Insurance Agencies Pte Ltd Rulang Primary School SAFRA Jurona School of Science and Technology, Singapore Sea Limited

L Tan Consultants Pte Ltd

SFS Global Logistics Pte Ltd SG Cares Community Network Shell Companies in Singapore Sheraton Towers Singapore SHINE Children and Youth Services Shuqun Primary School SINDA - Back To School Festival Singapore Management University Singapore Police Force Singapore Police Force - Secret Societies Branch Singapore Polytechnic Singapore Prison Service Singapore Red Cross Singapore Youth for Christ Social Service Office @ Boon Lay Social Service Office @ Jurong East Social Service Office (a) Taman Jurong Society of St. Vincent de Paul Singapore Squarepoint Foundation St. Andrew's Nursing Home ST Logistics Pte Ltd St. Joseph's Institution St. Margaret's Secondary School Standard Chartered Bank Straits Times School Pocket Money Fund Surbana Jurong T & H Cleaning Pte Ltd Taman Jurong Citizens' Consultative Committee Tan Chin Tuan Foundation Teo Soon Seng Pte Ltd Thakral Corporation The Bible Church The Body Shop The Florte Pte Ltd The Master Greening Company Pte l td The Osteopathic Centre Pte Ltd The UK Online Giving Foundation THK Family Service Centre @ Jurong Thye Hwa Kwan FSC Tomy Hui Electrical Engineering Pte Ualy Cake Shop United Overseas Bank Warren Golf & Country Club Wesley Methodist Church West Grove Primary School Westwood Primary School Westwood Secondary School Whispering Hearts Family Service Centre Whitelabel PR Pte Ltd Woman of Courage Asia WongPartnership LLP Xingnan Primary School YAY Santa Yellow Ribbon SG Yuan Ching Secondary School Yuhua Citizens' Consultative Committee Yuhua Primary School Yuhua Secondary School Yuhua SMC YWCA of Singapore Zuo Yue Food

Our Centres

Jurong West Centre

Blk 516, Jurong West St 52 #01-73, Singapore 640516 Tel: 6567-1908 Fax: 6565-6435 Email: Ifsjw@lakeside.org.sg

Jurong East Centre

Blk 302, Jurong East St 32 #01-22, Singapore 600302 Tel: 6564-9722 Fax: 6564-9422 Email: Ifsje@lakeside.org.sg

Taman Jurong Centre

21 Yung Ho Rd #03-01, The Agape, Singapore 618593 Tel: 6265-6522 Fax: 6265-6523 Email: Ifstj@lakeside.org.sg

The GRIT Project - Children and Youth Centre

Blk 977, Jurong West St 93, #01-369, Singapore 640977 Tel: 6871-8727 Email: thegritproject@lakeside.org.sg

Kaki Kampong Seniors Wellness Centre

500 Corporation Road, #03-01, Singapore 649808 Tel: 6019-8530 Email: kkseniors@lakeside.org.sg

Safe Place

Tel: 6817-4202 Email: safeplace@lakeside.org.sg

Our Student Care Centres

Jurong West Centre

Blk 514, Jurong West St 52 #01-18, Singapore 640514 Tel: 6567-7270 Fax: 6896-0516 Email: lakesidescjw@lakeside.org.sg

Jurong East Centre

Blk 302, Jurong East St 32 #01-22, Singapore 600302 Tel: 6564-9677 Fax: 6564-9876 Email: lakesidescje@lakeside.org.sg

Lakeside Family Services is a Member of NCSS

Charity Registration No: 1294 IPC No: IPC000214 UEN: S97SS0022B

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