

# Annual Report

1 APRIL 2024 TO 31 MARCH 2025



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## MISSION

Our mission is to serve our community and service users to the best of our abilities, through programmes and activities, with professionalism in promoting social and multi-racial community bonding.

## VISION

Our vision is to be a bridge between the vulnerable and those who can offer a helping hand in building a more inclusive community.

We maintain our operational excellence through continuous learning, working and collaborating with our community partners.

## OBJECTIVES

Loving Heart Multi-Service Centre (Jurong) strives to help less fortunate residents and students, who formed the core of our service users, through meaningful programmes and activities.

To fulfil our service users' changing and emerging needs, we work closely with community partners, such as schools, social service agencies, and grassroots organisations.

We offer our best to help uplift the service users and enhance the learning experience of students who require mentorship and additional support to realise their full potential.



# ABOUT US

Loving Heart Multi-Service Centre (Jurong) was officially opened on 4th December 2004 by Mr Lim Boon Heng, Former Minister, Prime Minister's Office (2001-2011), former MP for Jurong GRC.

The Centre was renamed Loving Heart Multi Service Centre (Jurong) in 2012 to reflect the expansion of our programmes and services to a wider community in Jurong. We undertake various school-based and social projects, as well as collaborate with partners to better serve the community.

## Our Children and Youth Programmes:

- Meal and Transport Scheme
- Free Tuition Programme
- Enrichment Programmes
- Jurong Central Youth Enriching Life

## Our Community Programmes:

- Food Gift+ 2.0
- Belanja @ Jurong Central
- Minor Home Repair and Maintenance Scheme
- Free Traditional Chinese Medicine Clinic
- Medical Escort and Transport





# CHAIRMAN'S MESSAGE



Since our founding in 2004, Loving Heart Multi-Service Centre (Jurong) has remained steadfast in our mission to bridge the gap between those in need and those who can offer support. Guided by this commitment, our Board, staff, and partners have worked tirelessly to understand the evolving needs of our community and to respond with innovation, compassion, and care.

In the past year, we undertook significant expansions to strengthen our educational support and food security programmes in response to growing demand. These initiatives would not have been possible without the generous support of our donors, community partners, and volunteers, whose contributions of time, resources, and goodwill have enabled us to make a meaningful difference.

To enhance food security and reduce waste, we revamped our Food Gift+ programme, transitioning from pre-packed distributions to a flexible, click-and-collect model. This system empowers service users with greater choice and dignity, allowing them to select from a wider variety of groceries and household items that better meet their needs. Concurrently, we introduced the Minor Home Repair and Maintenance Scheme, providing practical support to households in maintaining safe and dignified living conditions—made possible through the unwavering commitment of our donors and corporate partner.

We also made bold strides in expanding youth support. Our Free Tuition Programme has transitioned from a volunteer-based model to one led by full-time tutors. With the introduction of a structured Science and Mathematics syllabus and the in-house GROW Rewards Scheme, we continue to ensure that every child in the community has access to quality, consistent educational support.

As we mark our 20th anniversary, we reflect with pride on how far we have come, and we look ahead with renewed purpose. We remain committed to reducing inequalities and strengthening community ties. With the continued support of our advisers, patrons, sponsors, Management Committee Members, volunteers, and staff, we are confident in our ability to deepen our impact and serve with greater reach and effectiveness.

Thank you for walking alongside us in this journey. Your generosity and belief in our mission are what make our work possible.

# WHO WE ARE

## FOUNDING ADVISER



**Mr Lim Boon Heng**

Chairman, Board of Directors  
Temasek Holdings (Pte) Ltd

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## ADVISERS



**Mr Desmond Lee**

Minister for Education  
MP for West Coast – Jurong West GRC



**Mr Shawn Huang Wei Zhong PBM**

Senior Parliamentary Secretary,  
Ministry of Finance & Ministry of  
Manpower  
MP for West Coast – Jurong West GRC



**Mr Ang Wei Neng**

MP for West Coast – Jurong West  
GRC



**Mr Xie Yao Quan**

MP for Jurong Central SMC

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## ADVISORY COUNCILLORS



**Mr Henry Ho Kok Wai**  
BBM (L)



**Mr Lee Kim Siang**  
BBM (L)



**Mr Goh Peng Tong**  
BBM (L)



**Ms Koh Chuey Keen**  
Jenny BBM

## TRUSTEES



**From left to right:** Mr Xie Yao Quan (Adviser), Dr Chua Song Peck BBM, Mr Yap Thian Ling BBM (L), Mr Tan Lip Kwang Kelvin BBM (L)

## MANAGEMENT COMMITTEE



Front row (left to right) – Mr Xie Yao Quan (Adviser), Mr Goh Cheng Tee, BBM (Chairman), Mr Karthik Sankaran (Immediate Past Chairman), Ms Chiang Ah Choo, BBM (Assistant Treasurer),  
 Second row (left to right) – Mr Lai Jian Qin (Member), Mr Ahamed Jalaludeen S/O Mohamed Abdul Hameed (Member), Mr Toh Hong Yew Zac (Member), Mr Abdul Karim S/O Shahul Hameed, PPA(G), PBM (Secretary), Mr Quek Choong Meng Lance (Member), Mr John Lim Kwang Meng (Member)  
 Absent – Mr Tey Siang Lim Gerald (Vice-Chairman), Ms Ong Tee Yuh Serene (Treasurer), Mr Lawrence Ng Kok Kiang (Member), Mr Ng Saing Leong (Member), Ms Chiang Chin Yong, Grace (Member)

# OUR SUBCOMMITTEES

The **Audit Committee** facilitates the external and internal audit of the organisation for the Board to obtain independent information about the organisation's activities.

## **Audit Committee:**

Mr Abdul Karim S/O Shahul Hameed  
PPA(G), PBM (Chairman)  
Mr Lai Jian Qin  
Mr John Lim Kwang Meng

The functions of the **Finance Committee** include ensuring regular and accurate monitoring and accountability for funds, recommending financial guidelines to the Board, and reporting to the Board on any financial irregularities and concerns.

## **Finance Committee:**

Mr Tey Siang Lim, Gerald (Chairman)  
Mr Ng Siang Leong (Vice-Chairman)  
Mr John Lim Kwang Meng  
Ms Ong Tee Yuh, Serene (Treasurer)  
Ms Chiang Ah Choo, BBM (Asst Treasurer)

The **Fund-raising Committee** is responsible for overseeing the organisation's fund-raising programmes as developed by the Board. The committee leads donor engagement in collaboration with staff.

## **Fund-raising Committee:**

Mr Karthik Sankaran (Chairman)  
Mr Tey Siang Lim, Gerald  
Mr Quek Choong Meng, Lance

The **HR Committee** is responsible for reviewing HR policies and staff salaries and benefits prior to Board approval. It is also tasked in guiding development, review and authorisation of HR policies and procedures, as well as handling employee grievances that are escalated to the Board.

## **Human Resource and**

## **Administration Committee:**

Mr Goh Cheng Tee, BBM (Chairman)  
Ms Chiang Ah Choo, BBM (Vice-Chairman)  
Mr Abdul Karim S/O Shahul Hameed PPA(G), PBM  
Mr Ng Kok Kiang, Lawrence  
Mr Toh Hong Yew, Zac

The **Programme (and Services) Committee** reviews the organisation's programmes and services periodically to ensure they meet strategic objectives.

## **Programme and Services Committee:**

Ms Ong Tee Yuh Serene (Chairman)  
Mr Ahamed Jalaudeen S/O Mohamed Abdul Hameed (Vice-Chairperson)  
Ms Chiang Chin Yong, Grace  
Mr Lai Jian Qin  
Mr Toh Hong Yew, Zac



# STAFF, THE LOVING HEARTS



Our dedicated staff team is the heart of our organisation. Passionate about serving the community, they consistently go the extra mile to support our service users with care, empathy, and professionalism. Their unwavering commitment ensures that every individual who walks through our doors receives the best possible support.

**Mr Tan Siang Hui, BBM,**  
IHRP-SP  
Executive Director



**Ms Geetha Kerisna**  
Programme and Volunteer  
Manager



**Mdm Tou Miao Miao**  
Administration & Finance  
Manager



**Mr Tan Kok Xuan  
Stanley**  
Assistant Programme  
Manager | Data  
Protection Officer



爱心  
服务  
中心

**Mr Wong Kirk  
Chwen**  
Senior Executive,  
Special Projects



## Staff Team Chart

**Mdm Siti Mariam  
Bte Selamat, PBM**  
Senior Programme  
Executive



**Ms Ling Yueh Er  
Celeste**  
Senior Programme  
Executive



**Mdm Zarina Binte  
Halipah**  
Senior Administration  
Support Officer



**Mr Mohd Zahran  
Bin Mohd Juferi**  
Programme  
Executive | Volunteer  
Coordinator



**Mr Tham Yeu  
Cheong**  
Operations  
Support Officer



**Mdm Tan Bee Bee**  
Administration  
Support Officer



# OUR PARTNERS AND CORPORATE SPONSORS

## Partners



Bold At Work



Cerebral



Cheng Hong Welfare Service Society



National Heritage Board



Jurong Central Grassroots Organisations



School of Concepts



Bo Tien Welfare Services Society



South West CDC

## Corporate Sponsors



Neo Group Limited



Elsie's Kitchen Catering Services Pte. Ltd



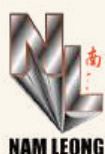
Esun International Pte Ltd



Makino Asia Pte Ltd



Hock Seng Heng Tpt & Trading Pte Ltd



Nam Leong Co Pte Ltd



Tiong Heng Transport Pte Ltd



Dyna Cool Air



# DONORS

## Corporates & Institutions

Ad Connects Pte Ltd  
Ame International Pte Ltd  
Association Of Process Industry  
Elsie's Kitchen Catering Services Pte Ltd  
Em1 Auto Pte Ltd  
Erecon Construction Co Pte Ltd  
Esun International Pte Ltd  
Evolution Engineering  
Grand Venture Technology  
Gke Corporation Limited  
Gwtech Engineering Pte Ltd  
Hock Seng Heng Tpt & Trading Pte Ltd  
Hp Logistics & Services Pte Ltd  
Jcs - Echigo Pte Ltd  
Jiu Shi Life Singapore Pte Ltd  
Ji Qing Tang  
Ji Shan Tang  
Koh Ho Song Contractor Pte Ltd  
Ling Jin Tang

Nam Leong Co (Pte) Ltd  
Nex Corporate IT Pte Ltd  
Pap Community Foundation  
Proprietors & Hawkers Association  
Qiong Yao Jiao Di  
Tong Whye Temple  
Turbo Systems South East Asia Pte Ltd  
Xinsha Holding Pte Ltd  
Xi Shan Gong  
Yuhua Constituency Street 31 Shop-Proprietors  
and Hawkers Association Management  
Committee

# DONORS

## Individuals

Abdul Fikri Bin Ras	Chandrasekar Manikandan	Gan Yuan Hong
Adke Vyankatesh Ashok	Chen Junfan	Gao Conger
Ahmed Adeel	Chen Yuling	Gao Kexin
Ahuja Abhishek	Cheng Beng Kwang	Gautam Arvind Kumar
Akhilesh	Chia Kum Chui Karen	Ginwalla Prochi Neville
Venkatasubramanyam	Chiam Lee Yin	Goh Chee Kheong
Alan Yew Heng	Chinnachamy Tamilinian	Goh Cheng Tee
Ankur Gupta	Kandasamy	Goh Ngee Meng
Annitha D/O Annathurai	Chinthani Dilrukshi	Goh Yew Hui
Anonymous	Chong Seng Kiat	Grunblatt Camille Anna Celine
Anthony Raj Charles	Chong Sin Hui	Guha Nilayan
Backiyaraj	Choo Weijie	Gulati Tanmeet Singh
Ao Guoqiang	Chow Min Chieh	Hall Jeffrey Allan
Aung Paing Soe	Chu Jou Jou	Han Bing
Austyn Yong Xinkang	Chu Wan June	Hartaty Widodo
Aw Kwan Hong	Chua Chwee Koh	He Xin
Balasubramanian Rajesh	Chua Kim Yong	He Yuxuan
Bhiwandiwalla Yusuf Ali	Chua Tze Hoong	Hiroto Inoue
Brotin Muhuri	Chuzhalippurath Illam Sudev	Hnin Wai Wai
Budi Mulyana	Conny Lim Pui	Hong Kanglun
Cavin Lim Cy	Deepak Tamang	Htun Myint Khaing
Chai Ee Woon	Dickson Ng Yong Chu	Huang Qunfang
Chakkarwar Praful	Ding Haifeng	Huang Ruizhi
Chan Kin Wai	Eaindray Moe	
Chan Li Wei	Elfie Yoon Cheer	
	Fu Lili	



# DONORS

## Individuals

Jacky Lee	Lau Yi Xian	Lin Fei Li
Jaymie	Law Howard Ka Ho	Lin Yuwei
Jeethindra Kumar P Maran	Law Yu Jiunn	Liu Theodorus David Leonardi
Jennifer Lim Poh Wen	Lee Beng Tiong Alvin	Liu Yizhen
Jeong Hyung Tae	Lee Chang Yuan	Loo Horng Horng
Jerry Teoh Kok Siong	Lee Mei Yin	Low Ming Wah
Jofer Princessa	Lee Meng Hwee	Low Nyuk Cheng
Jongyindee Anakorn	Lee Wen Ying	Low Peng Kit
Joshi Jose	Lee Yee Yin	Lu Liang
Joshua Kim Chang Sheng	Li Hanxiao	Ma Jicheng
June Kwa	Li Jiarui	Mak Wai Siong
Kaliyaperumal Kumaran	Liau Zhengjie	Mohammad Ryan Matin
Kathirkamanathan Premnath	Lidia Syahindah Binti Mohd	Mok Chee Keong
Khaing Lai Aye	Maliki	Mridul Kakkar
Khine Khine Aye	Liew Choon Gua	Muhammad Daiyan Bin
Kim Neng Sin	Lim Ah Hong	Muhammad Daniel Bin
Kim Yoo Kyung	Lim Cai Ting Susan	Muhammad Faizal Bin
Koh Chee Hwee	Lim Ee Lin	Naik Siddesh Shrikant
Koh Chwee Hock	Lim Eng Juay	Namagiri Poornachandra Rao
Koh Hang Chuang	Lim Guan Seng	Nathanael Foo Song Ern
Koh Kwee Bee	Lim Juak Hwa	Nawata Yurika
Koh Zhan Rong	Lim Soon Huat	Neo Chun Wei
Kou Wen Jung	Lim Teck Chai Danny	Neo Eng Chong
Kyi Sin Lin Htun	Lim Teen Wee	Neo Hwee Lee
	Lim Thiam Bee	Neo See Mian
	Lim Ying	Neoh Pei Pei



# DONORS

## Individuals

Ng Choon Heng	Quek Choon Guan Charlie
Ng Heng Chea	Quek Seow Leng
Ng Kim Yong	Ramachandran S/O Suppaiyah
Ng Pei Yi	Ramesh S/O Kumar
Ngan Yee Ken	Randeep Kaur
Nichelle Chiang	Ricky Lee Kuang Rong
Noor Zaiman Khan Bi	Ruban S/O C Parama
Norlela Binte Sulaiman	S Ramachandran
Nur Hanis Binte Md	Sattes Thomas Frido
Nurwati Cahya Widodo	Seah Mui Kin
Olivato Andrea	Seah Poh Yeen
Ong Yeow Chon	Sekar Suganya
Pan Xiao Hang	Sellakkannu Selvabala
Pan Xiaolan	Selvendran Sumithra
Parminder Singh Sandhu	Shanker Viswesh
Patiwala Mohammed Nadim	Sharma Mohit
Ummarbai	Sharma Vipul
Paul Shepherd	Shen Fengrui
Peh Ying Xuan	Shetty Deeraj Narayana
Phang Chia May	Shi Jing
Philippe Rocha Santos Souto	Siew Jia Liang
Poh Pinzheng	Sim Guek Kwan
Poh See Yong	Sim Jia Yuan
Pradhan Rashmi Ram	Sim Pei Rong
Pratik Sinha	Simon Ng Chin Kwee
Pun Kevin	Siti Syahrinni
	Sivaji Selvendran



# DONORS

## Individuals

Sivakumar Pavinthan	Udhayakumar Sethupathi
Soe Pyae Sone	Victoria Ng Mei Shu
Srinivas	Wang Siying
Su May Thu	Wickramarathne Kanishka Gunageeth
Su Thet Aung	Wong Chi Hang Kingsley
Sun Jie	Wong Chong Yaw
Tajima Mizuki	Wong King Kheng Dato
Takahashi Yuiko	Woo Foong Yee
Tan Boon Leong	Wu Chi Lun
Tan Chee Wai	Wu Zhou
Tan Chien Sheng	Xia Haochong
Tan Foong Keat	Xiang Jinyu
Tan Jin Kian	Xie Ning Qiang
Tan Wei Tong	Yang Chai
Tay Ho Guan Long Brian	Yao Xifei
Tay Teng Huang	Yip Ming Tak Martin
Tham Puah Ling	Yong Yar Peng
Tharmini Selva Rajoo	Yu Xintong
The Late Tay Peng Kuan	Yu Xuejun
The Su Tun	Yu Zhisong
Tian Feng	Zaw Min Tun
Toru Hayama	Zhang Hongxing
Tsang Ho Yin	Zhang Lei
Tse Anthony Wai Chung	Zhang Li
	Zhou Jianqin
	Zin Kyi Oo

# FOOTPRINT FOR THE YEAR

## EDUCATIONAL SUPPORT



**\$235,000**



**145**

students benefitting from Meal and Transport Scheme



**230**

learners attending tuition and enrichment programmes

## TCM MEDICAL SERVICES



**2052**

patient count receiving TCM consultation

## FOOD SECURITY



**\$351,000**



**1620**

food and household necessities packs distributed to families



**90**

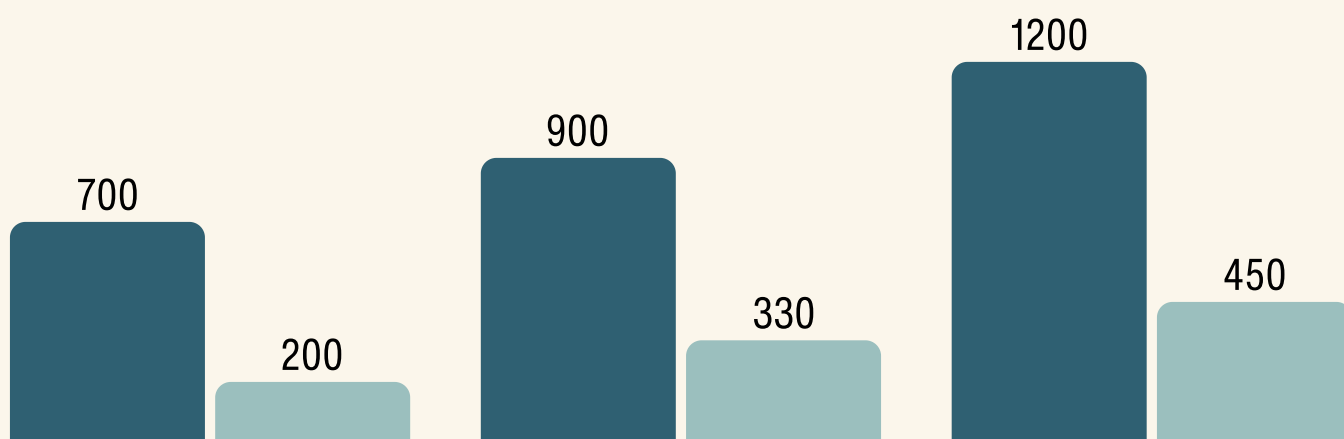
sets of diapers and milk powder worth \$150 each issued to eligible households



**2150**

Belanja meal cards distributed to households

● Households ● Youth and Children





# Children and Youth Programmes

- **Meal and Transport Scheme**
- **Free Tuition Programme**
- **Enrichment Programmes**
- **Kids Learn**
- **RISE Programme**



# Meal and Transport Scheme

Introduced in 2023, the Scheme provides monthly stipends to under-privileged households, through top-ups to their EZ-Link Cards. The MTS was designed to assist students who 'fall through the cracks', i.e. do not qualify for other forms of educational or social assistance schemes.

Primary school beneficiaries will receive \$40 or \$60 a month and secondary school beneficiaries receive \$80 or \$90 a month via their EZ-Link Card. To meet the community's evolving needs, we're continuing our monthly \$120 payment for eligible post-secondary students.

To date, the Scheme has benefited over 300 students from 25 schools in the Southwest District.

**169**

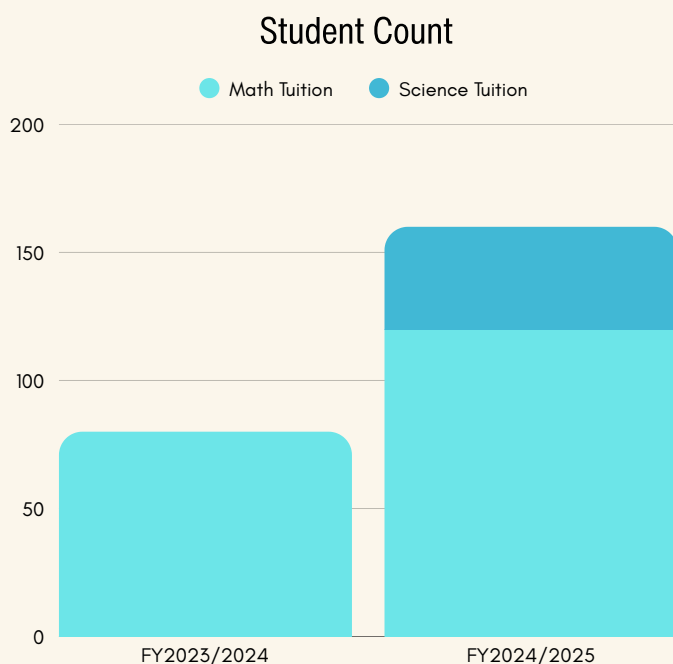
STUDENTS

**\$103,613**

AMOUNT DISBURSED



# Free Tuition Programme @ Jurong East



Our Free Tuition @ Jurong East is dedicated to enhancing the academic performance of students from financially constrained households. By providing free, high-quality educational support, we equip students to thrive in their studies.

Our programme currently focuses on Mathematics and Science, and serves primary and secondary school students between the ages of 7 and 17. With a commitment to personalised attention, we maintain a low tutor-to-student ratio, enabling our experienced tutors to offer tailored guidance and support that addresses each student's unique learning needs.



**71**  
LEARNERS

**40**  
SESSIONS



# Free Tuition Programme @ Boon Lay



**78** | **40**  
LEARNERS | SESSIONS

Free Tuition @ Boon Lay is a specialised educational program designed specifically for students under the Ministry of Social and Family Development's (MSF) Comlink+ assistance. This initiative, supported by our partners from the Social Service Office (SSO) and grassroots leaders from Boon Lay, focuses on providing high-quality, free tuition in Mathematics to primary and secondary school students.

Our unique approach involves small group sessions where experienced tutors work with groups of up to five students. This ensures personalised attention and effective teaching tailored to each student's needs. Furthermore, volunteers play a crucial role as study buddies, assisting the tutors and providing additional support to students who require more individualised attention. In 2024, we have piloted the GROW reward scheme to reinforce and incentivise attendance, positive behaviour and academic performance.



# Enrichment Programmes

## Financial Literacy Carnival

During the June holidays, our students were invited by BDO Global to take part in an exciting Financial Literacy Carnival. Through a series of interactive and hands-on activities, they explored key financial concepts such as earning, saving, budgeting, and investing.



## BOUNCE Trampoline Park

During the school holidays, we organized a fun-filled outing to the trampoline park for the children. It was a great opportunity for them to unwind and recharge after a busy first half of the year. The kids thoroughly enjoyed themselves and left the trampoline park already looking forward to the next visit.



# Enrichment Programmes

## Google Office Tour (20 June 24)

Google kindly offered our students an exclusive tour of their office, and we invited our secondary school participants to take part. The visit gave them a glimpse into the work environment at Google, the various career paths available, and the educational journeys of Google employees. We hope the experience sparked new ideas for their future aspirations.



## SHINE Discovery Adventure Fair (29 Nov 24)

SHINE kindly invited our service users to their Discovery Adventure Fair, where the children enjoyed a variety of activities including carnival games, slime-making, and unlimited popcorn and cotton candy. It was a joyful and memorable experience for our students during the school holidays. A big thank you to SHINE for giving them such a fun-filled day!



# JCYEL

**Jurong Central Youth Enriching Lives**

## JCYEL Carnival

For our first JCYEL engagement of the year, we aimed to introduce families to our organisation and build connections through shared experiences. We hosted a series of carnival games, creating a fun and relaxed environment where families and staff could interact and get to know one another and us better.



## JCYEL Quarterly awards (March)

Our March JCYEL event was particularly meaningful as it took place during Ramadan. Responding to parents' wishes to give back during this special time, we continued JCYEL's annual tradition of supporting two children's homes. The day ended with a warm meal together and the presentation of quarterly awards to the children.





# Enrichment Programmes

## Back to School / Race in Time



In our flagship partnership programme with the National Heritage Board, we worked closely with a group of dedicated students from Ngee Ann Polytechnic to design a heritage-themed, adrenaline-driven Amazing Race in the Jurong region. Over 180 participants partook in 2 exciting days of challenges, distributed over 8 heritage sites.

Beyond the educational experience, our youth and children service users were also treated to a back-to-school outing at Jurong Point, where they received support to shop for supplies for the new School Term in 2025.



# KidsLearn



In partnership with Youth Corps Singapore (YCS), Loving Heart (Jurong) has organised 8 terms of KidsLearn for over 30 children.

KidsLearn is an enrichment programme designed to help preschoolers improve their literacy.

The lessons leverage upon innovative technologies such as the Khan Academy Kids e-learning platform and creative play-based methodologies, all conducted by trained and passionate youth volunteers!



# RISE Programme

In partnership with the School of Concepts (SOCs), the RISE Programme is dedicated to enhancing young learners' English literacy skills. Our goal is to provide a solid foundation in reading, writing, comprehension, and communication. Once again, we have continued our collaboration with Boon Lay Youth Network to extend the reach of this initiative to children residing in the Boon Lay area, ensuring that they have access to these vital educational resources.

**135** | **26**  
GRADUATES | LEARNERS



# Community Involvement

- **Free TCM Clinic**
- **Case Management**
- **Food Gift+ and Assist Pro**
- **Project Journey with You**
- **Belanja @ Jurong Central**
- **Medical Escort and Transport**
- **Minor Home Repair Scheme**



# Community Involvement



The third quarter of FY2024 saw the beginning of major expansion of LHMSCJ's community programmes, and a optimisation of our existing offerings.

Specifically, LHMSCJ assumed the responsibility for the growth and continued development of Belanja @ Jurong Central, while taking on new scopes of community work such as offering Minor Home Repairs & Maintenance to eligible households. At the same time, our Food Gift+ programme was revamped to serve more residents while empowering them to select from a diverse array of groceries and household items.



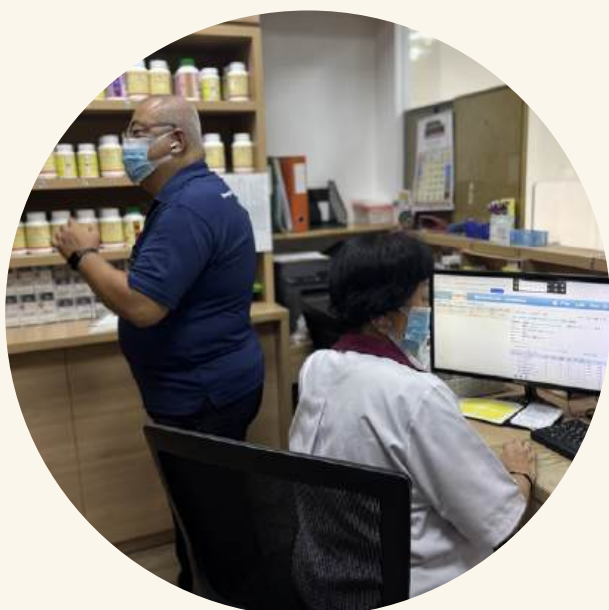


# Free TCM Clinic

**1952** | **255**  
PATIENT COUNT | SESSIONS

In partnership with Cheng Hong Welfare Service Society, we launched the Free Traditional Chinese Medicine (TCM) Clinic on 4 January 2010. It aims to serve the underprivileged residents in the region with free consultation, acupuncture and medication for all.

In Q1 2024, the Clinic underwent a renovation as a part of our Centre revamp. To minimise disruption to patients, we worked together to provide daily shuttle bus services to Cheng Hong Welfare Service Society's Jurong West clinic. Service quality and continuity remains a critical priority of this partnership and we aim to continue exploring measures to provide the best outcomes for our patients.



# Case Management

More than just referrals, our case management services actively support residents through unexpected hardships, including sudden job loss or illness.

By collaborating closely with other Social Service Agencies and organizations, we ensure that vulnerable residents receive comprehensive support, including financial aid, counselling services, and job placement opportunities. To reach out to less mobile residents, we also conduct House Visits to better understand their circumstances.

We provide a range of assistance to our clients, including food rations, meal and transport allowances through the Meal & Transport Scheme, free tutoring, access to a free Traditional Chinese Medicine (TCM) clinic, and referrals to external partners.





# Food Gift+ 2.0



Our enhanced monthly food gift program is tailored to support vulnerable families, offering flexibility to meet their specific needs. The duration of assistance is determined on a case-by-case basis, reflecting the growing demand for our services over the years.

Aligning with the needs of the Community, our programme underwent a revamp in November 2024 to shift from prepackaged food packs to a **click-and-collect** scheme. With a new inhouse proprietary platform and expanded offerings, residents have increased flexibility to select groceries, fresh foods and household items that best met their need.

Families with young children and elderly members are also supported by Assist Pro programme, consisting of formula milk powder, baby diapers, and/or adult diapers.

## Healthier Food Options

Along with the revamp, we have provided a greater variety of healthier food options such as fresh vegetables, fruits, and proteins. Since its inception, these healthier options have constituted more than **25%** of all Food Gift+ transactions.

**1,620**

FOOD GIFT PACKETS  
DISTRIBUTED

**90**

SETS OF DIAPERS AND  
MILK POWDER WORTH  
\$150 EACH ISSUED

**\$117,014**

SPENT

# Food Gift+ 2.0 and Assist Pro Scheme

To improve food security and accessibility for our clients, we offer bimonthly delivery of food gift packs to frail elderlies and those with medical conditions under the programme. A huge thank you to our committed volunteer drivers, Mr and Mrs Lim Tong Keong, Mr Aden Koek, Mr Kenny Teo, and Mr Thomas Webb!

Appreciation to Xinsha Holdings for sponsoring and delivering food packs to our service users with mobility issues!



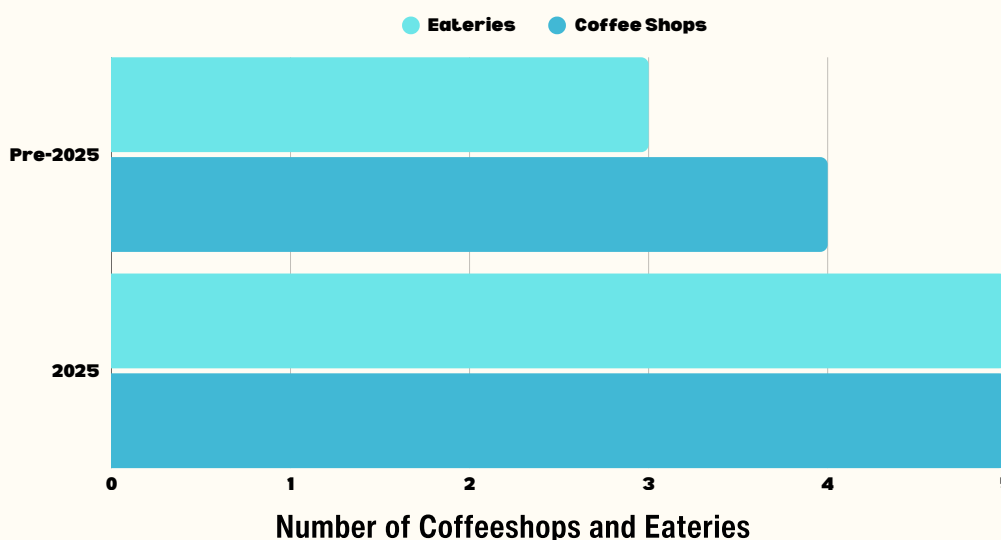
Great time working with students from Jurongville Secondary School for helping our service users at the collection of their Food Gifts.



Packing and delivering of food packs to home delivery recipients as part of our regular partnership with Makino Singapore.

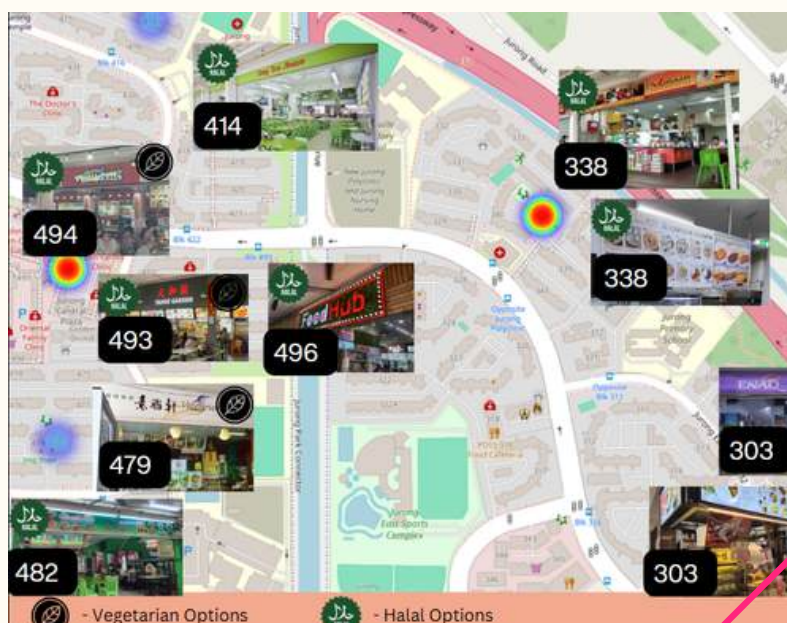


# Belanja @ Jurong Central



Project Belanja @ Jurong Central is a community food distribution scheme designed to address food security in Jurong Central. Residents in the scheme receive a \$40 meal card quarterly, valid for eight meals (\$4 each) and eight drinks (\$1 each) at participating coffee shops and eateries. They can also "belanja" (treat) fellow residents by purchasing \$4 magnets to place on a redemption board for those in need.

In 2024, we have distributed 2150 meal cards to various households. We expect to reach more households per run in time to come due to an increased acceptance rate among estates. At the same time, we were pleased to onboard new vendors, i.e. stall operators and coffee shops to provide a greater diversity of dining options to our service users. Among them, we were successful in onboarding **more halal and vegetarian stalls**, in line with the needs of our community.





# Project Journey- With-You



In September 2024, Loving Heart (Jurong) partnered with PCF Sparkletots Centres (Jurong Central) to distribute vouchers to over 500 residents.

The Project took place over 2 full days. To ensure that no residents were left out in the redemption process, volunteers and staff went door-to-door.

With over 100 volunteers and staff involved in this meaningful Project, we distributed over \$24,000 in NTUC vouchers!

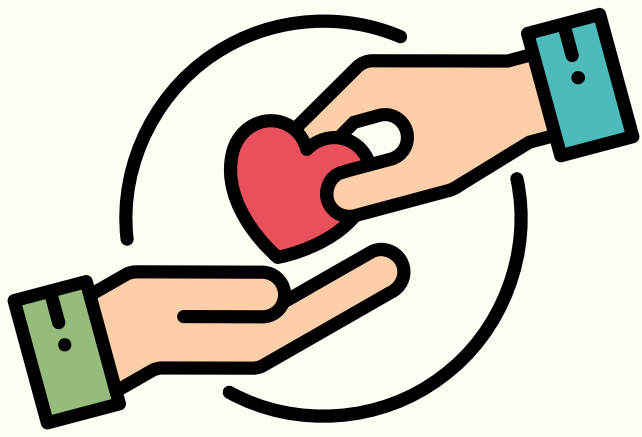


# A Day of Giving 2024



The Centre and our grassroots partners in Jurong Central Zone "A" RN co-organised "A Day of Giving 2024" on the 15th of December with the support from Nam Leong Co Pte Ltd and the firm's dedicated CSR project team.

The project achieved its aims of supporting the community and sharing the festive joy with the elderly residents living in the studio apartment at Blk 499 Jurong West Street 41.





# Minor Home Repair and Maintenance Scheme

As part of our expanded community outreach, we introduced the Minor Home Repair and Maintenance Scheme to better support residents in meeting their daily living needs. This Scheme provides a shared pool of resources that residents can tap into for essential services such as water heater and stovetop replacements, paintwork, plumbing, and electrical repairs.

The Scheme has proven especially valuable for residents who lack the means to enhance their living conditions, as well as those whose homes have been affected by unforeseen incidents such as fires or accidents. We are deeply grateful for the support from corporate partner, Dyna Cool Air Pte Ltd, for their generous sponsorship and contributions of both labour and materials.

Before



After



# Fundraising Efforts

- **Gala Charity Dinner**
- **Support from Civic Organisations**
- **Pledge Card Fundraising**
- **Digital Fundraising**
- **Well Wishers**





# Gala Charity Dinner

Our Gala Charity Dinner was held on 2 March 2024 at the Civil Service Club at Tessensohn. Led by Mr Ong Pang Aik BBM(L) and Mr Seah Hock Thiam, the Dinner was well-attended by over 300 guests which included our esteemed partners, patrons, donors and members of the community.

Gracing our event were Mr Desmond Lee, Minister for National Development & Minister-in-charge of Social Services Integration, Mr Lim Boon Heng, Founding Adviser and Chairman of Temasek Holdings Private Limited; Mdm Rahayu Mahzam, Minister of State, Ministry of Communications and Information & Ministry of Health and Mr Xie Yao Quan, Adviser and MP for Jurong GRC.

The event was a huge success with more than \$500,000 pledged through table sales, outright donations and auction. Our heartfelt appreciation to our generous donors for supporting the vulnerable and joining us in bridging a more inclusive community!



# Support from Civic Organisations



The Civic Group consist of the faith-based organisations in Jurong GRC and beyond. Each year, organisations with the Civic Group will contribute to Loving Heart (Jurong) through donations and donations in-kind for our clients. They also provide a platform for us to raise funds during their temple events. Their kindness and generosity have enabled Loving Heart (Jurong) to extend our programmes and projects to more families and the elderly in need.

As the organising of civic dinners resumed after the pandemic, we are grateful for the support of groups including Management of Makino Asia Pte Ltd, Makino Asia Pte Ltd's 7th Month Organising Committee, Ji Qing Tang, Ji Shan Tang, Jurong West 505 He Zhong 7th Month, Jurong West Street 42 Zone 11 7th Month, , Qiong Yao Jiao Di, Tong Whye Temple, and Yuhua Constituency St 31 Shop-Proprietors and Hawkers Association.



# Pledge Card Fundraising



In 2024, we revitalised and re-launched our pledge card fundraising campaign. Partnering with schools, we engaged students to raise funds for the Centre's meaningful causes during their March holidays.

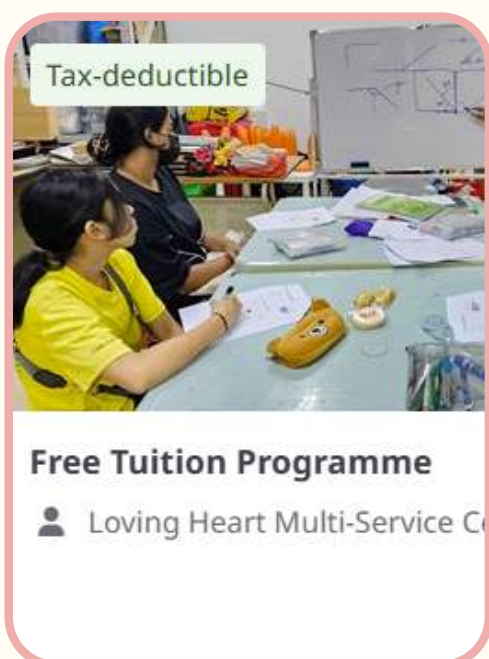
Leveraging the digital knowledge of our staff and the strategic guidance of our Board, we transitioned this year's pledge cards entirely to an e-payment model. Each card now features a unique PayNow e-Payment QR Code, making it easier than ever for generous donors to support our Centre. This innovation not only simplifies the donation process but also enhances the reliability of tracking and accounting.





# Digital Fundraising

Loving Heart (Jurong) has also expanded our fundraising reach online to garner more funds and boost our online presence. Campaigns were created on Giving.sg, a national giving platform to donate, volunteer and fundraise for programmes such as Free Tuition Programme and Meal and Transport (MTS). The raised for these two programmes, with all funds used to support their continued operations and impact.



## Well Wishers

Each year, with the help of generous donors, we were able to significantly expand our reach in the communities we serve. As we expand our existing programmes and explore new initiatives, we express our appreciation for the support from well-wishers. Your continued kindness and generosity ensure that the Centre may continue to fulfil its mission!

# Summary of Funds Raised



**\$526,639**

GALA  
CHARITY DINNER



**\$90,094**

SUPPORT FROM  
CIVIC ORGANISATIONS



**\$15,974**

DIGITAL  
FUNDRAISING



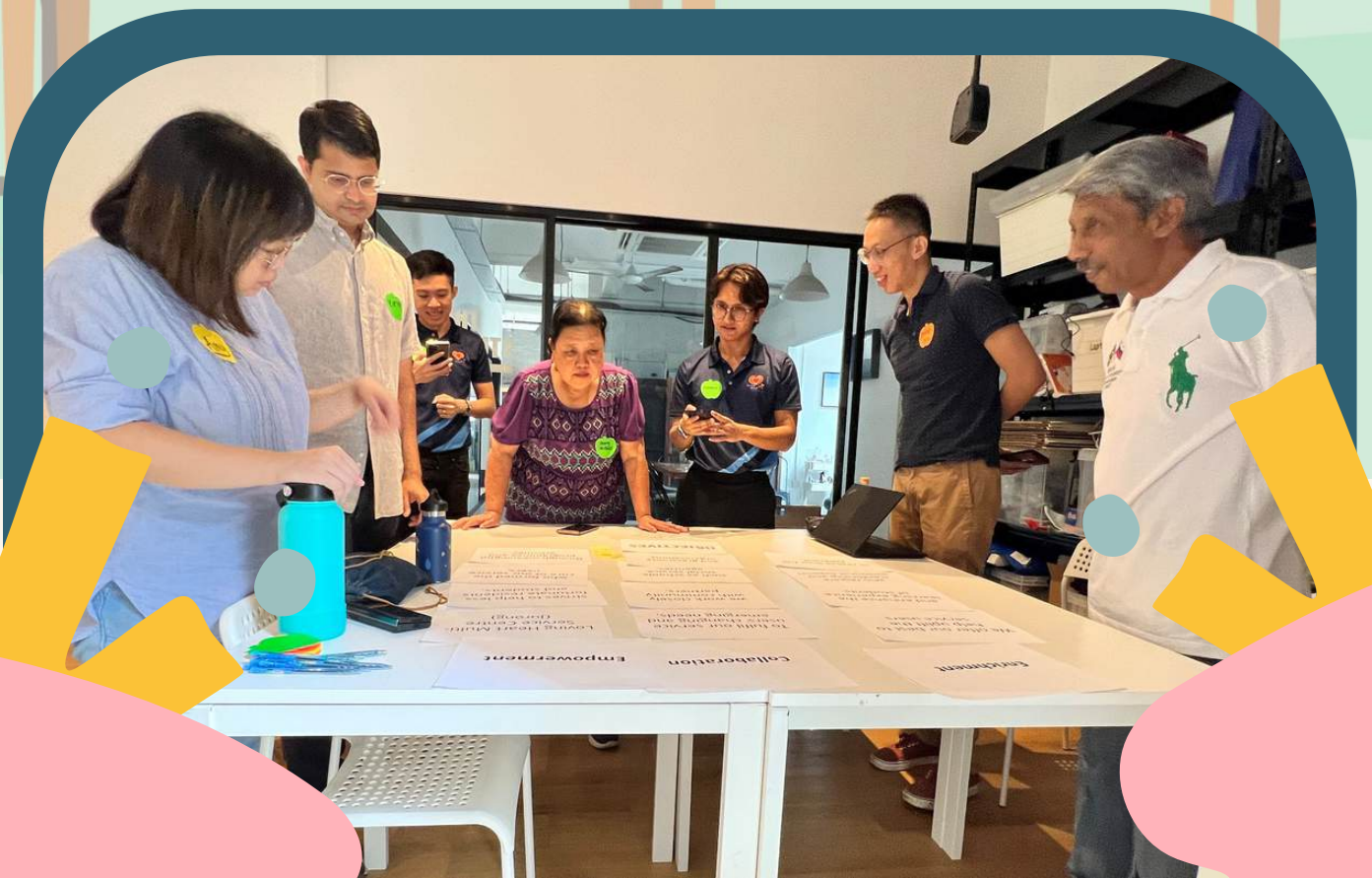
**\$39,140**

SUPPORT FROM  
WELL WISHERS



# People Development

- **Staff Development Meetings**
- **New Staff and Volunteers Onboarding & Training**



# New Staff Onboarding and Training

In our ongoing drive to enhance organisational effectiveness and the capabilities of our staff, we hold regular meetings to identify feedback from the Centre's employees and explore areas for growth.

These developmental efforts are important pillars in expanding our Centre's ability to serve more users, while prioritising the well-being of our dedicated staff team.





# New Staff and Volunteers Onboarding & Training



To ensure that our new joiners are aligned with our organisational objectives, we hold regular onboarding and training sessions.

These sessions help to introduce Loving Heart (Jurong)'s history and various current programmes. At the same time, the participants are briefed on the demographics of our service users and the best practices in carrying out their roles.



# Appreciating our volunteers

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Adam Bin Anuar  
 Agnes Poh Kai Ting  
 Amanda Ang  
 Amber Lee Yinle  
 Anita Choong  
 Ankit  
 Anthia  
 Asyraf Dzulfikar Bin Denny  
 Dzulkarnaen  
 Aung Min Hein  
 Aw Kai Ling  
 Basil Phang  
 Bellelyn Ong  
 Benjamin Poh  
 Benne Ho Suet Tong  
 Cadence Carys Linardi  
 Celia Pang  
 Celine Tan Yun Zeng  
 Chai Hui Ying @ Iman  
 Maryam Chai  
 Chan Dean Han  
 Chan Jia Yu  
 Chan Kin Wai  
 Charlotte Peng Wen Ying  
 Chen Ah Joo  
 Chen Wei Lynn  
 Cherlyn  
 Cheyanne Goh  
 Ching, Yan Hao Xayden  
 Chong Qing Ya  
 Choo Ze Yuan  
 Chung Jia Jing Shantelle  
 Claudia  
 Cui Yanrong  
 Elaine  
 Eliza Wong  
 Ethan Lam  
 Everdean Lim Sun Ling  
 Ezann Yeap Ke Hui

Fang Xiao Qi Kristine  
 Feng, Yi Fan  
 Ferdinand Samuel  
 Surjaatmadja  
 Foong Mei Qi  
 Francene Punzalan  
 Gabriel Cheong Kai Meng  
 Gan Jia Wen  
 Germaine Soh Hee Tian  
 Goh Ai Ting  
 Goh Chai Yan  
 Goh Si Hui  
 Goh Tian Ning  
 Goh Yi Ting  
 Hannah Tan Shi En  
 Hayatun Syamilah Latip  
 Hazel Koh Ziman  
 Hernie Sulastri Binte  
 Parmadi  
 Hew Zhi Han, Rene  
 Ho Jia Yi Jenevieve  
 Huang Anni  
 Ignatius  
 Isadora  
 Jacob Kweok  
 Jada Tan  
 Jannatara Jannat Rokan  
 Jason Ho  
 Jayden Chai Yi Mou  
 Jeong Siyeon  
 Jia Xin  
 Joanne Arun  
 Joi Chan Yi Jing  
 Joseph Leong  
 Josephine Wong Cheng  
 Kim  
 Joshua  
 Joy Cadivida Toledo  
 Joyce Mapaye Ampo  
 Julian Khoo Teng Leong

Kang Zi Yi  
 Katlyn Wong  
 Kayla Wah  
 Kelly Soh  
 Kheh Xin Yi Michelle  
 Kieran Al Khaliff Bin  
 Monsen  
 Koh Teck Wah  
 Komati Reddy Nikhita  
 Kylene Asyura Binte  
 Khairul  
 Kylene Ong  
 Laha Rinki  
 Lai Tee Cheok  
 Laila Lee  
 Latha Partha Pratim  
 Lau Ching Lam, Zelene  
 Lau Zi Xing  
 Lauren Sarasa Shoji  
 Lee Chang Zhan Dennis  
 Lee Lay Ting  
 Lee Shao Dong  
 Lee Sook Mee  
 Lee Tze Jun  
 Lee Wei Xuan Adriel  
 Lee Xin Jie  
 Lenny  
 Leong Xiaoling  
 Li Hanyu  
 Li Renyan  
 Liangfen  
 Liangyu  
 Lim En Ler Eunice  
 Lim Jie Ying Joanna  
 Lim Kk  
 Lim Shi Xuan Chloe  
 Lim Si Yuan  
 Lim Tong Keong  
 Lim Yen Teng, Silvia  
 Lim Yu En Aris

# Appreciating our volunteers

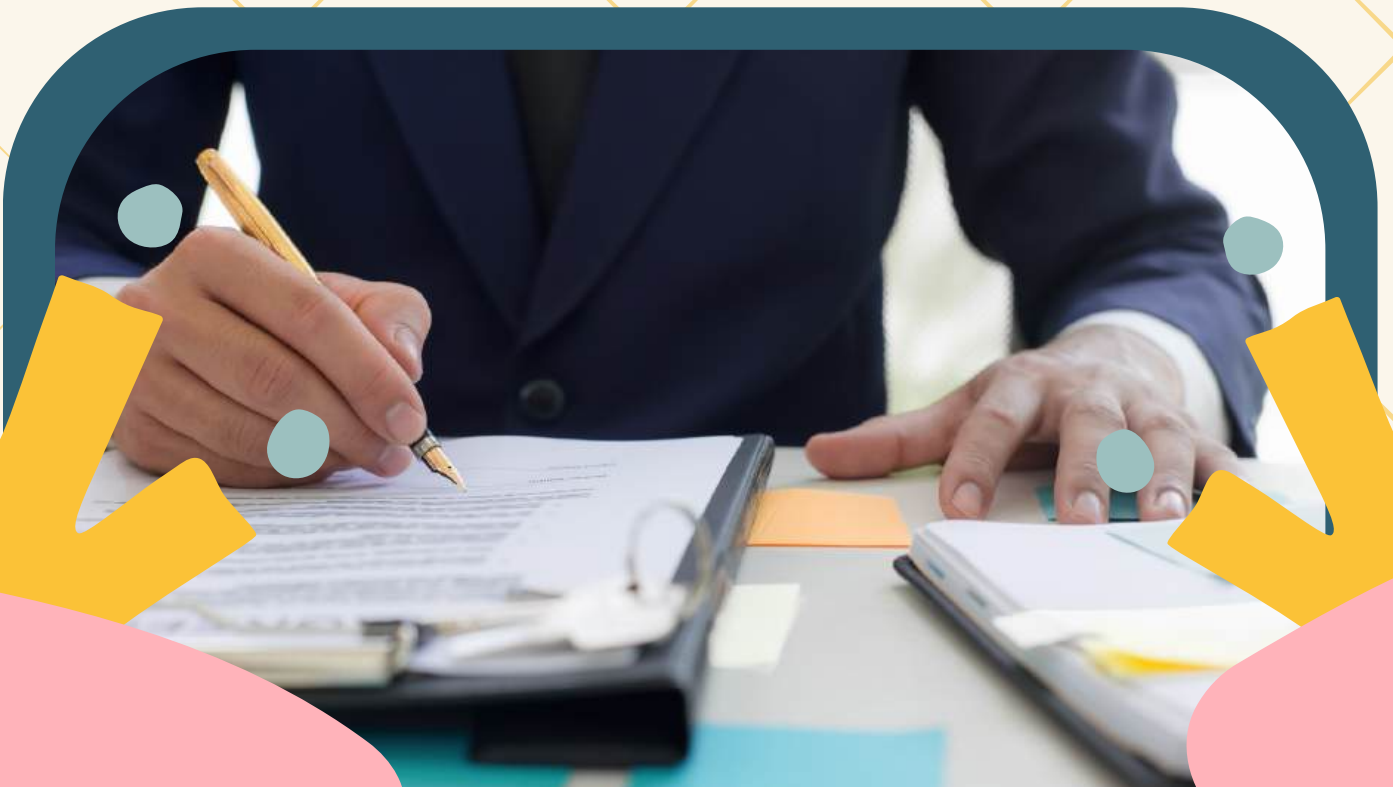
Liu Boyang Richard  
 Lois Tiong Yu Hui  
 Lok Yang Teng  
 Loo Etienne  
 Low Si Hui Ashea  
 Loy Pei Xian  
 Lucas Tham Kai Yang  
 Luke Low  
 Madhankumar Priyadarshini  
 Madhankumar Swetha  
 Mah Hoy Ee, Genevieve  
 Mahalingam Umamaheswari  
 Matthew Fan Xin Yu  
 Matthew Teo  
 Melissa Yeoh Wan Yi  
 Meredith Chng  
 Miao Zhiyu  
 Michelle Chua  
 Millefeuille Pragas  
 Mindy Toh  
 Mohamed Mustaqeem Bin Shahul  
 Hameed  
 Muhammad Ridhuan Rifki  
 Mui Lap Siang (Lixon)  
 Muthukumaran Aarthi  
 Nanthini D/O Pandiyan Suppan  
 Natasha Alexandra Gunawan  
 Natasha Wardynah Binte Bujairimi  
 Ng Bao Ru  
 Ng Jau Min  
 Ng Jing Yi  
 Ng Pei Hsia  
 Ng Shi Zhe Marcus  
 Ng Siew Meng  
 Ng Xin Ying Fallon  
 Nicole Choong Hua En  
 Nischay Singh  
 Noor Rizal Bin Ahmad Efendi  
 Noorul Nuhaa  
 Nur Amalyn  
 Nur Julaiha Bte Johari  
 Nur Umairah Binte Ahmad Mulazem

Nurul Natasha Binte Rafiq  
 Oh Xin Yin ,Alycia  
 Ong Jing Ying  
 Ong Xin Hui, Esther  
 Ong Xin Lei, Samantha  
 Ong Yee Fei, Celest  
 Oon Ee Kai  
 Pallavi Viswanathan  
 Peh Bing Xuan  
 Peter Tan Deng Kai  
 Phua Wei Heng Herman  
 Potipireddi Sai Pratyusha  
 Pratibha Bansal  
 Rajendiran Dhanasekaran  
 Ramachandran Nikhil  
 Reddipalli Sri Sinduja  
 Regina Kwan Jing Ying  
 Richard Tham Kum Thong  
 Rinna Maria Baby  
 Roh Young Tae  
 Royston Aw  
 Samrat Kumar Singh  
 Samuel Ko Yuen Zheng  
 Sandhya Karthigeyan  
 Sanil Kumar Parammal  
 Saravanan Rakshana  
 Sargeet Singh  
 Sasiy S/O Krishnan  
 Seah Shu Wei  
 Sean Lim Jia Jun  
 Sean Lim Jing Kun  
 Seleste Chan Zin Nia  
 Seman Bin Saiman  
 Ser Jing Yee  
 Shan Qi  
 Sharlene Soh  
 Shen Xuan Ru  
 Soh Geok Yean  
 Soh See Woon Sharlene  
 Soh Shi Hui Maedyn  
 Soh Shi Qi Megan  
 Song Xinning  
 Sophia Lynn Anuar  
 Srishti Srinivas

Stefanie Leu Su Jun  
 Sujata Mohan  
 Sumathi Subramaniam  
 Tan Gloey  
 Tan Hao Wei  
 Tan Jun Hao Jeff  
 Tan Jun Hui  
 Tan Shu Pei  
 Tan Yan Zhang  
 Tan Zhi En  
 Tanzima Rowshnya Raquib  
 Tasneema Nabila Binte Al Rayyan  
 Tedrick Tay Jo Ler  
 Teng Huey Ying  
 Teo Wei Ywin  
 Tham Wai Yee Sylvia  
 Thun  
 Tiffany Ng  
 Tok Teck Kwan, Jordan  
 Tracy  
 Umairah  
 Umairah Nabilah Binte Sharudin  
 Vidal Low Yinwei  
 Vijay  
 Wang Yixuan  
 Willamme Leora  
 Winnie  
 Wint Thawda Lwin  
 Wong Shi Kai  
 Wong Zhi Ting  
 Wu Junlian  
 Wu Yao Jie Junior  
 Xandra Foong  
 Yan Xinya  
 Yan Yu Qi  
 Yang Xin Hui Chloe  
 Yang Zhi Yuan Charis  
 Yap Qianle, Tracy  
 Yeo Ying Sheng Seann  
 Yi Xinyue  
 Yin Xuefei  
 Yu Le Chiam  
 Yun Peng, Rachel  
 Zhang Weide Paul Chong

# Declarations

- **Declarations**
- **Governing Instrument**
- **Reserves and Investment Policy**
- **Conflict of Interest Policy**
- **Whistleblowing Policy**
- **Summary of Financial Performance**
- **Plans for the Future**
- **Governance Checklist**





# Declarations

Name	Position and Date of Current Appointment	Previous Appointment	Occupation	Attendance
Goh Cheng Tee BBM	Chairman (01/07/2023)	Immediate Past Chairman	Director, GWTECH Engineering	5
Karthik Sankaran	Immediate Past Chairman (01/07/2023)	Chairman	Director, BlackRock	4
Tey Siang Lim, Gerald	Vice-Chairman (01/07/2023)	Secretary	Chief Executive Officer, AWG Insurance Brokers	5
Abdul Karim S/O Shahul Hameed PPA(G) PBM	Secretary (01/07/2023)	Treasurer	Head, Executive Service, SASCO Senior Citizens' Home	5
Ng Saing Leong	Assistant Secretary (01/07/2023)	Assistant Treasurer	Consultant	2
Ong Tee Yuh Serene	Treasurer (01/07/2023)	Member	Principal Consultant, LoveJoy Consultancy	4
Chiang Ah Choo BBM	Assistant Treasurer (01/07/2023)	Assistant Secretary	Retired Civil Servant	4
Ng Kok Kiang Lawrence	Member (01/07/2023)	Member	Former Chief Executive Officer, THK Moral Society	Resigned w.e.f 21 Nov 2024
Lai Jian Qin	Member (01/07/2023)	Member	Legal Counsel, Nansen	4
Ahamed Jalaludeen s/o Mohamed Abdul Hameed	Member (01/07/2023)	N.A.	Business Owner	5
Chiang Chin Yong Grace	Member (01/07/2023)	Member	Chief Campus Planning Officer, Alexandra Hospital	On leave of absence
John Lim Kwang Meng	Member (01/07/2023)	Member	Director, LIMN Law Corporation	1
Quek Choong Meng Lance	Member (01/07/2023)	Member	Co-founder, Blackforest Global Management	6
Toh Hong Yew Zac	Member (01/07/2023)	Member	Founder, GWS Living Art	6

# Declarations

Name	Position	Date of Appointment
Goh Peng Tong BBM (L)	Advisory Councillor	1/7/2011
Koh Chuey Keen Jenny BBM	Advisory Councillor	1/7/2017
Lee Kim Siang BBM (L)	Advisory Councillor	1/7/2013
Henry Ho Kok Wai BBM (L)	Advisory Councillor	1/7/2005
Yap Thian Ling BBM (L)	Trustee	1/7/2011
Chua Song Peck BBM	Trustee	20/6/2023
Tan Lip Kwang Kelvin BBM (L)	Trustee	20/6/2023
Tan Siang Hui Wilson BBM	Executive Director	1/8/2019

A total of 6 Management Committee Meetings were held within Jun 2024 to Apr 2024 respectively on: 26/06/2024, 14/08/2024, 16/10/2024, 18/12/2024, 19/02/2025, and 16/04/2025.

No remuneration is paid to any member in the Management Committee. This excludes reimbursement of expenses.

There is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.

Remuneration range of three highest paid staff:

<u>Remuneration Band</u>	
Between \$150,001 to \$200,000	0
Between \$100,000 to \$150,000	1



# Declarations

The following Board Members have served on the Management Committee for more than ten years. Following the Centre's Annual General Meeting 2023, they were elected to service a 2-year term (from 1st of July 2023 to 30th of June 2025) :



## **Mr Goh Cheng Tee, BBM**

As a long-serving and active grassroots leader and entrepreneur, his expertise enables us to secure invaluable support and facilitates a seamless progression as we focus on board diversity and renewal.



## **Mr Tey Siang Lim Gerald**

He has made beneficial contributions by imparting valuable knowledge and skills to the newer members in the Management Committee and staff. His strong community linkage with clan associations is also an asset to the organisation.



## **Ms Chiang Ah Choo, BBM**

As a long-serving and active grassroots leader, her extensive knowledge and experience on the ground enable us to garner invaluable support when we collaborate with community partners.



# Declarations

## Governing Instrument

Loving Heart Multi-Service Centre (Jurong) refers to our Constitution as our governing instrument in setting out the key provisions regarding the administration of the organisation. This includes its charitable purposes, composition of the governing board, duties of office bearers, appointment of trustees, details of committee and general meetings, amendments to constitution, dissolution or cessation of charity status.

## Reserves and Investment Policy

Loving Heart Multi-Service Centre (Jurong) targets to maintain an optimal level of operating reserves equivalent to three years of its budgeted expenditure or at least \$3,518,440, whichever is lower. The current Reserve Ratio is 3.19.

Investable Incomes refer to the balance of surplus and reserves (less) working capital. The choice of investment instrument should guarantee the initial capital and risk of investment is restricted to market risk or of low-risk nature. Products invested should have a maturity period of not more than 2 years and be easily liquidated if upon request.

## Conflict of Interest Policy

The Centre's policy is for all Management Committee members and staff to make a yearly declaration if there are holding other employment or appointments such as Boards, Committees or any other roles outside of the organisation. Potential conflict of interest in immediate family members' employment and/or ventures is also declared.

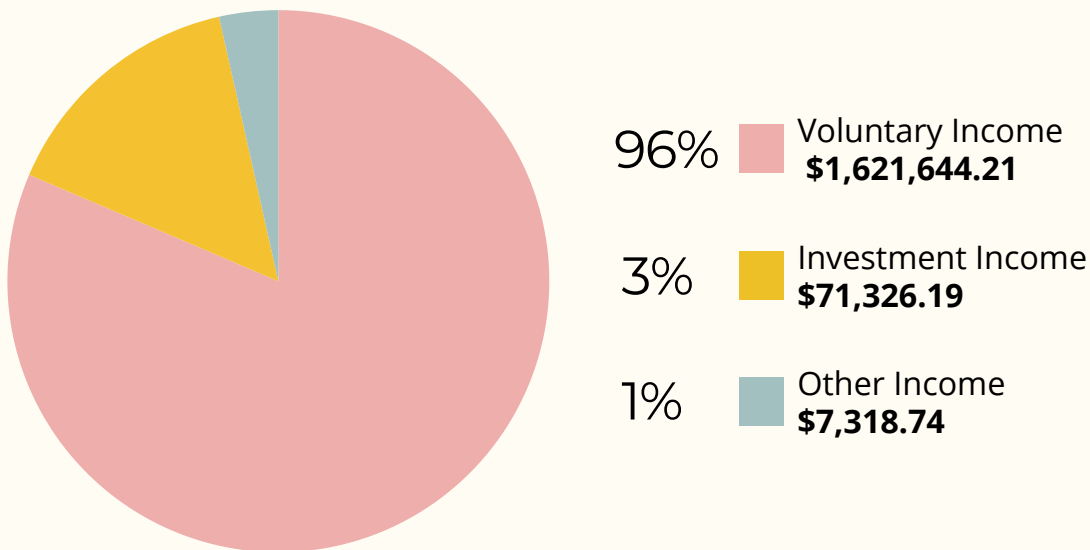
## Whistleblowing Policy

The policy strives to provide a platform whereby Loving Heart Multi-Service Centre (Jurong)'s employees or members of the public can raise genuine concerns about possible improprieties in matters of financial report, illegal activities, or other malpractices at the earliest opportunity, and in an appropriate way so that the organisation may take relevant action. The policy, procedures, and relevant forms for making a report is available publicly on our website.

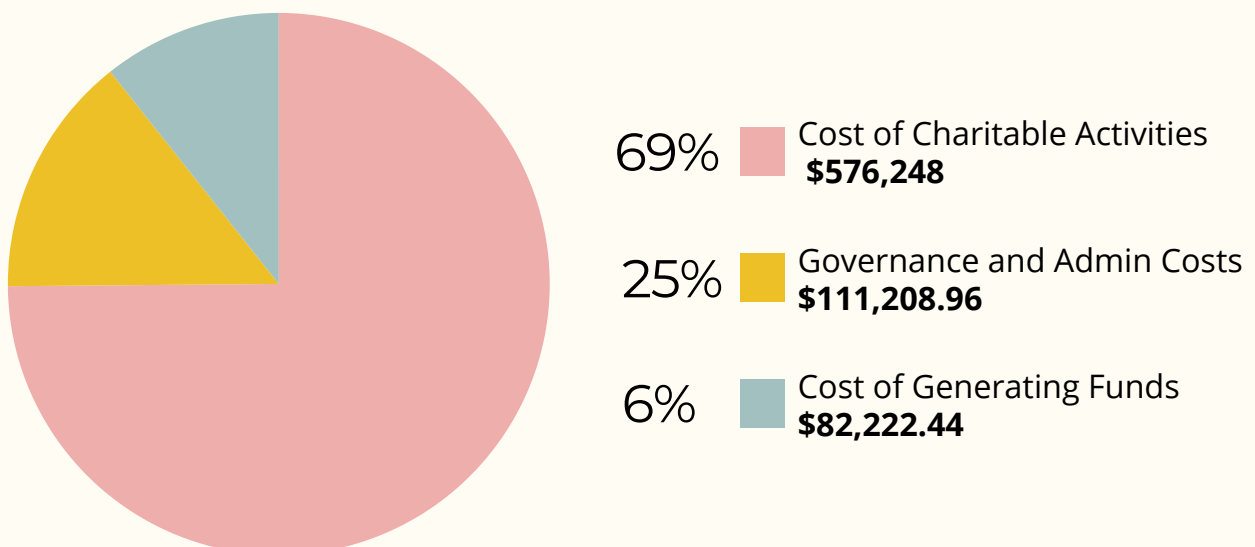


# SUMMARY OF FINANCIAL PERFORMANCE

## INCOME BREAKDOWN



## EXPENDITURE BREAKDOWN





## Plans for the Future

As we look ahead to Financial Year 2025–2026, Loving Heart Jurong is committed to strengthening our foundation, expanding our reach, and ensuring long-term sustainability to better serve our community. Our strategy focuses on robust & diverse sources of fundraising, developing new programmes, and operational excellence.

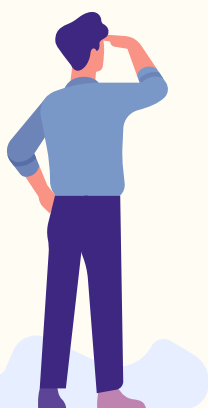
### **Strengthening Our Resources: Fundraising Strategy**

Our fundraising efforts for FY2025-2026 are designed to provide the essential resources needed to sustain and grow our key programmes. Our flagship event, the annual Gala Charity Dinner, remains central to this strategy. Through table sales, outright donations, and auctions, we aim to raise \$500,000. These funds will directly support our core programs. In addition, we aim to secure around \$400,000 in sponsorships for key initiatives like Project Journey with You. Through dedicated sponsorships we are able to ensure direct funding for key community projects.

### **Programme Expenditures and New Initiatives**

Our financial allocations reflect our commitment to impactful charitable programs and activities. The majority of our expenditures will continue to be directed towards our core services, including the Food Gift+ Programme, various Partnership Programmes, and the Empowering Youth Fund (EYF).

A key area of growth and investment for FY2025-2026 is the expansion of our youth programs. Initiatives such as Jurong Central Youth Enriching Life (JCYEL) and our Science level-based tuition are seeing increased demand. To meet the needs of a larger service user base and accommodate necessary operational overheads, we anticipate increased costs in this area. These investments are vital to ensure we continue to provide high-quality educational and developmental support to our beneficiaries.

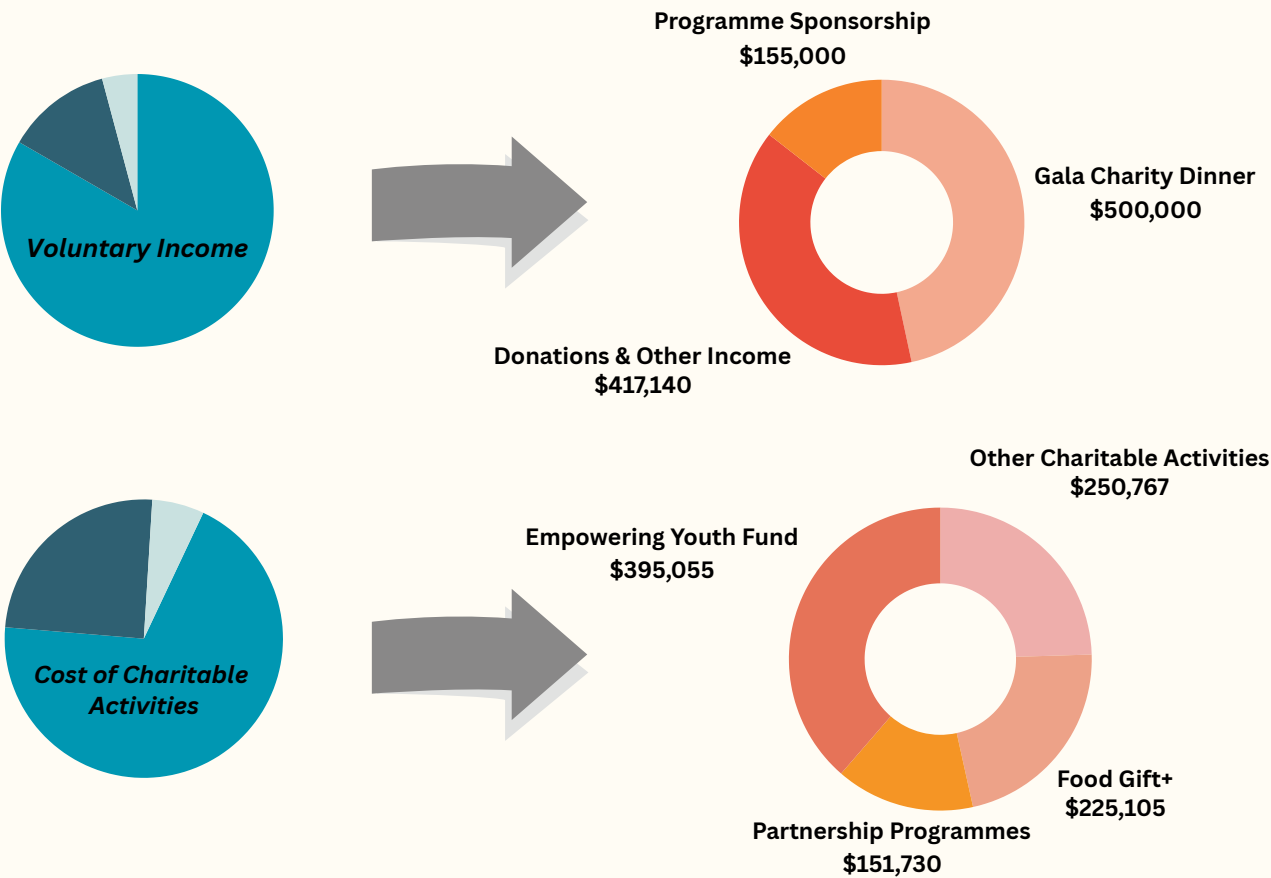


# Plans for the Future

## Building a Sustainable Organization

Our dedication to data-driven expansion is at the forefront of our long-term sustainability strategy. We are embarking on an innovative programme initiative to enhance our Food Security and broader community schemes through digital platforms. This forward-looking posture is not just about efficiency; it's about building a more resilient and responsive organization. By leveraging technology, we will optimise our ability to direct funds from multiple sources to those who need them most. We are also strengthening our volunteer management programmes and training to help sustain our new initiatives. We are conscious that a well trained and dedicated pool of volunteers and leaders is critical for the success of our programmes. Our newly formed Volunteer Wing supports and grows our volunteer community by focusing on recruitment, training, engagement, and appreciation. Through regular check-ins, team-building, emotional support, and growth opportunities, we aim to create a meaningful and lasting volunteer experience.

### PROJECTED INCOME & EXPENDITURE (FY2025-2026)



# Governance Checklist

## Principle 1:

The charity serves its mission and achieves its objectives.

CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
1. Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
2. Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
3. Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
4. Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.  "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	



# Governance Checklist

<b>Principle 2:</b> The charity has an effective Board and Management.			
CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
<b>5.</b> 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.	<b>2.1</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<b>6.</b> The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	<b>2.2</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<b>7.</b> Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity:  a. Audit b. Finance  * Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	<b>2.3</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<b>8.</b> 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.	<b>2.4</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<b>9.</b> 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 re-appointment, at least once every three years.	<b>2.5</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

# Governance Checklist

CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
<p><b>10.</b> Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p><b>For Treasurer (or equivalent position) only:</b></p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p><b>11.</b> Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p><b>12.</b> Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

# Governance Checklist

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



# Governance Checklist

## Principle 3:

The charity acts responsibly, fairly and with integrity.

CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
15. Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
16. Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.  a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
17. Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
18. Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
19. Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
20. Take into consideration the ESG factors when conducting the charity's activities.	3.5	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	



# Governance Checklist

<b>Principle 4:</b> The charity is well-managed and plans for the future.			
CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
<b>21.</b> Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.  a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<b>22.</b> Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.  b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:  i. Revenue and receipting policies and procedures;  ii. Procurement and payment policies and procedures; and  iii. System for the delegation of authority and limits of approval.	4.1b	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<b>23.</b> 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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<b>24.</b> 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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

# Governance Checklist

CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
<p><b>25.</b> Set internal policies for the charity on the following areas and regularly review them:</p> <ul style="list-style-type: none"> <li>a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);</li> <li>b. Board strategies, functions, and responsibilities;</li> <li>c. Employment practices;</li> <li>d. Volunteer management;</li> <li>e. Finances;</li> <li>f. Information Technology (IT) including data privacy management and cyber-security;</li> <li>g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board);</li> <li>h. Service or quality standards; and</li> <li>i. Other key areas such as fund-raising and data protection.</li> </ul>	4.4	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p><b>26.</b> The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.</p>	4.5	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p><b>27.</b> The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.</p>	4.6	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

# Governance Checklist

CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
<p><b>32.</b> 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.</p>	5.5	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p><b>33.</b> Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.</p> <p>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.</p>	5.6a	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p><b>34.</b> Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.</p> <p>b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.</p>	5.6b	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p><b>35.</b> 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.</p>	5.7	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	



# Governance Checklist

## Principle 6


The charity communicates actively to instil public confidence.


CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
<b>36.</b> 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).	<b>6.1</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<b>37.</b> Listen to the views of the charity's stakeholders and the public and respond constructively.	<b>6.2</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<b>38.</b> Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	<b>6.3</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	




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### Legal Status, Membership and Affiliation

Loving Heart Multi-Service Centre (Jurong) was registered with the Registrar of Societies (ROS-0163/2004 WEL) w.e.f. 07 July 2004.

Loving Heart Multi-Service Centre (Jurong) is a Member of National Council of Social Services (NCSS) – ref NM/0424/100620051527.

Loving Heart Multi-Service Centre (Jurong) was granted NCSS Charitable status - CF/0424/18092006104729.

IPC Registration No: 001833 / IPC 000036. It was renewed on 1 May 2023 and will be valid till 31 December 2025.



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