



LIMITLESS

Impact Review

[Annual Report 2020]

2020 was not an easy year for many of us, with COVID-19 disrupting everything from our jobs, to our family lives. We also realized that we were living through not just a virus-focused pandemic, but a mental health one as well.

Nonetheless amidst the restrictions, Limitless has continued to provide support for youths across Singapore through our therapy programs, and outreach efforts.

2020 was also a year of growth for us, as well as a year of growing pains, as you may see in the next few pages. But through it all, we are grateful to have had the opportunity to walk healing journeys with the many youths who reached out to us this year.



OUR VISION

To build hope in the hopeless.
Find worth in the worthless.
Help youths live destiny conscious.

OUR MISSION

To end powerlessness in youths, brought about by mental illness, poverty, and social exclusion in order to empower them, regardless of background, circumstance, or history to fulfil their God-given potential.

OUR WORK

Limitless primarily does one-to-one interventive work with youth (age 12–25) who struggle with their mental health.

This is done through our **helpline** and **counselling & casework programmes** where our counsellors and social workers work to support youths who may be struggling with issues such as depression, anxiety disorders, or suicidality.

Limitless is also involved in **outreach** and **public education**, and runs **mental health programmes** for youths, educators, parents, and helping professionals.

EXECUTIVE DIRECTOR'S MESSAGE

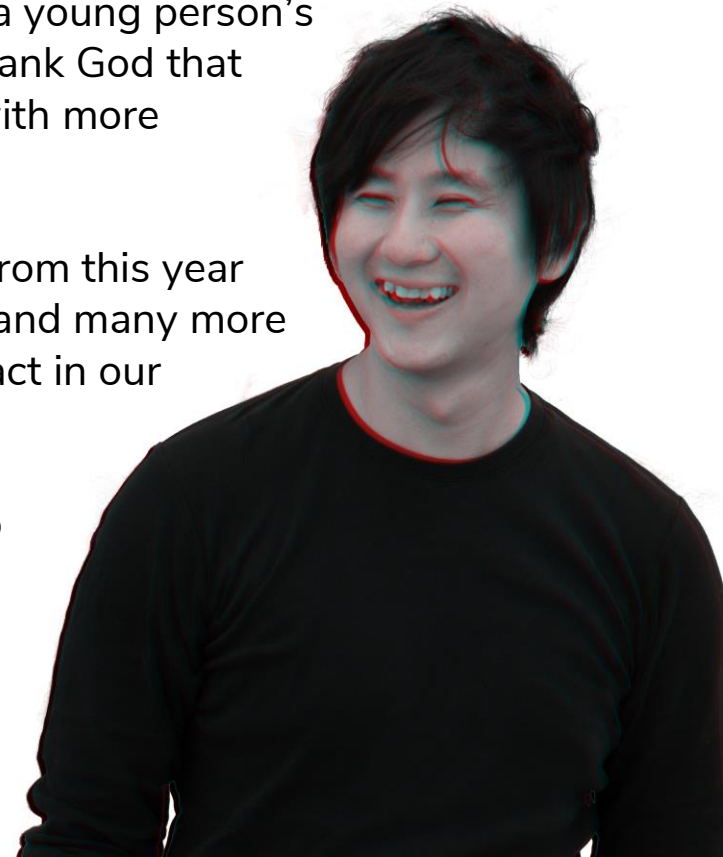
We started the year with one vision – to break down barriers and to help provide quality mental health support to every young person who needed it. And this year blew our minds. I remember having a team meeting in February with the clinical members of staff, and bringing up the concern that we were seeing less cases than usual. But my fears were unfounded, as just a few weeks later the Circuit Breaker was announced and the floodgates began to open. We saw more young people seeking help with us than ever before, and we also saw an increase in the severity of their struggles.

I cannot recount the number of times my team had to go on suicide watch, take crisis calls in the middle of the night, or scramble to work with other agencies, hospitals, and emergency services to help preserve a young person's life. We were challenged physically, mentally, and emotionally. The struggle is real. But I thank God that our team did not simply weather the storm, but instead, came out of it more resilient and with more support than ever before.

2020 was also a year of firsts for us, first partnerships, first app, first forum, first run. And from this year of firsts, we've learnt a lot. With these firsts, my belief is that there will be seconds, thirds, and many more new innovative approaches, collaborations, and projects that'll help us make a greater impact in our quest to end powerlessness in youths.

As we enter into 2021, my hope is that with our newly expanded team, we will continue to break down barriers to help seeking, and reach out to as many young people through our therapeutic programs, workshops, and campaigns. Building hope, finding worth, and seeking dreams!

- Asher Low, Executive Director



OUR PROGRAMS

HELPLINE + C&C

The Helpline and Counselling & Casework programs make up the bulk of what we do, clients are either referred to us by other agencies, such as schools, hospitals, or other VWOs, or approach us directly for help via www.limitless.sg/talk

- Our **Helpline**, unlike traditional helplines functions as a “*mini counselling*” relationship between our helpline clinicians and the client for up to 3 weeks. During which, the client is provided with empathetic support via Whatsapp, text, phone, or video call. Our staff also conduct assessments and triage if there is a need to escalate helpline cases to C&C, other agencies, or emergency services.
- The bulk of the **C&C** experience happens in counselling, where our counsellors and social workers engage the client through talk-therapy. These sessions are done either online, at our centre, or wherever clients feel comfortable; often at cafes or in tertiary institutions.

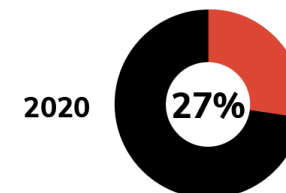
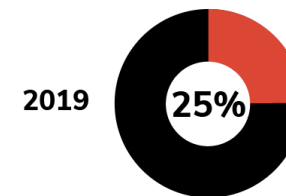
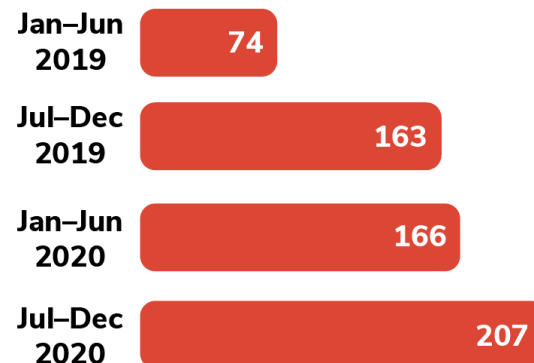
OUR PROGRAMS

- The casework component of **C&C** happens when there is a need to involve other agencies, or the family of the client.

Often, our counsellors and social workers can be found accompanying clients to the hospital, to lodge police reports, or in interagency meetings with schools, other mental health professionals, protective services, or other community based VWOs

More than 90% of our clients are self-referred, and reached out to us for help on their own. A large number of the cases seen have some level of risk, with suicidality being the most common.

**New clients
reaching out for
help**



**Cases with
suicidality**

OUR PROGRAMS

GROUPWORK

During the 2019-2020 FY, Limitless conducted the following groupwork programs

- **Telling Stories**, a songwriting program designed to help persons in recovery cope and find support through the shared experience of writing music [14 youths engaged across 8 sessions]
- **Undaunted**, a Krav Maga program designed to help youths at risk of mental health issues build confidence, resilience, and a support system [12 youths engaged across 12 sessions]
- **Up We Go**, a rock climbing and bouldering program designed to help youths at risk of mental health issues, or those in recovery, to build confidence, find direction, and a support system [15 youths engaged across 18 sessions]



OUR OUTREACH

OUTREACH & EDUCATION

During the 2019-2020 FY, Limitless was involved in the nationwide outreach and education campaigns, working with institutes of higher learning, secondary schools, and other community partners to bring mental health education and outreach to the wider population, throughout the FY, Limitless reached more than **13300 people** through it's outreach efforts

- **The I AM_ Campaign**, designed to help young people rewrite the negative labels in their lives, this campaign was run in schools and community events through booths and talks
- **It's OK to be Not OK**, is a public education campaign about youth mental health, designed to help youths and those in their circle understand what youth mental health looks like, how to help, and where to go for help
- **The Safe Circle**, a campaign run in coordination with 6 other youth and mental health agencies, to help youths, educators, parents, and professionals understand trauma in children and youths



OUR OUTREACH

- **Beyond The Label Fest**
- **The Limitless Run 2020** (349 Runners)
- **The Pausitivity Box** (130 care packs)
- **Living Through COVID-19 Youth Mental Health Forum**
(67 participants)
- **A Day In The Life** (>6150 downloads)



OUR PARTNERS

FUNDERS + SPONSORS

Thank you for sponsoring dreams and helping us further support our work with young people

Grants & Funds

- Health Promotion Board (TBSSF)
- National Council of Social Service (PE Grant)
- National Youth Council (NYF)
- Ms Elaine Lek & Mr Say (TZDKF)
- Temasek Foundation
- Temasek Trust (OSCAR@SG)
- The Marine Parade Leadership Foundation (NOF)
- Tote Board (SGC, TBSSF)

In-Kind Donations (TLR2020)

- Watsons
- North East CDC
- Younguth
- Tiger Balm

OUR PARTNERS

SPECIAL PARTNERS

You went above and beyond what we could expect a community partner to do. Thank you for doing this with us, and we look forward to working hand in hand with you for many years to come!

- ***SCAPE**
- **ActiveSG**
- **AIC**
- **Beyond The Label NCSS**
- **CampusPsy**
- **CHAT IMH**
- **Fairfield Methodist Secondary School**
- **North East CDC**
- **NVPC**
- **NYC**
- **Sengkang General Hospital**
- **South East CDC**
- **The Majority Trust**
- **Vim & Vigour PR**

OUR BOARD



Mr Asher Low - RSW
(Executive Director)

The Founder and current ED of Limitless, Asher has been on the board since 2017, and serves by bringing vision, operational leadership, and clinical direction to the organisation.

Asher is a social worker with more than 10 years of youth work experience, as well as previous experience in family work, prisons, and law enforcement.



Ms Deborah Seah
(Chairperson)

Deborah brings with her many years of creative experience, having been in the creative field for more than 10 years as a creative director, graphic artist, tattooist, and business owner. She has sat on Limitless' Board since 2017, and took up the role of chairperson in 2018.



Dr Ling Zhengjye

Zhengjye was brought on board because of his medical experience and his experience working with youths, having volunteered with youths for more than 15 years. He has been practicing medicine since 2008, and currently serves on the clinical team for his local church, and advises the clergy when they have issues with youth mental health cases. He has sat on Limitless' Board since 2019

OUR BOARD



Ms Ung Lee Hoon, Joelle

Joelle brings with her a wealth of business and business development experience. She currently works at the National Treasure Group, and YMCA Metropolitan. She has sat on Limitless' Board since 2019



Ms Joanna Tan

Joanna is a highly experienced dietitian who also has experience working with youths, after having been a youth leader in her local church for more than 8 years. Joanna contributes her time and knowledge to the clinical team as well, for clients that have eating disorders. She has sat on Limitless' Board since 2017



Dr Darren Chua

Darren is a qualified medical doctor who advocates about disability and mental wellness, works with schools through his business, and has authored several books. He currently runs two businesses, Mindset Transformation Clinic and Potters Clay Education, and also sits on the YMCA Board of Directors. He also previously sat on the TTADS board. He has sat on Limitless' Board since 2019



Ms Christine Khoo

Christine was brought on board because of her design expertise. She has had experience as a graphic designer in both the corporate and charity sectors, and is a long time volunteer with Limitless (since 2017). She has sat on Limitless' Board since 2019.

CORPORATE GOVERNANCE

Limitless is led by a Board of Directors who are elected and appointed by members. The Board is headed by the Chairman and consists of Board Directors who bring with them varied experiences and strengths. All are non-executives except for the Executive Director. The Board believes that the present Board size and composition is appropriate for the Agency's needs in the foreseeable future.

The authorities, duties, and responsibilities of the Board are guided by Limitless' Constitution and Schedule of Policies. Limitless' training and induction policies for new Directors include an onboarding briefing by the incumbent Executive Director on the Agency's vision, mission, and direction, as well as issuance of a Board Orientation Kit.

During the 2019 - 2020 Financial Year, the board met five times to exercise governance over Limitless' strategic plans, progress and activities throughout the year.

Transparency & Conflict of Interest

Limitless' Governance Evaluation Checklist, as well as a

yearly summary of its financial information can be found on the Charity Portal, and accessed by members of the public. In addition to disclosing whether it has complied with each requirement under the checklist, the Agency has further elaborated on how it has complied.

Guided by the Agency's COI policy, All Directors and staff are required to declare any personal interests that may affect the Agency's integrity, fairness and accountability. When a situation arises where there is a conflict of interest, the Director or staff abstains from participating in the discussion and decision making on the matter.

Whistle Blowing

To ensure that Limitless, it's Directors, staff, and volunteers conduct themselves appropriately and in the best interests of its beneficiaries, all existing and previous Directors and staff are encouraged to whistle blow about any possible corporate or employee misconduct in good faith without fear of punishment or unfair treatment. All reports may be directed to the Board, the Executive Director, the Commissioner of Charities, and the Agency's Auditor.

CORPORATE GOVERNANCE

Finances

Budgeting and financial decisions are jointly made by the Board, and monthly financial reports are circulated to the Chairperson, and Executive Director to monitor the actual spending against budget. Quarterly budget reviews are also conducted and reported during the regular board meetings as well. According to Agency policy, three quotations are required for any procurement of goods and services above S\$500, and procurement and payment for non-operational expenses are done in consultation with the Board.

Remuneration

Aside from the Executive Director, all members of the Board are volunteers and do not receive any form of remuneration. As the Executive Director is a member of staff, he was paid a monthly salary of S\$4220/-, or S\$4937.4 with CPF. To avoid conflict of interest, the pay scale for all staff aside from the Executive Director is decided by the Board in accordance to the NCSS Salary Guidelines.

Fundraising

As much as possible, the Agency limits its collection of public donations online, such as through giving.sg, give.asia, as well as its corporate websites. All physical donations such as donation boxes and cans are accounted for with two signees and promptly deposited as soon as possible upon collection.

All use of third party fundraisers are approved only by the Board, and in FY 2020, Limitless enlisted the services of Vision Fundraising Advisory Pte. Ltd as a third party fundraiser.

Ethics and Confidentiality

The Agency adheres to confidentiality guidelines established by the Australian Association of Social Work (AASW) under its Codes of Ethics when interacting with all individuals engaged as clients, beneficiaries, program participants, and through the Limitless helpline. When said guidelines are unavailable or are assessed to be harmful to its clients, the charity will adhere to the Ethical Principles Screen to make an ethically appropriate decision.

CORPORATE GOVERNANCE

Board Meetings and Attendance

	7 July 2019	26 Dec 2019	12 Feb 2020	14 Aug 2020	9 Dec 2020
Deborah Seah	Yes	Yes	Yes	Yes	Yes
Asher Low	Yes	Yes	Yes	Yes	Yes
Joelle Ung	Yes	Yes	Yes	Yes	Yes
Ling Zhengjye	Yes	Yes	Yes	Yes	Yes
Darren Chua	Yes	Yes	Yes	Yes	Yes
Christine Khoo	Yes	Yes	Yes	Yes	Yes
Joanna Tan	Yes	No	Yes	No	No

CORPORATE GOVERNANCE

Governance Evaluation Checklist

Induction and orientation are provided to incoming governing board members upon joining the Board.	✓	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	✓
Are there governing board members holding staff* appointments?	Yes	There are documented terms of reference for the Board and each of its committees.	✓
Staff does not chair the Board and does not comprise more than one third of the Board.	✓	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	✓
There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	✓	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	✓
The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.	✓	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	✓

CORPORATE GOVERNANCE

Governance Evaluation Checklist

The Board approves documented human resource policies for staff.	✓	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	✓
There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	✓	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	✓
There are processes for regular supervision, appraisal and professional development of staff.	✓	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	✓
There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	✓	Does the charity invest its reserves (e.g. in fixed deposits)?	No
The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	✓	Did the charity receive cash donations (solicited or unsolicited) during the financial year?	Yes


CORPORATE GOVERNANCE

Governance Evaluation Checklist

All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	✓	Does the charity employ paid staff?	Yes
Did the charity receive donations in kind during the financial year?	Yes	No staff is involved in setting his own remuneration.	✓
All donations in kind received are properly recorded and accounted for by the charity.	✓	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	✓
The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	✓		
Are governing board members remunerated for their services to the Board?	✓		

*No Limitless staff receives remuneration of more than \$100,000

FINANCIAL REPORTS



Our financial reports for the year 2019-2020
can be found in the link to the right



tiny.cc/limitless2020audit



@we.are.limitless



Limitless Singapore



@limitless.sg

www.limitless.sg