

MEDIA RELEASE

A 5-Year Social Service Sector Roadmap (2017 to 2021) Will Be Launched on 5th July

- *A shared vision for the people, private and public sectors to participate and collaborate so as to make an impact in the social service sector*
- *Roadmap charts different pathways for individuals and organisations, including non-traditional stakeholders in the ecosystem to achieve vision*
- *Roadmap is guided by person-centred and holistic approach towards advancing quality of life*

SINGAPORE 28 June 2017 – A **5-year social service roadmap**, co-developed with the people, private and public (3P) sectors, will be launched on 5 July by the **National Council of Social Service (NCSS)** for all in the ecosystem to work towards a shared vision: every person empowered to live with dignity in a caring and inclusive society.

Also referred to as the **Social Service Sector Strategic Thrusts (4ST)**, it is led by a 21-member Steering Committee (*Appendix A*) and co-created with the ecosystem, comprising member organisations and service users, government, community, business leaders and civic-minded individuals to identify challenges and opportunities. The ecosystem was widened to include non-traditional sector players such as businesses and social enterprises.

The roadmap was developed so that the sector remains relevant and responsive to future challenges and changing needs. In addition, with finite resources, the sector needs to find sustainable and impactful solutions.

ROADMAP CHARTS DIFFERENT PATHWAYS TO SHARED VISION

The roadmap (*Appendix B*) charts the pathways needed to achieve the vision. Through this, individuals and organisations in the 3P sectors will be able to identify their roles and find ways to contribute towards achieving the vision.

Ms Anita Fam, Co-Chair of the 4ST Steering Committee and NCSS Vice-President said:
“The 4ST roadmap will have wide and long-ranging impact, not just for vulnerable populations,

but for the entire nation as a whole, in which every person is empowered to live with dignity in a caring and inclusive society. This is the first time that such an approach has been taken to drive towards a shared vision and roadmap, which details ways to achieve it. It is not meant to be prescriptive, but we have provided ideas and a starting point for how each of us can play a part.”

THREE KEY THRUSTS OF 4ST ROADMAP (APPENDIX C)

1. Empowered individuals, their families and communities
- 2) Effective social purpose entities that deliver quality, innovative and sustainable solutions
- 3) Caring, collaborative and impactful social service ecosystem

Among the ideas and existing solutions include the client empowerment model that has been increasingly adopted by social and healthcare sectors in other countries. The first in Singapore is the ‘Our Lives, Our Voices’, a two-year pilot project that aims to empower and develop people with Intellectual Disabilities and Developmental Disabilities to become leaders and advocates. The self-advocacy programme is run by the Movement for the Intellectually Disabled of Singapore (MINDS) and Down Syndrome Association.

The adoption of technology is an enabler to productivity and innovation. Among the ideas presented is to showcase agencies with innovative approaches to encourage service providers to continue testing out new approaches. Other players in the ecosystem, such as Lien Centre for Social Innovation has a dedicated centre to promote innovation to social needs. Singapore Management University and Singapore University of Technology and Design promote development of ideas and prototypes by funding concepts through their ‘Create4Good Challenge’.

The 4ST roadmap will be used as a key framework for action by champions and participants at the upcoming Social Service Summit on 5 July 2017.

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About Social Service Sector Strategic Thrusts

The Social Service Sector Strategic Thrusts (4ST) is a 5 year roadmap for the sector, co-developed by NCSS with stakeholders in the social service ecosystem – member organisations, service users, government, community, business leaders and civic-minded individuals. It is guided by a person-centred and holistic approach towards advancing the quality of life for individuals. The 4ST calls for active participation and collaboration so that everyone in the ecosystem plays a part to achieve a shared vision, where every person is empowered to live with dignity in a caring and inclusive society.

About National Council of Social Service (NCSS)

NCSS is the umbrella body for over 450-member social service organisations in Singapore. Its mission is to provide leadership and direction in enhancing the capabilities and capacity of our members, advocating for social service needs and strengthening strategic partnerships, for an effective social service ecosystem. Community Chest and Social Service Institute (SSI) are part of NCSS.

APPENDIX A

SOCIAL SERVICE SECTOR STRATEGIC THRUSTS STEERING COMMITTEE

1	Mr Hsieh Fu Hua	President, National Council of Social Service Co-Chairperson, Steering Committee
2	Ms Anita Fam	Vice-President, National Council of Social Service Co-Chairperson, Steering Committee
3	Ms Janet Ang	Vice President, IBM Asia-Pacific Chairperson, Caritas Singapore
4	Mr Gautam Banerjee	Vice Chairman, Singapore Business Federation Chairman, raiSE
5	Ms Rahayu Buang	Chief Executive Officer, Yayasan Mendaki
6	Mr Willie Cheng	Chairman, Singapore Institute of Directors
7	Ms Chan Chia Lin	Board Member, National Council of Social Service
8	Ms Agnes Chia	President, Singapore Association of Social Workers
9	Mr Cyril Chua	Board Member, National Council of Social Service
10	Mr Fong Yong Kian	Chief Executive Officer, Singapore Totalisator Board
11	Ms Lai Wei Lin	Deputy Secretary (Policy), Ministry of Manpower
12	Mr Augustin Lee	Deputy Secretary, Ministry of Manpower
13	Mr Nicholas Lee	Chief Executive Officer, Trybe
14	Mr Lee Poh Wah	Chief Executive Officer, Lien Foundation
15	Dr Lee Tung Jean	Deputy Secretary, Ministry of Social and Family Development
16	Mr Girija Pande	Board Member, National Council of Social Service
17	Mr Eugene Seow	Vice Chairman, National Volunteer & Philanthropy Centre Board Member, National Council of Social Service
18	Mr Richard Sim	Board Member, National Council of Social Service
19	Ms Tan Li San	Deputy Secretary (Industry and Information), Ministry of Communications and Information

20	Mr Peter Tan	Director & Senior Principal Organisational Psychologist, Community Psychology Hub
21	Ms Teoh Zsin Woon	Deputy Secretary (Development), Ministry of Health

**APPENDIX B
4ST ROADMAP**



APPENDIX C

THREE KEY THRUSTS OF THE 4ST ROADMAP

Key Thrust 1 – Empowered individuals, their families and communities

- People are more self-reliant

Self-reliance means taking responsibility for one’s life and being independent. When people feel responsible for themselves, they are inclined to proactively solve their own problems. At a community level, they look out for each other.

- People are able to self-advocate

Self-advocacy refers to “...one form of advocacy, occurring any time people speak or act on their own behalf to improve their quality of life, effect personal change, or correct inequalities.”¹ People who can self-advocate are better able to participate in developing solutions, make decisions and negotiate for their own well-being. At a community level, needs can be aggregated and communicated to bring about systemic changes.²

- People are connected and able to access resources and knowledge

To make decisions, a person must have access to choices, knowledge and resources. For this to happen, a person must be connected and able to access information easily. At the community level, it means harnessing its existing strengths, assets and resources to find solutions.

- People are able to decide on services

When people are able to use the information presented to act on their own choice, there is a higher level of satisfaction and commitment to take charge of the process.

- Increased participation of vulnerable populations at workplace and community

The key to being empowered and independent is the ability to participate in society. With opportunities to communicate and interact with others, and knowing that their participation makes a difference, people will feel more motivated to be a part of processes that shape their lives.

¹ Cunconan-Lahr, R., & Brotherson, M. J. (1996). Advocacy in Disability Policy: Parents and Consumers as Advocates.

² Reiningger, B., Martin, D. W., Ross, M., Sinicrope, P. S., & Dinh-Zarr, T. (2006). Advancing the Theory and Measurement of Collective Empowerment: A Qualitative Study.

Key Thrust 2 – Effective social purpose entities that deliver quality, innovative and sustainable solutions

- Solutions and needs are assessed to look at all aspects of a service user's life

The assessment of needs should be holistic and take into account all aspects that will advance a person's quality of life for more effective solutions and seamless experiences.

- Increased number of skilled and enterprising professionals in the sector
To optimise service user outcomes, there should be more sector professionals equipped with the technical know-how to carry out interventions, knowledge to care in a person-centred manner and an enterprising mindset to continuously innovate, adapt and learn³
- Innovative solutions developed

Innovative solutions can be in the form of processes, the way things are done, or a product, the actual good created. Before innovative solutions are scaled, they need to undergo the process of development and prototyping, where ideas are tested in practice and fine-tuned from the feedback received.

- Increased capacity and capability of social purpose entities

The capacity and capability of social purpose entities have to be built for a continuous production of quality, innovative and sustainable solutions. This means having a strong purpose and set of strategies, adequate structure and resources to get there and an overall learning and innovative culture.⁴

Key Thrust 3 – Caring, Collaborative and Impactful Social Service Ecosystem

- Solutions and needs are assessed to look at all aspects of a service user's life (also in Key Thrust 2)

A holistic assessment of service user needs will allow for more effective solutions and positive experience. Meeting the range of needs will require harnessing the capacity and resources of the different ecosystem stakeholders.

- Innovative solutions developed (also in Key Thrust 2)

Innovative solutions can be both a process and a product. The emphasis here is on processes and practices that are new and widely applied such that new behaviour patterns are formed,⁵ creating systemic change.

- Needs are met seamlessly

³ Tishler, C. (2001). *Enterprising Nonprofits: A Toolkit for Social Entrepreneurs – Why Running a Nonprofit is the Hardest Job in Business*.

⁴ PricewaterhouseCoopers Canada Foundation. (2011). *Capacity Building – Investing in Not-for-Profit Effectiveness*; McKinsey & Company. (n.d.). *Elements of the Organisational Capacity Assessment Tool*.

⁵ Bloom, P. N., & Dees, J. G. (2008). *Cultivate Your Ecosystem*.

When needs are met seamlessly, it means that the service user is able to receive continuity of care from the system.⁶ Moving from one service to another is a coordinated process as there is information transfer, trust and a shared appreciation of the whole care system amongst practitioners.⁷

- Money, time and opportunities are given more and meaningfully by People, Public and Private sectors

Vulnerable people often lack the social and financial resources to fully participate in society. People in the ecosystem can promote their participation by giving the necessary resources, such as donations, volunteerism, job opportunities and other acts that open up more opportunities for the vulnerable to participate meaningfully in society.

⁶ Schoen, J. (2003). Making Seamless Care Work for You.

⁷ Betzold, J. (1999). "Seamless" Comes Before "Integration": Part 1

NCSS SOCIAL SERVICE SUMMIT 2017

Wednesday, 5 July 2017

Venue: Marina Bay Sands Expo and Convention Centre

GUEST-OF-HONOUR

**Minister for Social and Family Development
Mr Tan Chuan-Jin**

8.00 a.m.	Media Registration and Breakfast
9.00 a.m.	<p>Screening of Appreciation Video Remembering Dr Robert Loh, Mr Othman Wok and Mr S R Nathan Reflections by Mdm Halimah Jacob, Adviser to the National Council of Social Service</p> <p>Opening Address Mr Tan Chuan-Jin, Minister for Social and Family Development</p> <p>The Social Service Sector Strategic Thrusts Screening of Introductory Video Sharing by Mr Sim Gim Guan, Chief Executive Officer of the National Council of Social Service</p> <p>Panel Discussion Topic 1: Beyond Supporting Clients and Beneficiaries to Empowering Individuals, Families and Communities Topic 2: Beyond Charities or Voluntary Welfare Organisations to Effective Social Purpose Entities Topic 3: Beyond a Social Service Sector to a Social Service Ecosystem</p>
12.45pm	<p>Closing of Morning Segment Mr Hsieh Fu Hua, President of the National Council of Social Service</p>
2.00pm	<p>Breakout Sessions Track 1: Empowering Individuals and Communities Track 2: Strong Organisations, Innovative Solutions Track 3: Caring, Collaborative and Impactful Social Service Ecosystem</p>
4.00pm	Summit Concludes