



PRESIDENT'S MESSAGE

Heart@work

Each one of us, individual or corporate, is like a piece of a giant jigsaw puzzle, fitting together to form our social service landscape. We bring with us resources such as knowledge, expertise, funds, talents, time and passion, to build and grow the social service sector. Every piece is important and critical to complete the picture. No contribution is too small. NCSS, itself a piece of the puzzle, is in turn also responsible for putting the pieces together, working with everyone to meet existing and emerging needs, provide and maximise resources, build capabilities and achieve desired outcomes. This is the essence of Heart@work, the theme of this year's Annual Report.

Meeting the needs

I am pleased to share that Community Chest has once again been successful in meeting its target and has raised \$52 million in the past year to fund 147 social service programmes, serving more than 310,000 people. Their achievement is all the more remarkable in that this is the highest target ever set for Community Chest in the 25 years of its history.

Much has been said and done about the help and services being provided for persons with disabilities. I am pleased to share that a new piece of the puzzle has been put in place with the establishment of a non-profit trust company to see to the long-term financial and caregiving needs of persons with disabilities. This is a collaborative effort between the Ministry of Community Development, Youth and Sports (MCYS), Movement for the Intellectually Disabled of Singapore (MINDS) and NCSS. Another new collaboration is the Foreign Domestic Worker

Levy Concession for persons with disabilities which received very favourable feedback. This, together with the Caregivers Training Grant, provide additional resources to the community for the care of persons with disabilities and seniors.

On another front, NCSS together with MCYS jointly set up five Multi Service Clusters in five Community Development Council (CDC) districts. These one-stop service clusters provide a spectrum of needed family support services, thus further enhancing public access to services.

Maximising resources

In the past year, NCSS has introduced several new schemes and provisions such as pro-bono and shared services to help VWOs keep costs affordable in order to maximise resources. These schemes such as the shared audit service, help VWOs to minimise the cost of meeting new audit regulations and governance

requirements. In addition, NCSS also brokered for IT maintenance and support, design and printing services at competitive rates for VWOs.

Building capability and professionalism

Building manpower capability in the sector continued to be one of NCSS's key focuses last year. Nearly 10,000 training places were filled for courses offered by NCSS's training arm, Social Service Training Institute (SSTI). This represents a 58 per cent increase in the number filled in the previous year. This markedly upward trend is a positive indication of VWOs' increasing commitment towards building internal capability, as well as SSTI's strength in meeting the training needs of the sector.

Beyond training, the key to the development of the sector must be a continuing and relentless upgrading of skills and sharing of knowledge in the areas of specialisation. In this regard, NCSS introduced the Centre of Specialisation concept with the appointment of four agencies specialising in the areas of early dementia intervention, integration of children with special needs in the mainstream pre-school setting, school social work, and the training of befrienders. These Centres will be provided with additional resources to conduct research, document processes and procedures, and to share their accumulated knowledge with other VWOs, shortening the learning time and ensuring uniformly high standards of service delivery.

Outcome driven, client focused

In Financial Year 07/08, we introduced Outcome Funding Agreements, moving up another step in our outcome management journey, which began with the measuring of outputs and initial outcomes under the Programme Evaluation System (PES) in 2001. Outcome Management helps to focus resources and efforts on desired improvements in our clients' lives. I am happy to report that outcome measurements have already been developed for 205 programmes funded by NCSS and MCYS, with many non-funded programmes also adopting this in their bid to be more effective.

The heart of the matter

The past year has been a very successful one for NCSS. However, these achievements are not just the work of NCSS alone, but of every dedicated social service professional, selfless volunteer, supportive corporate partner and generous donor who believes in the work that we do together in the sector. The

progress of the social service sector would not have been possible without the effort of all these people, people like you. On behalf of all the beneficiaries, thank you for making a difference to their lives.

My heartfelt thanks also go out to my fellow Board and Committee members for their dedication and invaluable insights, and their guidance and wisdom. In addition, I would also like to thank the NCSS staff, led by our new Chief Executive Officer, Ms Ang Bee Lian, for their hard work and commitment. Since her appointment as CEO of NCSS in early June last year, Bee Lian has worked tirelessly with the staff in rolling out many new initiatives. With her wealth of experience in the social service sector, we look to her to bring NCSS and the sector to a new level in the years to come.

The next lap

This year, the sector celebrates 50 years of structured social service, beginning with the formation of the Singapore Council of Social Service (SCSS), the precursor to NCSS, in 1958. 2008 is also special as it marks Community Chest's 25th Anniversary. These are important milestones in our history, and calls for a celebration within the community. Together with the VWOs and corporate partners, NCSS will lead a sector-wide celebration, featuring a mega carnival event at the Esplanade Park in August, an Anniversary Dinner in October and the publication of a commemorative book depicting the rich history and significant developments of the sector over the last 50 years. NCSS is grateful to Prime Minister Lee Hsien Loong and President S.R. Nathan for graciously agreeing to attend the celebrations.

We have certainly made great strides in the last 50 years. But what will the next 50 years be like for the sector? The answer lies in each of us as we continue to do our part, putting heart and soul to work together as a community, to bring dignity and hope to the people who need our help.



RADM (RET) Kwek Siew Jin
President

HIGHLIGHTS & ACHIEVEMENTS



SOCIAL SERVICE DEVELOPMENT

Objective

Lead and facilitate the provision of services by VWOs to meet needs faced by the sector

Summary of achievements

- Implemented seven new key service initiatives which include:
 - > Establishment of a non-profit trust company to take care of financial needs of persons with disabilities in collaboration with MCYS and MINDS.
 - > Foreign Domestic Worker Levy Concession for persons with disabilities.
 - > Set up five Multi-Service Clusters in all CDC districts.
- Assessed and approved \$63 million for 318 programmes for funding by Community Chest and Singapore Totalisator Board Social Service Fund.

Enhance service delivery of VWOs

- Outcome measurements developed for 205 programmes funded by NCSS and MCYS as part of the implementation of the Enhanced Programme Evaluation System.
- Conducted 98 Onsite Assurance visits and 44 Service Improvement Plan follow-up visits.

COMMUNITY PARTNERSHIPS

Objective

Ensure adequate funding for approved programmes under NCSS

Summary of achievements

- Community Chest achieved the fund-raising target of \$52 million.
- Partnered a grantmaker to channel resources to needed social service programmes.

Increase participation and feedback from the stakeholders

- Organised the 'Youths Embrace Social Service' competition which received a total of 106 submissions.
- Organised the Heartstrings Walk @ Marina Bay 2007 with 7,000 participants and beneficiaries.

VWO CAPABILITY BUILDING

Objective	Summary of achievements
Enhance manpower capability and capacity of the sector	<ul style="list-style-type: none"> Launched the Advanced Diploma in Early Childhood Intervention (Special Needs) in collaboration with Ngee Ann Polytechnic and MCYS. Awarded scholarships to 21 individuals under the VWOs-Charities Capability Fund.
Enhance competencies and professionalism within the sector	<ul style="list-style-type: none"> Appointed four Centres of Specialisation for the areas of: <ul style="list-style-type: none"> > Early Dementia Intervention > Integration of Children with Special Needs in Mainstream Pre-school setting > School Social Work > Training of Befrienders Achieved 9,988 training places with 96 per cent agreeing that the course objectives were met and 34 per cent agreeing that the courses exceeded expectations. Organised the NCSS Members Conference 2007 themed 'Attracting, Retaining and Optimising Resources' in October 2007.

CORPORATE COMMUNICATIONS & DEVELOPMENT

Objective	Summary of achievements
Enhance NCSS organisational excellence	<ul style="list-style-type: none"> Developed information management capability through the implementation of the Datamart System. Launched revamped corporate website with an improved navigational interface.

CORPORATE GOVERNANCE

Objective	Summary of achievements
Enhance corporate governance in NCSS	<ul style="list-style-type: none"> Complied fully with the Code of Governance Evaluation Checklist for large Institutions of a Public Character (IPCs). (full checklist available at www.charities.gov.sg)