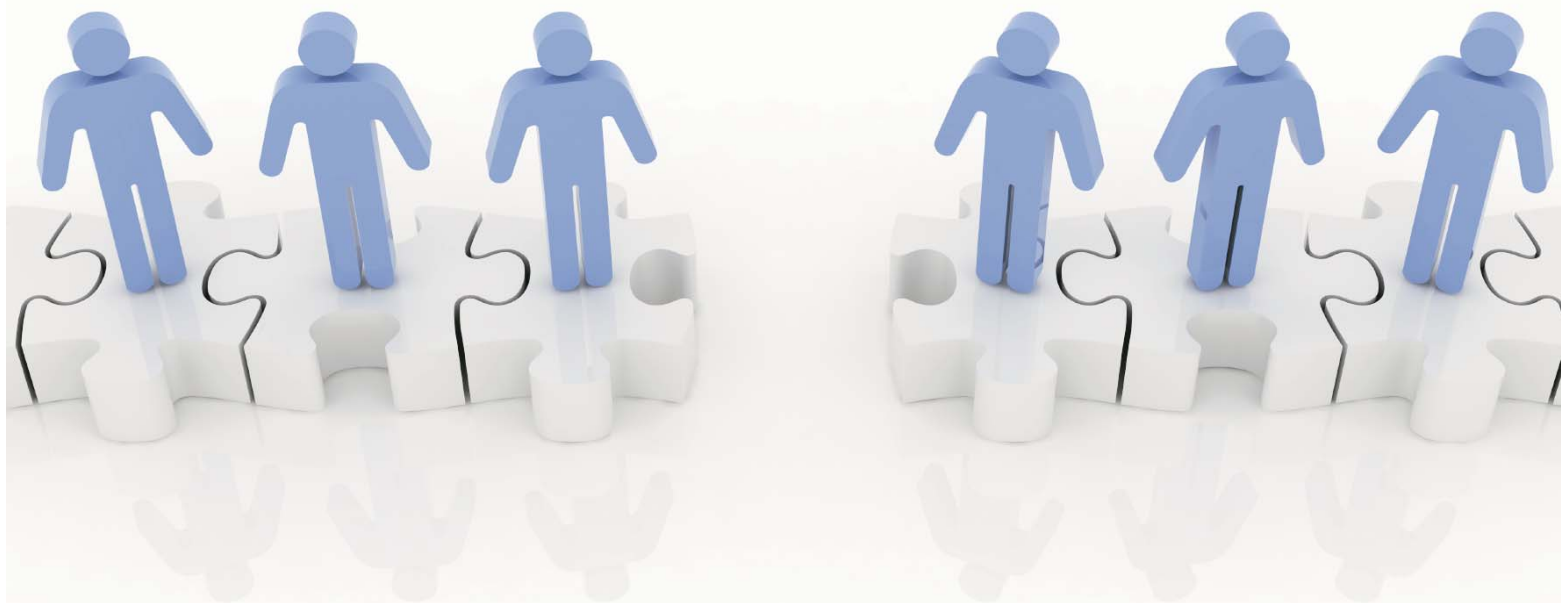




Mr Timothy Tan
The Singapore Cheshire Home

VWO Capability Building

NCSS continues to assist and support Voluntary Welfare Organisations in enhancing their capabilities so that clients can be better served through the services provided. This is done through the provision of training programmes and consultancy services, which aim at building organisational and manpower capabilities.



BUILDING ORGANISATIONAL CAPABILITY

NCSS Members Conference 2007



Some 300 participants attended the NCSS Members Conference 2007 held on 20 October 2007. The theme 'Attracting, Retaining & Optimising Resources' addressed key issues and challenges facing the sector in attracting resources such as funding, professional staff and volunteers, including board members. The Workforce



Skills Qualifications Framework for Community & Social Services by the Workforce Development Agency was launched at the conference by Guest-of-Honour, Dr Vivian Balakrishnan, Minister for Community Development, Youth and Sports (MCYS).

NCSS LeadersXchange

The bi-annual leadership sharing and network sessions attracted close to 200 Voluntary Welfare Organisation (VWO) board members and executive heads. The first session in July 2007 focused on transformational leadership and included a dialogue session with Ms Ang Bee Lian, NCSS CEO. The second session in January 2008 featured media veteran, Mr Viswa Sadasivan, sharing his insights on how VWOs could better engage the media to enhance their strategic communications.

Consultancy

Board governance consultancy sessions were organised for a cluster of six welfare homes. This was followed by a report of recommendations to the individual homes to help them develop and enhance their governance structures and practices. The SSTI School of Non-Profits also facilitated five VWO Boards to undertake the Online

Board Assessment Survey, a systematic board self-evaluation service.

Training for Non-Profit Organisation Board Members

SSTI launched the first-ever 'Mandarin Non-Profit Board Governance' series of training workshops for charities and Institutions of a Public Character to cater to the training needs of about 400 Buddhist and Taoist religious organisations and related welfare organisations. The programme attracted 82 participants since its commencement.

Voluntary Welfare Organisations-Charities Capability Fund

From April 2007, the Voluntary Welfare Organisations Capability Fund (VCF) was extended to VWOs funded by MCYS and Charities/ Institutions of a Public Character (IPCs) and renamed VWOs-Charities Capability Fund. VCF continued to provide grants to VWOs for pilot projects, research, consultancy, local and overseas training and information technology capability building. Charities and IPCs also received help to enhance board governance and management capability. 5,592 applications were approved for a total sum of \$7.85 million.

CORE COMPETENCIES FOR SOCIAL SERVICE PROVIDERS

Workforce Skills Qualifications

SSTI offered two pilot programmes under the Workforce Skills Qualifications (WSQ) framework - 'Helping Youths/Youths-At-Risk in Making Career Choices' and 'Communicate Effectively with Clients and Colleagues'. 41 participants were trained and 63 WSQ Statements of Attainment were awarded.

Core Competencies Framework

NCSS supported the development of the Core Competencies Framework by the Singapore Association of Social Workers - School Social Work Chapter to enhance competencies of school social workers through structured training and certification of core skills. 36 new school social work programmes received support under the STEP-UP funding, bringing the total to 175 STEP-UP programmes by the end of FY 2007/2008.

DEVELOPING SOCIAL SERVICE MANPOWER

Manpower for the Sector

NCSS worked with MCYS to conduct the biennial island-wide manpower survey on the community and social service sector in July 2007. 455 VWOs participated in the survey, which provided an insight into the manpower requirements of the agencies. The survey results would help NCSS develop relevant manpower strategies to provide adequate trained manpower for VWOs to deliver quality social service programmes. Two recruitment exercises were also facilitated by NCSS to augment manpower for the Early Intervention Programme for Infants and Children.

Social Service Training Institute

The Social Service Training Institute (SSTI) continued to spearhead and implement strategic training programmes for professionals and volunteers in the social service sector, with 390 courses organised and 9988 training places filled.

Training for Disability and Special Education Personnel

Students from the third intake of the Diploma in Disability Studies graduated in June 2007. The diploma was jointly offered by SSTI and the Centre for Developmental Disability Studies, an affiliate of the Faculty of Medicine, University of Sydney.

31 students graduated from the pilot run of the Certificate in Education Studies (Special Education), which was offered in partnership with Flinders University. The second run was successfully launched with an intake of 26 students.



NCSS collaborated with MCYS and Ngee Ann Polytechnic to launch the Advanced Diploma in Early Childhood Intervention (Special Needs) course in May 2007. This specialised training aimed to build the capability of early intervention teachers working with pre-school children with special needs.

NITEC in Social Services

NITEC in Social Services was launched in April 2007 with an intake of 23 students. The programme, a collaboration among MCYS, NCSS, Institute of Technical Education and SSTI, aimed to train social service assistants in caregiving within the community and social service sector.

SSTI-Monash Bachelor of Social Work



September 2007 marked the graduation of the second cohort of the SSTI-Monash University Bachelor of Social Work programme and the commencement of the fifth intake. From July 2007, the Bachelor of Social Work programme is fully accredited by the Australian Association of Social Workers. The degree is recognised internationally.

Conference on the Rehabilitation of Youth Offenders

SSTI co-organised the Conference on the Rehabilitation of Youth Offenders in November 2007 with MCYS and the Singapore Association of Social Workers.





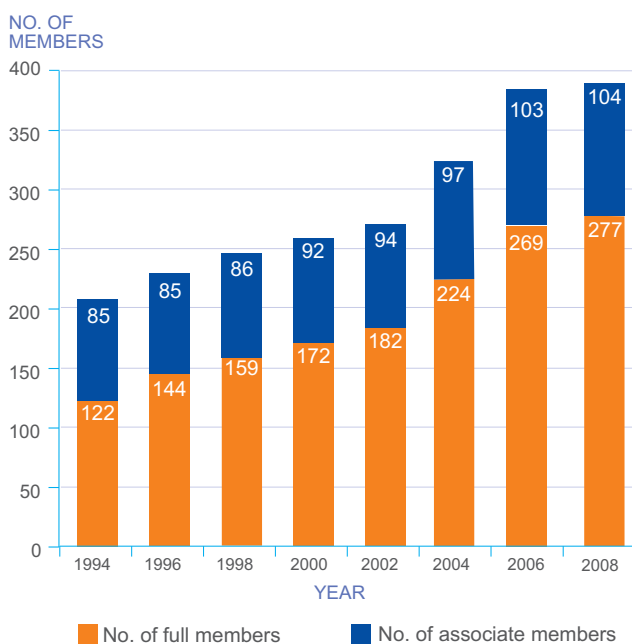
Attended by 550 participants and featuring numerous renowned speakers, the two-day conference offered an excellent platform for discussions on topics relating to youth offenders and rehabilitation.

Highlighting the Contributions of Special Education Profession

NCSS co-funded the inaugural MOE-NCSS Outstanding Special Education Teachers' Award. Four teachers and three special schools were recognised for their outstanding service and innovation in special education.

WORKING WITH VOLUNTARY WELFARE ORGANISATIONS

Over the past 14 years, NCSS membership has grown from 207 to 381. The number of full members increased from 122 to 277.



Services for NCSS Members

NCSS negotiated and brokered a range of shared services offered at better rates to VWOs. The Audit Shared Service, piloted in June 2007, addressed the challenges of increasing audit cost and difficulties in sourcing for auditors faced by VWOs. 40 VWOs have since benefited from this service. Information Technology Maintenance and Support, as well as Design and Printing Shared Services were also rolled out in FY 2007/2008.

NCSS evaluated 83 invitations from VWOs to political leaders to grace their events. Besides that, 64 flag days were allocated to VWOs and 327 fund-raising exemption permits were granted to VWOs.

NCSS as Sector Administrator

As sector administrator, NCSS continued to oversee charities and Institutions of a Public Character (IPCs) in the social service sector. This included the administration of the IPC status, which enabled VWOs to issue tax-deductible receipts for outright cash donations. 317 charities and 199 IPCs were under the purview of NCSS.

NCSS organised a seminar on 27 July 2007, attended by 67 charities, to provide an overview of IPC regulations and governance best practices.

167 agencies attended briefing sessions aimed at raising awareness and building VWO capabilities in the areas of governance and financial management standards. NCSS, together with professional bodies and corporate partners, such as the Institute of Certified Public Accountants of Singapore and the Overseas Chinese Banking Corporation, jointly offered these sessions.

In conjunction with the roll-out of the enhanced IPC evaluation by the Charities Unit of MCYS in January 2008, NCSS held the inaugural IPC Tea Session on 1 February 2008 to facilitate the agencies on the renewal of IPC status and the use of the new Charity Portal.

Implementation of the New Code of Governance for Charities and IPCs

NCSS held two dialogue sessions on the Draft Code of Governance for 87 charities and IPCs in August 2007. The feedback gathered was channelled to the Charity Council for incorporation in the final Code issued in November 2007.

NCSS and Allen & Gledhill LLP organised a complimentary seminar on 22 January 2008 for charities and IPCs to understand and comply with the new Code. In February 2008, 125 IPCs and 36 charities attended briefing sessions which provided guidance for doing the first report on their compliance with the Code.

Annual General Meeting

113 VWOs attended the NCSS Annual General Meeting on 27 July 2007. Both the Annual Report and Audited Accounts for FY 2006/2007 were unanimously adopted.

A resolution was tabled by Hospice Care Association requesting that NCSS look into and assist with the concerns and difficulties of members in complying with the new Code of Governance and additional governance and accounting requirements, which require additional knowledge and resources in terms of staffing and costs. The resolution was approved.

NCSS President, RADM (RET) Kwek highlighted that changes in governance and accounting requirements were necessary to propel the sector forward. NCSS would continue to work alongside VWOs to enable, coordinate and optimise the use of resources.

Corporate Governance Review and Field Visit

NCSS engaged KPMG to conduct reviews on corporate governance, internal controls and compliance for seven large charities/IPCs with annual incomes exceeding \$5 million. The agencies were asked to address the weaknesses and gaps in corporate governance and internal controls identified during the reviews.

NCSS conducted field visits to eight IPCs, with annual incomes of less than \$5 million. The purpose was to better understand their programmes and existing governance practices and to provide advice and guidance on enhancement of governance standards.

NCSS and the other Sector Administrators worked closely with the Charities Unit in MCYS to help some charities

realign their management practices with their objectives so as to restore public confidence.

VWO Engagement

NCSS engaged VWOs through various platforms to strengthen partnership and relationship. Regular visits to the VWOs were organised so that NCSS would be aligned with VWOs' challenges and needs.



NCSS President, RADM (RET) Kwek Siew Jin, visited 28 VWOs for a better understanding of the agencies. Through such visits, NCSS aimed to establish closer ties with the VWOs and their Board Members, and to empower the Board to tap on available resources to improve their services.

Three Tea Sessions were organised for VWOs to provide opportunities for the Board Members and Executive Directors to air their views on social service related issues with MCYS and NCSS. Mrs Yu-Foo Yee Shoon, Minister of State, MCYS, hosted one of the sessions.