

FY2016-2018

NATIONAL COUNCIL  
OF SOCIAL SERVICE

# TOTE BOARD

## SOCIAL SERVICE FUND

### END OF TRANCHE REPORT



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# EXECUTIVE SUMMARY

## Tote Board - a Key Community Stakeholder

Tote Board, as a key community stakeholder, had provided up to S\$350 million from FY16 to FY18 to support critical programmes in the social service sector. Programmes that the Tote Board Social Service Fund (TBSSF) supported were aligned with the following priorities:

- Support underserved social needs
- Help vulnerable groups contribute to society
- Enable social integration
- Strengthen families

Of the S\$350 million that Tote Board had provided, a total of S\$308 million was utilised to support programmes in FY16-18. Figure A shows the amount of funds allocated and utilised in FY16-18 to support Flagship, Established, New and Capital programmes. At least 90% of funds allocated to Flagship and Established programmes have been utilised, while approximately 50% of funds allocated to New and Capital programmes have been utilised.

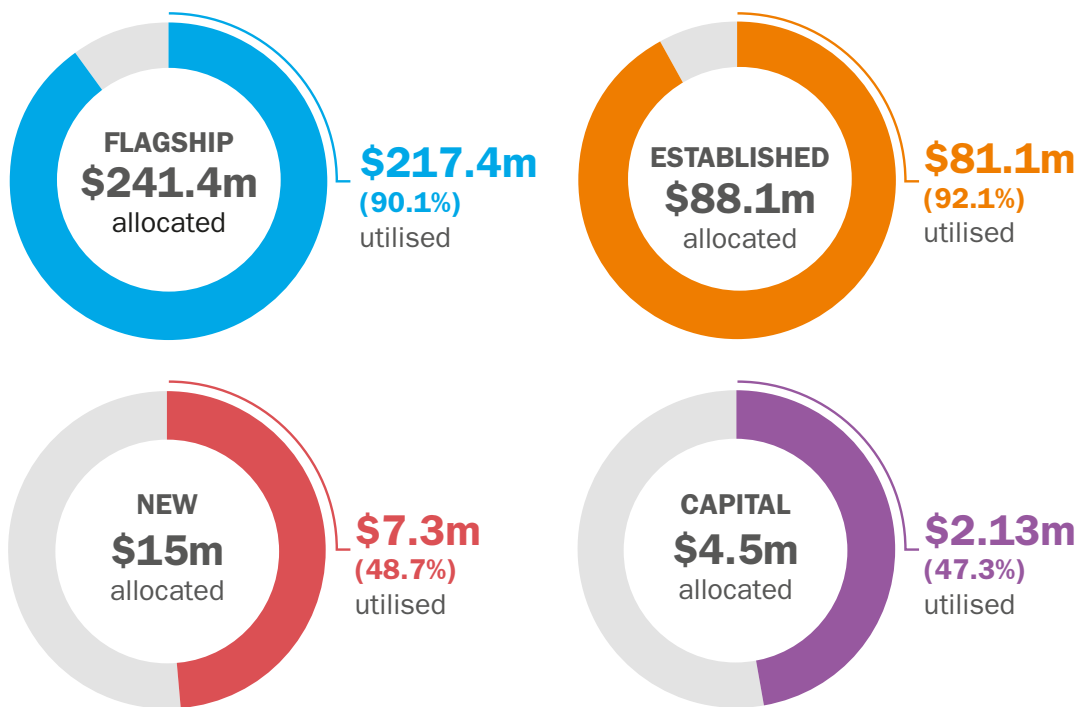


Figure A. Utilisation of TBSSF in FY16-18 for programmes in each category.

# EXECUTIVE SUMMARY

## New Funding Approach

In FY16-18, Tote Board adopted a systems-based approach to fund programmes. This was to enable greater accountability and co-creation of solutions to address gaps in the life course of various client groups.

Under this new approach, TBSSF's support for Flagship programmes was centred on services in the Family and Disability Systems<sup>1</sup> where needs were deemed to be greater. 50% and 23% of the utilised funds supported programmes in the Children Disability and Family subsectors, respectively (Figure B). This has enabled professionals to deepen their capability to support families and children whose issues were increasingly complex. It has also allowed the use of Community Chest funds to be concentrated on other systems namely Children & Youth, and Eldercare.

## Impact Achieved

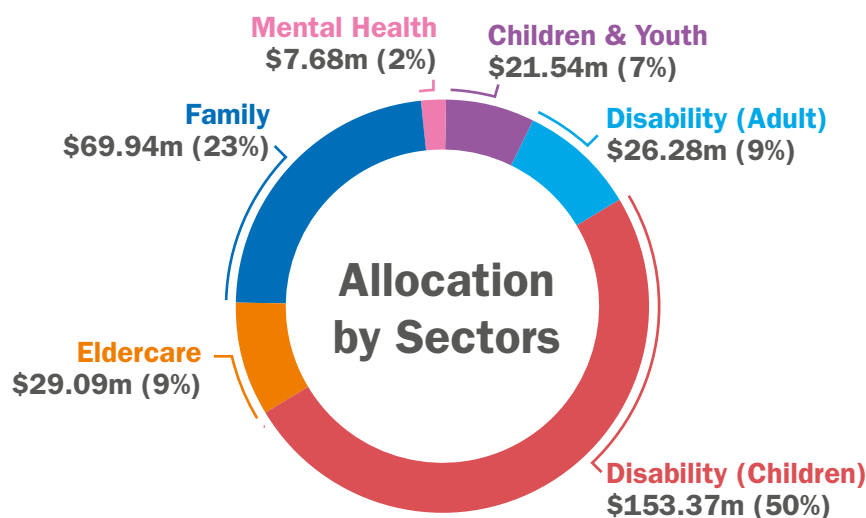
TBSSF has enabled 96 social service agencies to improve the effectiveness and expand the capacity of their programmes, pilot innovative approaches to meet emerging needs or better serve current ones, and foster

multi-agency collaboration to address systemic issues in the sector.

A total of 382 programmes<sup>2</sup> and 174,130 service users<sup>3</sup> benefitted from TBSSF support in FY16-18. This is almost 1.9% and approximately 38% more than the number of programmes and service users who benefitted in FY13-15, respectively. Programmes that were supported by TBSSF included SPED, EIPIC, FSCs, Child Protection Specialist Centres, Collective Impact @ Spooner, EMPOWER, Voices for Hope, and Do You M.I.N.D?. These programmes aimed to achieve one or more of the outcomes below:

- Enable persons with disabilities to contribute to society
- Support families to address challenges that arise from changing social demographics
- Promote collaboration to meet complex needs
- Empower individuals to enable social integration
- Leverage technology to increase empathy towards vulnerable groups

**Figure B. Distribution of TBSSF utilised across various sub-sectors in FY16-18**



1. Includes Family Service Centres (FSCs), Specialised Centres for Families (SCFs), Early Intervention Programme for Infants & Children (EIPIC), Development Support Programmes (DSPs), Special Education (SPED) schools and Training Employment Programmes (TEPs).

2. Includes the same programme that is offered by a social service agency at multiple locations.

3. The same service user was counted more than once if he/she accessed multiple programmes that were supported by TBSSF in FY16-18.

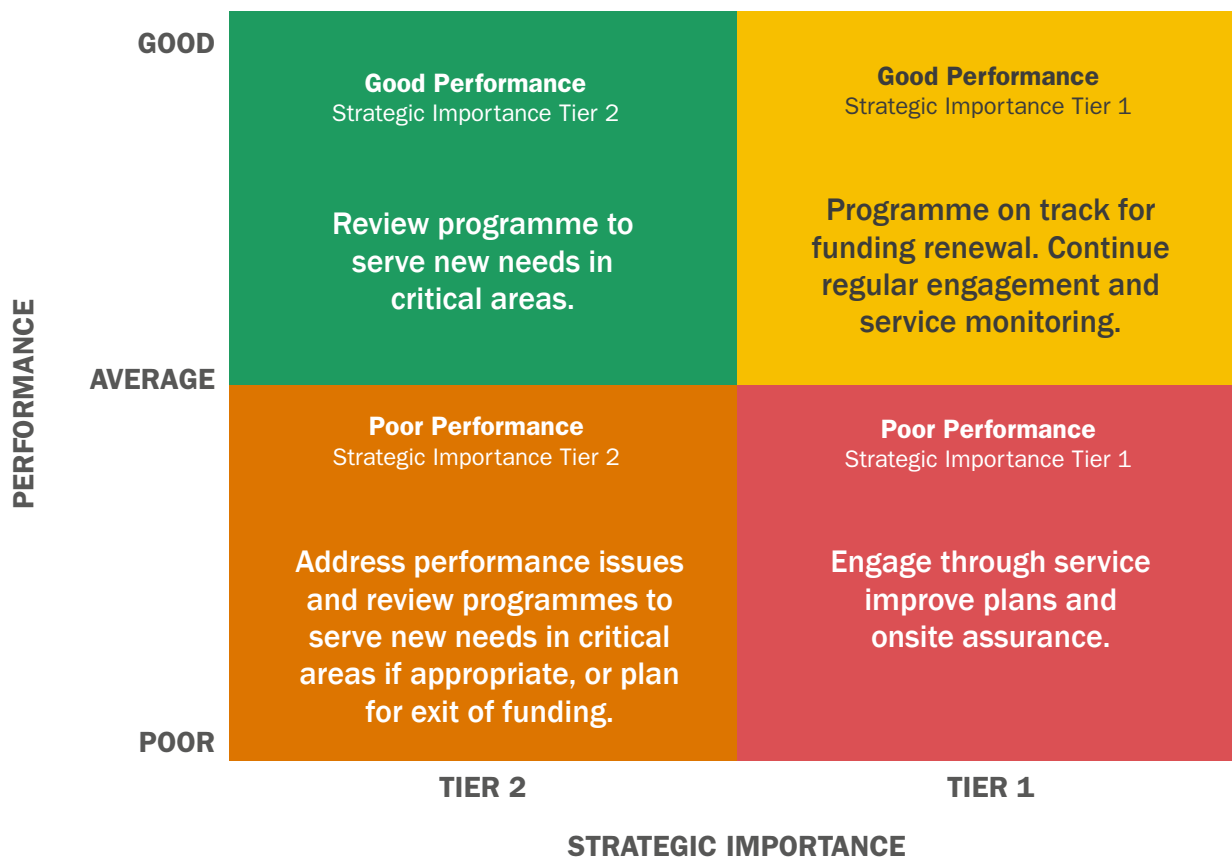
# EXECUTIVE SUMMARY

## NCSS' Value-added Partnership with Tote Board

In FY16-18, NCSS assessed 1,059 applications. TBSSF was disbursed to support 1,022 of them. As an administrator of the TBSSF since FY06, NCSS continuously strives to improve its ability to perform this role.

Since FY19, NCSS has used a performance management framework to review programmes that are funded solely by TBSSF, on an annual basis. This framework ensured that TBSSF only supports programmes that are strategic and effective. NCSS will also introduce a set of Service Standard Requirements to all programmes that receive TBSSF funding for quality assurance purposes from FY19 onwards.

To ensure quality and criticality of service delivery, programmes will be regularly mapped onto the framework below, to ensure programmes (a) meet existing eligibility criteria, (b) remain a strategic/critical programme in meeting the sector's needs, and are assessed to be performing satisfactorily. The mapping will be based on programme performance, such as those reported in the NCSS Enhanced Programme Evaluation System, along with the magnitude and severity of the consequences of not providing the service. Through regular reviews guided by the framework, programmes funded by TBSSF are constantly refreshed for relevance, quality and sustainability.



# EXECUTIVE SUMMARY

To further encourage agencies to develop and run new programmes, NCSS has proposed a few new initiatives to support them:

## 1. Funding Criteria has been revised to better support new initiatives

Programmes which serve an unmet need and uses a new method or approach which aim to achieve transformative impact in the landscape will be funded at 90% of the approved total operating expenditure.

Programmes which serve an unmet need and is an existing service model rolled out to a new target group will be funded at 70% of the approved total operating expenditure.

## 2. Open Grant Call

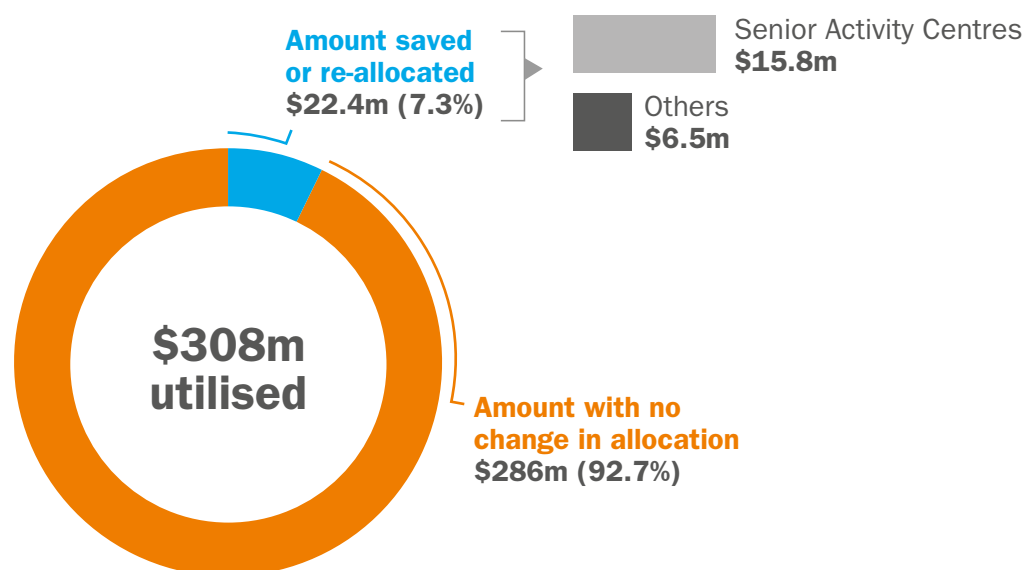
Applications for new programmes will be accepted through open grant calls. This will allow a diversity of new solutions to be developed and enable agencies to respond to critical needs that they encounter on the ground.

## 3. Pioneering Initiatives

NCSS would engage agencies to catalyse new and innovative initiatives aligned with strategic priority areas.

As part of its efforts to ensure good stewardship of funds, NCSS conducted a scan of the funding landscape and right-sited programmes by directing them to other appropriate sources of funding. Social service agencies that offer training programmes and volunteer opportunities for seniors have been re-directed to receive support from the National Silver Academy fund and the Silver Volunteer Fund, respectively instead. As a result of this continuous review and promotion of TBSSF, S\$22.4 million of TBSSF will be re-allocated to support other more strategic programmes from FY19 onwards (Figure C). Apart from the \$15.8m right-sited to MOH, the \$6.5m comprised right siting of active ageing and 20 other programmes.

### Re-allocation of TBSSF funds to support more strategic programmes



**Figure C. A total of S\$22.4 million out of the S\$308 million utilised will be re-allocated to fund other programmes from FY19 onwards.**

# TBSSF FY16-18 OVERVIEW

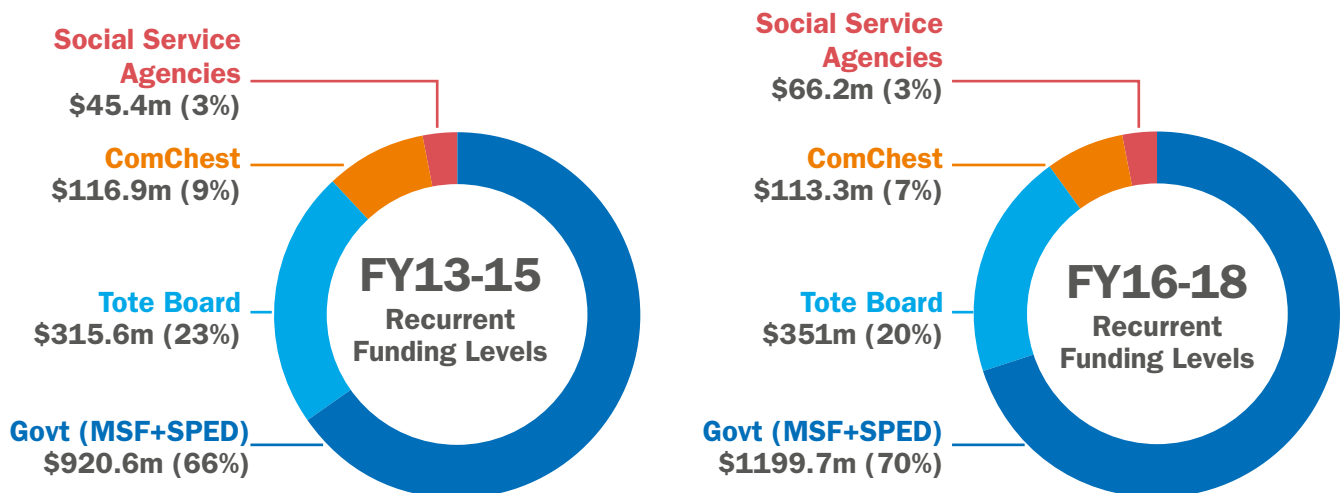
Singapore has been facing a number of challenges associated with an ageing population, changing family structures and rapid disruptions in the economy. In light of the above challenges and in anticipation of the increased demands on the social service sector in FY16 to FY18, the government has played a greater role in service delivery and coordination. MSF has also increased its share of funding to enhance the capacity of new and key recurrent programmes.

As an important community stakeholder, and recognising the constant need to improve the lives of the vulnerable community, Tote Board supported critical social service programmes with up to S\$350 million in FY16 to FY18 to achieve the following outcomes:

- Support underserved social needs
- Help vulnerable groups contribute to society
- Enable social integration
- Strengthen families

This funding quantum of S\$350 million was a 4.5% increase compared to the S\$334.9 million that was allocated in FY13-15. While a higher funding quantum was provided, the share of TBSSF funding for recurrent programmes was reduced by 3% as the government increased its share of support for Family Service Centres (FSCs) and the Early Intervention Programme for Infants & Children (EIPIIC) by 4% from FY15 onwards (Figure 1).

**Funding levels for recurrent programmes in FY13-15 versus FY16-18**



**Figure 1. Compared to FY13-15, TBSSF's share of funding for recurrent programmes has decreased by 3%, while that of MSF and MOE has increased by 4% in FY16-18.**

# TBSSF FUNDING STRATEGY

Out of the S\$350 million that was allocated in FY16-18, a total of S\$308 million was disbursed to support programmes. A major portion of TBSSF was allocated to support programmes under the “Flagship” category. These are programmes that are deemed to be important for the Government to co-fund at a national level. These programmes include the Family Service Centres (FSCs), Specialised Centres for Families (SCFs), Early Intervention Programme for Infants and Children (EIPIIC), Special Education (SPED) schools, Development Support Programme (DSP), and Training and Employment (TEP) programmes. The second category of programmes are the “Established” programmes. These are programmes that have been proven to be effective in a meeting a specific need of a vulnerable population. These programmes aim to achieve outcomes that would align to the four broad desired outcomes of the TBSSF (FY16-18):

- Support underserved social needs
- Help vulnerable groups contribute to society
- Enable social integration
- Strengthen families

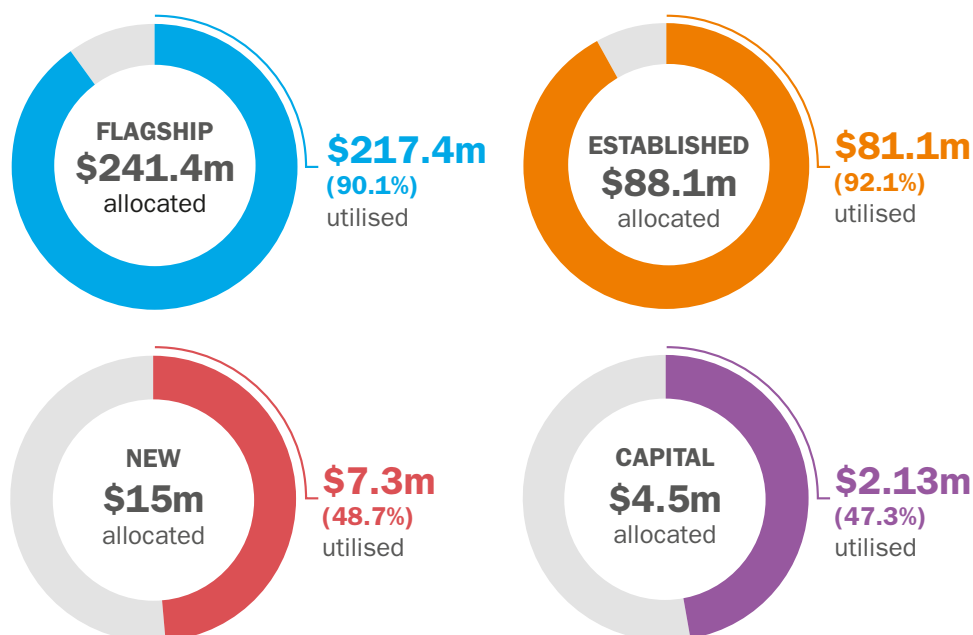
Examples of such programmes include Day Care Centres, Day Activity Centres (DACs), Integration Support, and School Social Work.

TBSSF has also enabled NCSS to implement new solutions with social service agencies to address unmet needs or underserved needs and to implement new approaches that were recommended by the Social Service Sector Strategic Thrusts. These new programmes required a rigorous process of research and co-creation with our partners. For this tranche, \$7.3m was allocated to support these new initiatives. Examples of these new initiatives will be covered in the later part of this report.

Finally, TBSSF has enabled NCSS to support capital funding for renovation and equipment needed by social service agencies. These projects expanded the capacity of needed services.

Figure 2 shows the amount of funds allocated and utilised in FY16-18 to support Flagship, Established, New and Capital programmes. About 90% of funds allocated to Flagship and Established programmes have been utilised, while approximately 50% of funds allocated to New and Capital programmes have been utilised.

**Figure 2. Utilisation of TBSSF in FY16-18 for programmes in each category.**





# TBSSF FUNDING STRATEGY

NCSS has been administering the TBSSF and continuous reviews were conducted to ensure that the funds are optimally utilised to support increasing needs. Programmes that were funded addressed critical needs in the sector, and were aligned with Tote Board's priorities.

In FY16-18, these goals were achieved through a systems-based approach, as well as the development and application of programme evaluation and service improvement frameworks. The frameworks enabled social service agencies to better report their programme outcomes, and helped NCSS to better understand the needs of various client groups namely children, adults with disabilities, adults with mental health concerns, and seniors.

As a capacity builder, catalyst and thought leader in the sector, NCSS also used TBSSF to enable social service agencies to:

- Improve the effectiveness of their programmes;
- Innovate and initiate new programmes to serve new needs or better serve current ones; and
- Collaborate to address systemic issues in the sector

Additional funds provided by Tote Board in FY16-18 was used to support more programmes in new or emerging

areas, and Flagship programmes in the Family or Disability systems.

It is noted that TBSSF's share of co-funding for the 38 FSCs and 11 SCFs increased by 2% to 22%. This increase in funding enabled a pool of professionals to deepen their capability to support families and children whose issues were increasingly more complex. For TEPs, TBSSF's share of co-funding increased by 8% to 47%, while that for SPED schools increased from 17% to 25%.

Figure 3 shows that 50% and 23% of TBSSF funds that were utilised supported programmes in the Children Disability and Family sub-sectors, respectively. With the increased allocation of TBSSF funds to the Family or Disability systems, NCSS was able to divert a substantial portion of its Community Chest funds to support the Eldercare, Children and Youth systems.

Through the above efforts, programmes that complement one another and holistically cater to various needs were funded, allowing services to be streamlined while meeting the needs of the underserved community. More innovative solutions that aim to address new or emerging needs in the sector were also supported under TBSSF.

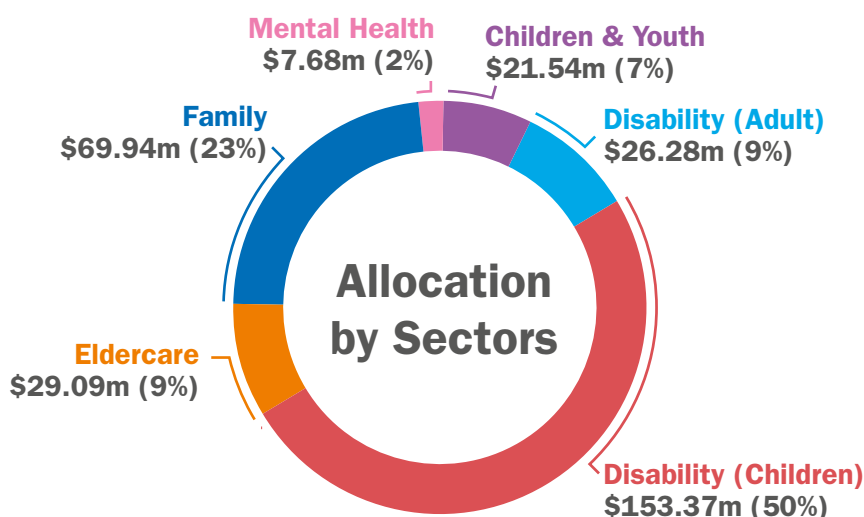


Figure 3. Distribution of TBSSF utilised across various subsectors in FY16-18.

# TBSSF Key Achievements in FY16-18

A total of 382 programmes<sup>4</sup> offered by 96 agencies, and 174,130 service users<sup>5</sup> benefitted from TBSSF support in FY16-18. This is almost 1.9% and approximately 38% more than the number of programmes and service users who benefitted in FY13-15, respectively. Table 1 summarises the targets and achievements for TBSSF collective indicators and outcomes in FY16-18.

Key programmes that were supported by TBSSF in FY16-18 and their achievements in the following areas are also highlighted in this section:

- Enable persons with disabilities to contribute to society
- Support families to address challenges that arise from changing social demographics
- Empower seniors to enable social integration
- Increased support for youths with mental health conditions
- Promote co-creation of solutions to meet complex needs

**Table 1. FY16-18 Targets and Achievements for TBSSF Collective Indicators and Outcomes**

## TOTE BOARD OUTCOME #1



### Supported underserved social needs

TBSSF COLLECTIVE INDICATOR	TARGETS	ACHIEVEMENTS
I. Number of new programmes supported, with a minimum of 30 beneficiaries each	FY18: NA FY17: NA FY16: NA	FY18: 18 FY17: 14 FY16: 13
TBSSF COLLECTIVE INDICATOR	TARGET	ACHIEVEMENTS
II. Number of beneficiaries supported	FY18: NA FY17: NA FY16: NA	FY18: 4,505 FY17: 6,772 FY16: 3,530

## TOTE BOARD OUTCOME #2



### Helped vulnerable groups contribute to society

TBSSF COLLECTIVE INDICATOR	TARGETS	ACHIEVEMENTS
I. Persons from disadvantaged groups secure and sustain employment	FY18: 412 FY17: 996 FY16: 833	FY18: 364 <sup>6</sup> FY17: 608 FY16: 911
TBSSF COLLECTIVE INDICATOR	TARGET	ACHIEVEMENTS
II. Children and youth who are at-risk achieve an increase in overall resilience to cope with stresses and reduction of risk behaviours	FY18: 786 FY17: 1,150 FY16: 884	FY18: 5,094 <sup>7</sup> FY17: 2,324 FY16: 1,456

4. Includes the same programme that is offered by a social service agency at multiple locations.

5. The same service user was counted more than once if he/she accessed multiple programmes that were supported by TBSSF in FY16-18.

6. Numbers reported refer to unique clients served. This is lower than the target set because agencies had to serve repeat clients, depleting available resources as a result.

7. The achievement exceeds the target in FY18 because no target was being set for EQUAL Therapy, Youth United Programme and Uth Power. This contributed to 4,224 users who achieved the desired outcome in FY18.

# TBSSF Key Achievements in FY16-18

## TOTE BOARD OUTCOME #3

### Enabled social integration

TBSSF COLLECTIVE INDICATOR	TARGETS	ACHIEVEMENTS
I. Service users achieve improvement in functional abilities to cope in community settings	FY18: 5,772 FY17: 5,512 FY16: 5,422	FY18: 7,751 FY17: 6,159 FY16: 5,579
TBSSF COLLECTIVE INDICATOR	TARGET	ACHIEVEMENTS
II. Service users in need strengthen coping skills and/or support network to gain improvement in well-being	FY18: 29,043 FY17: 25,577 FY16: 22,762	FY18: 29,136 FY17: 27,803 FY16: 28,662
TBSSF COLLECTIVE INDICATOR	TARGET	ACHIEVEMENTS
II. Children and youth from disadvantaged background form a healthy self-image and are able to sustain healthy relationship with peers, teachers and family	FY18: 196 FY17: 296 FY16: 296	FY18: 592 <sup>8</sup> FY17: 362 FY16: 306

## TOTE BOARD OUTCOME #4

### Strengthened families

TBSSF COLLECTIVE INDICATOR	TARGETS	ACHIEVEMENTS
I. Service users have improved skills and/or social support for better family functioning	FY18: 10,376 FY17: 9,776 FY16: 8,505	FY18: 10,429 FY17: 9,925 FY16: 11,912
TBSSF COLLECTIVE INDICATOR	TARGET	ACHIEVEMENTS
II. Caregivers gained improved coping skills in their caregiving roles	FY18: 321 FY17: 304 FY16: 289	FY18: 610 FY17: 744 FY16: 622

All Tote Board outcomes have been met. This may be partially explained by a greater awareness of services, better identification of persons in need or not having any targets set for some new programmes.

<sup>8</sup>The achievement exceeds the target in FY18 because no target was being set for all but 2 programmes.

**TBSSF KEY ACHIEVEMENTS IN FY16-18**

# PERSONS WITH DISABILITIES

Enabled persons with disabilities to contribute to society and maximise personal potential

**Increased employability of persons with disabilities**

According to the NCSS QOL 2017 study<sup>9</sup>, persons with disabilities are 1.7 times as likely to report a lower QOL compared to the general population if they are not meaningfully engaged in a main daily activity such as employment. This is because they feel excluded from contributing meaningfully to society and are not able to fulfil their personal potential.

To improve the employability of persons with disabilities as they transit out of school to the workforce, TBSSF supported the School to Work Transition Programme. The School to Work Transition Programme is jointly run by SPED schools and SG Enable. Students with the potential to work are identified and matched to suitable job training programmes based on their strengths and interests.

To help persons with disabilities to remain employed, TBSSF also funded Job Placement and Job Support Programmes. These programmes provide job coaching, counselling services, and company visits to ensure that persons with disabilities adjust well to their workplace. A total of 364 persons with disabilities were successfully employed in FY18. Among them, 73% and 55% remain employed for 4 weeks and 6 months, respectively.

9. National Council of Social Service. (2017). Understanding the Quality of Life of Adults with Disabilities.



## Client Story #1

Mr Sim  
Kang Wei

*Mr Sim Kang Wei (left) was diagnosed with Cerebral Palsy where he experiences weaknesses of all four limbs and requires a motorised wheelchair to move around.*

*Through a Job Placement and Job Support Programme, Mr Sim has been successfully employed as a Customer Service Officer cum Admin Executive in Brahm Centre since October 2018 a role that allows him to fulfil his interest in interacting with people.*

*With the support of an occupational therapist and the purchase of a ramp for the office entrance, Mr Sim has learnt to manoeuvre his motorised wheelchair within the office. This has enabled him to access his workplace independently and boosted his confidence on the job.*

### Tailored curriculum for children in EIPIC

Supporting a child with special needs in his or her early years is important as it increases the chance of maximizing his or her potential in life. Besides improving the QOL of persons with disabilities through employment, TBSSF supported the Early Intervention Continuum in EIPIC. The Early Intervention Continuum provides a tailored curriculum in schools according to

the progress of the child. It also better involves and supports families and preschools in delivering the required intervention. Among children who attended EIPIC, 88% improved from the last assessed developmental age for their anchor domain<sup>10</sup>, and 86% of children who graduated from EIPIC transited to a recommended post-EIPIC programme<sup>11</sup>.

Photo credit: SPD



### Client Story #2

*Elijah Lim*

“Elijah has shown tremendous improvement in articulation and interaction with his peers, and with it, an increase in his vocabulary. This has enabled Elijah to express himself better, which helps him in his day-to-day activities, socialising and building up his confidence.”

**Mdm Pang Chong Jie,**  
Elijah's mother

*Elijah Lim (7 years old) started talking only at 4 years old and had a vocabulary of less than 10 words. When he first attended the Building Bridges EIPIC Centre at SPD@Jurong in March 2017, his speech was unclear and he needed a lot of encouragement to speak and participate in class activities. With regular and structured intervention, Elijah progressed quickly and graduated to the DS-Plus pilot programme where he received speech and language therapy support in his pre-school.*

10. Anchor domain refers to the key area of intervention assessed and identified by the agency as being the most critical for the child. Examples include behavioural management, social skills training etc.

11. This could include private, mainstream primary or SPED schools.

**TBSSF KEY ACHIEVEMENTS IN FY16-18**

# FAMILIES

Supported families to address challenges that arise from changing social demographics



There is a growing trend of complex family structures in Singapore resulting from an increasing rate of divorces and remarriages. Without a strong and stable family, it is difficult for children and youth to flourish in society. TBSSF supported the critical work of FSCs and enhanced the capabilities of the Child Protection Specialist Centres.

**Revised service and funding models in Family Service Centres**

FSCs work closely with government agencies and community partners to provide convenient, comprehensive and coordinated help to vulnerable families and individuals including those with low income. As cases become more complex, slightly more time has been allocated to better assess the appropriate intensity of intervention needed for service users. A new funding model for FSCs has also been put in place to account for the differing amount of effort undertaken by social workers in managing cases of varying complexity and risks.

In FY18, 89% of FSC clients had their needs met or were able to manage their risks at case closure; 84% of clients have enhanced their level of self-reliance and resilience at case closure.

Photo credit: Community Chest



### Client Story #3

*Mdm Dina  
Desriani Binte  
Ambril*

*Mdm Dina Desriani Binte Ambril was overcome by grief a few years ago when she suddenly lost her husband, the sole breadwinner of the family, in an accident. She had to singlehandedly support her two young children, who were two years old and 6 months old then.*

*Through Care Corner Family Service Centre, Mdm Dina was referred to various services including those that supported her search for a job and provided subsidised child care. This has helped Mdm Dina to overcome the odds and become self-reliant so that her children can grow up and do well in life.*

### **Differentiated approach in case management by Child Protective Service and Child Protection Specialist Centres**

MSF continually reviews the service models of its Specialist Centres so that resources can be allocated more efficiently and the needs of service users can be addressed in a more targeted manner. The service model and funding framework

of the Child Protection Specialist Centres were revised to enable a differentiated approach where MSF Child Protective Service manages the most serious cases of abuse, while the Specialist Centres manage those of moderate risk and below.



**TBSSF KEY ACHIEVEMENTS IN FY16-18**

# SENIORS

Empowered seniors to enable social integration



According to the NCSS QOL 2017<sup>12</sup> study , a higher quality of life among seniors is associated with “satisfaction with their past achievement, the present and what to look forward to”, “social participation” and “having a sense of autonomy”. As such, it is crucial that services delivered to seniors shift from a passive model of compensation towards empowerment and involving them in designing what they need to allow for active ageing and social integration.

In FY16-18, TBSSF supported a number of new services that gave seniors access to opportunities and resources to achieve their personal potential and participate actively in the community.

### Seniors who solve problems in their community together

*Enriching and Mobilising Participation of Whampoa's Elder Residents (EMPOWER)* is a collaboration between Tsao Foundation and the Centre for Culture-Centered Approach to Research and Evaluation (CARE). This programme aims to improve the self-efficacy and quality of life of seniors through equipping the seniors with training and opportunities to co-create and implement solutions within the Whampoa community. This programme empowers seniors to step out of the typical role of passive recipients of services and play an active role in problem formulation and co-creation of solutions through dialogues and projects. A smaller group of seniors are trained to assume leadership roles to sustain this effort. Through EMPOWER, the risk of social isolation and needs of seniors living alone are addressed with stronger support networks, thereby improving the quality of their lives. A total of 89 seniors had participated and met regularly in the last quarter of FY18.

### Seniors with dementia who self-advocate

It is projected that dementia will continue to rise steadily, reaching 92,000 in 2030<sup>13</sup>. An additional stress experienced by persons and caregivers living with dementia is the lack of knowledge and awareness associated with this disease.

In FY18, TBSSF began supporting a programme by Alzheimer's Disease Association (ADA) called Voices for Hope, which aims to address the issue of stigma on dementia by training persons living with dementia and their caregivers to share about their stories publicly.

Through these powerful and personal stories, audience had a much better appreciation of this condition. Since its commencement in January 2019, 12 participants have completed the Voices for Hope programme and gained the confidence to speak up at public platforms such as CNA938 radio and ADA conferences.



Photo credit: Alzheimer's Disease Association

Voices for Hope graduates Steven and Lai Quen (caregiver) shared their story on CNA938 with radio presenter Susan Ng.

13. Tai, J. (2019, May 26). The Straits Times. Retrieved from <https://www.straitstimes.com/singapore/health/facing-dementia-alone>

## TBSSF KEY ACHIEVEMENTS IN FY16-18

# YOUTH MENTAL HEALTH

## Increased support for youths with mental health conditions



The NCSS QOL 2017 study<sup>14</sup> found that persons with mental health conditions felt excluded from contributing meaningfully to the society and did not feel that they could fulfil their potential. Such feelings of exclusion are due to the negative attitudes and perceptions towards persons with mental health conditions<sup>15</sup>. As the prevalence rate among those aged 18-34 years old is the highest<sup>16</sup>, there is a pressing need to reduce the stigma around mental health conditions among youths and provide affected youths with adequate support.

### Increased knowledge, empathy and support for youths with mental health conditions

TBSSF was used to improve understanding and empathy among youths, thereby reducing the stigma around persons with mental health conditions.

In Do You M.I.N.D?, secondary school students are equipped with knowledge and resources pertaining to mental wellness in an upstream and educational manner. The programme uses a virtual reality immersive experience and is adventure-based to allow students to understand the struggles of persons with mental health conditions, increasing empathy and promoting acceptance towards them in the process. In inculcating empathy, it also encourages youths to include persons with mental health conditions in their social circles and build healthy relationships. Other than normalizing conversations about mental health conditions in school-based settings, intervention work is provided to those who decide to seek help, addressing the needs of youths with mental health conditions before such issues are further compounded as they reach adulthood.

As of 24 July 2019, 3188 secondary school students have participated in Do You M.I.N.D?. A total of 37 clients, aged 21 years old or below, have started receiving mental health intervention.



Students using a Virtual Reality Immersive Experience to better understand the struggles of persons with mental health conditions.

Photo Credit: Do You M.I.N.D.?

14. National Council of Social Service. (2017). Understanding the Quality of Life of Adults with Mental Health Issues.

15. NCSS Public Attitude Study 2017

16. Singapore Mental Health Study 2016

**TBSSF KEY ACHIEVEMENTS IN FY16-18**

# COLLECTIVE IMPACT APPROACH

Promote co-creation of solutions to meet complex needs



Due to a lack of resources and competing demands within the family, children and youths from low-income families often find it difficult to reach their fullest potential. In extreme cases, some drop out of school prematurely to work to contribute to the family's income which could in turn lead to a lower QOL in adulthood.

As the wellbeing of children and youth are mediated by multiple complex factors within the ecosystem, it is often inadequate for agencies to work with children and youth without addressing other systemic issues concerning their environment. This may be addressed with a collective impact approach that facilitates multi-agency interventions through data-sharing, reinforcing activities, continuous and effective communication so as to achieve the clients' goals.



Photo credit: SHINE

Spooner Road residents discuss their hopes, aspirations, concerns and challenges at the Free Market, facilitated by social workers from @27 FSC and SHINE.

Collective Impact @ Spooner is an initiative by SHINE Children and Youth Services (SHINE) to improve the well-being of children and youth within a high-needs community at Spooner Road using a collective impact model. A community profile assessment of two isolated rental blocks at Spooner Road<sup>17</sup> noted that the community is geographically isolated from services. As negative influences are prevalent within the community, and children and youth have limited access to after-school programmes, they are more likely to engage in at-risk behaviours.

SHINE recognized that the needs of the children and youth could not be met seamlessly if agencies continued to work independently with their respective service users

within the family unit. To effect systemic changes that will improve the lives of children and youth in the Spooner Road community, TBSSF supported SHINE in their efforts to kickstart and coordinate collaborative initiatives across agencies.

As a collective impact approach is a long-drawn process, outcomes can only be established later on. SHINE has been engaging community partners and organising events in Spooner Road to better understand the needs of the community. A steering committee comprising representatives from multiple agencies is also currently in the process of being formed to plan and drive initiatives for the residents in Spooner Road.

Children brainstorm possible resources in their lives at the Mental Well-being Carnival that was organised by students from Nanyang Polytechnic.



Photo credit: SHINE

17. Conducted by the Social Service Office @ Kreta Ayer

# Forward Plans

In FY16-18, NCSS assessed 1,059 applications and 1,022 of them were supported by TBSSF. Programmes supported by TBSSF have mostly met or surpassed expectations. Desirable outcomes have been achieved in specific communities such as among persons with disabilities and vulnerable families; systems-based or innovative approaches have also been implemented to better serve the vulnerable population in Singapore.

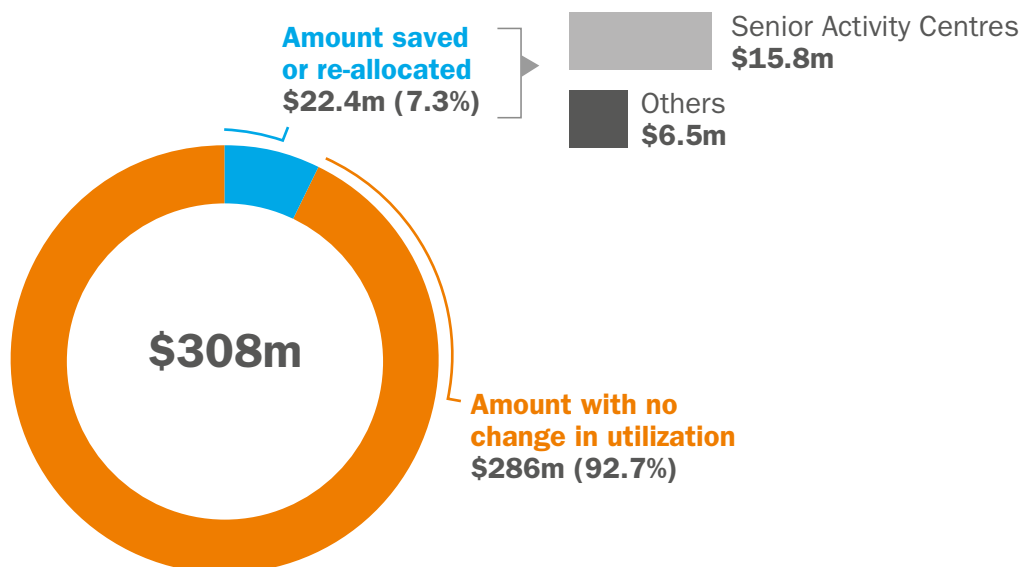
As NCSS continues to review the strategic relevance and performance of programmes, as well as the financial sustainability of the social service agencies, 116 programmes will no longer be funded under TBSSF in FY19-22. A total of 97 programmes<sup>18</sup> were right-sited, and 19 programmes<sup>19</sup> were sunset and will be supported by other funds such as the National Silver Academy Fund<sup>20</sup> and Silver Volunteer Fund<sup>21</sup> instead. This amounts to S\$22.4 million that will be re-allocated to support other programmes that are more strongly aligned with TBSSF's priorities (Figure 4).

Moving forward, NCSS is committed to do the following:

- Introduce Service Standard Requirements to all programmes that will be supported by TBSSF to ensure that programmes are of good quality.
- Enhance the performance management framework to review the performance and relevance of programmes that are funded solely by TBSSF, on an annual basis.
- Improve the grant application experience for applicants.
- Continuously improve the grant management and reporting processes to enhance efficiency and ensure accountability of TBSSF funds.

We hope that these efforts would guide us to become better stewards of the funds that we allocate and administer.

## Re-allocation of TBSSF funds to support more strategic programmes



**Figure 4. A total of S\$22.4 million out of the S\$308 million utilised will be re-allocated to fund other programmes from FY19 onwards.**

18. 94 SACs, 3 Integration Support

19. 2 Active Ageing, 1 Aftercare Service, 1 Befriending & Mentoring, 3 Children & Youth Programmes, 1 Crisis Shelter, 1 DAC, 1 EIPIC, 1 FSC, 1 General Counselling, 4 Integration Support, 1 Interim Rental Housing, 1 SPED, 1 Transitional Shelter

20. Supports social service agencies to provide training programmes for seniors

21. Supports social service agencies to provide volunteer opportunities for seniors