

# INSIGHTS

FROM **SOCIAL SERVICE SUMMIT 2021**  
BREAKOUT DISCUSSIONS



A total of 150 participants joined us for the breakout discussions at the **Social Service Summit 2021**, where we discussed these four key topics:



**Future of Service Delivery  
for User Empowerment**

**1**

**Sector Leadership  
– Defining Social Purpose  
Entities of the Future**

**2**

**Sector Leadership  
– High Tech x High Touch**

**3**

**Partnerships in the Sector  
– Exploring Collaborations  
and Competition**

**4**

We would like to extend our heartfelt gratitude to all participants for your contributions to our discussions. Your insights will help to advance the sector toward the **4ST vision of "Every person empowered to live with dignity in a caring and inclusive society."**

# FUTURE OF SERVICE DELIVERY FOR USER EMPOWERMENT

1

## DESIRED GOALS FOR THE SECTOR AS SHARED BY THE PARTICIPANTS:



### EMPOWER SERVICE USERS TO MAKE CHOICES

- **Proactive involvement of service users in programme development and ideation process** to instil a sense of empowerment and ownership
- **Guide service users to make well-informed decisions** (e.g. leverage technology to increase accessibility of information to users)



### APPROACH TO SERVICE DELIVERY

- **Empower service users by tapping on their strengths and lived experiences** to inspire and positively impact others
- **Customise services** to cater to the diverse needs of service users



### TECHNOLOGY AS AN ENABLER

- Tap on technology to **match service users to services and facilitate inter-organisational exchange of data**



### FUNDING AS A LEVER

- **Establish funding and incentive structures** that enable service users to exercise choice in choosing services/service providers based on their needs and preferences



## ACTIONS, INITIATIVES AND IDEAS SHARED BY THE PARTICIPANTS:



### EMPOWER SERVICE USERS TO MAKE CHOICES

- 💡 Co-produce and co-design ideas with service users by providing more platforms and opportunities for them to contribute their ideas and expertise to improve services
- Have ongoing conversations with service users to understand their needs, preferences and motivations, and empower them to address their own needs



### APPROACH TO SERVICE DELIVERY

- 💡 Explore initiatives that leverage lived experiences of service users and empower them to be "service providers" (e.g. peer support specialists in the mental health sub-sector)
- 💡 Enable service users to opt for service components based on their preferences
- 💡 Adopt multi-disciplinary approach and leverage community networks to ensure continuity of care for service users (e.g. Living Lab in Japan)
- Develop an outcome measurement framework based on user feedback and set feasible qualitative KPIs that measure whether the needs of users are adequately met



### TECHNOLOGY AS AN ENABLER

- 💡 Set up online repository to assist matching of service users to services/service providers and improve service users' access to the range of services available
- Tap on Institutes of Higher Learning to develop innovative technologies that meet localised needs



### FUNDING AS A LEVER

- 💡 Provide partial funding directly to service users and empower users to exercise choice in choosing services/service providers based on their needs and preferences

# SECTOR LEADERSHIP – DEFINING SOCIAL PURPOSE ENTITIES OF THE FUTURE

2

## DESIRED GOALS FOR THE SECTOR AS SHARED BY THE PARTICIPANTS:



### ORGANISATION LEVEL

- Social Purpose Entities (SPEs)\* **tap on diverse streams of resources** (from the community, corporate or self-generated) to carry out their missions
- SPEs **manage their resources to pursue resource growth while bringing in the right manpower to enhance operations**
- SPEs **serve with heart and demonstrate professionalism**



### LEADERSHIP LEVEL

- **Leadership capabilities of SPEs are strengthened**
- **Greater alignment between SPE board and management levels**



### SECTOR LEVEL

- **Change the mindsets and attitudes towards the roles of service users and SPEs** in order to change how things are done
- **Shift from fundraising** (resource generation focused on the present) **towards philanthropy** (more strategic, longer-term approach) for **resource sustainability**
- Strategies are developed to **facilitate contributions from volunteers and the community in a sustainable manner**
- **SPEs collaborate and co-create with other agencies and communities**, instead of viewing each other as competition

\* A social purpose entity is any organisation or group of individuals set up "to change society for the better" and deliver services to improve the well-being of individuals and communities. (Reference: Cheng, W., & Mohamed, S. (2015). Doing Good in Singapore; PricewaterhouseCoopers. (2016). Australia's Social Purpose Market: Understanding Funding Flows and Exploring Implications.)



# SECTOR LEADERSHIP – DEFINING SOCIAL PURPOSE ENTITIES OF THE FUTURE

2

## ACTIONS, INITIATIVES AND IDEAS SHARED BY THE PARTICIPANTS:



### ORGANISATION LEVEL

#### Strengthening organisational capabilities and organisation development

- Being future-ready
  - E.g. use data analytics, build financial acumen, include digitalisation-related processes and resources in operating models
- Recruitment, development and retention
  - Have reasonable remuneration packages
  - Have resources and frameworks in place to support staff
  - Equip professionals with skills in areas such as people management, donor engagement and digital fundraising
- Develop talent management framework and programmes, deploy staff across SPEs
- 💡 Establish a culture where transformation is not just top-down, and staff are empowered to influence above



### LEADERSHIP LEVEL

#### Leadership

- Put in place leadership framework, CEO renewal process
- Improve alignment between board and management/staff, clarity in roles
- 💡 Ensure quality, diversity, succession planning for boards
  - Aptitude assessments, certifications to become board members
- Capability building
  - Improve board orientation/induction practices
  - Conduct coaching/training programmes, networking sessions for SPE leaders and board members
  - Create opportunities to learn from other sectors and industries

💡 : Ideas for exploration



### ACTIONS, INITIATIVES AND IDEAS SHARED BY THE PARTICIPANTS:



#### SECTOR LEVEL

##### Working with partners and volunteers

- Pitch more strategically to those who give
  - SPEs can improve their understanding of what corporates do so they can better propose how the partnership could work, going beyond just monetary contributions
  - Help donors to appreciate the importance of backend functions and support them
- Improve donor engagement and giving experience
  - Expand networks (e.g. Communities of Practice for donors)
  - 💡 Educate and engage leaders in giving entities so they have a better understanding of the needs on the ground, impact of the organisations they are supporting, and the considerations in playing their role as a giver
  - 💡 Centralised platform for donors to access info about SPEs and social services easily
- Volunteer engagement and management
  - 💡 Review job architecture within SPEs to identify how volunteers complement SPEs' work
  - Better matching of volunteers' interests to opportunities
  - Identify more opportunities for skills-based volunteering

##### Sector development

- 💡 Take whole of sector, end-to-end lens in strategy and resourcing for the sector instead of focusing only on individual entities and separate processes
- Sector capability building
  - E.g. consultancy support to help SPEs plan long-term and maintain efforts post-consultancy, sector-level risk management/business continuity plans

##### Collaborate together as a sector & look beyond boundaries

- 💡 Create opportunities for networking and conversations for different sector stakeholders
- 💡 Sharing of volunteers among SPEs
  - Create more structured form of collaboration
  - Curate staff attachment/exchange opportunities and cross-deploy staff across SPEs
  - Create opportunities to learn from outside of the social service sector

# SECTOR LEADERSHIP – HIGH TECH x HIGH TOUCH

3

DESIRED GOALS FOR THE SECTOR AS SHARED BY THE PARTICIPANTS:



## BUILDING A DIGITAL FOUNDATION TO IMPROVE ORGANISATION EFFECTIVENESS

- **SPE staff have adequate tools to work efficiently and effectively**
- **Demand and resources (data/info, tech tools, systems) are optimised** through better planning and aggregation in some areas



## DELIVERING USER-CENTRIC DIGITAL SERVICES

- **Digital products and services are developed with the involvement of users** (individuals and families needing support, and those supporting them e.g. SPEs) to ensure they are user-friendly and inclusive
- **Individuals and families needing support are equipped with the right skill sets and resources** to benefit from digital services



## STRENGTHENING SOCIAL SERVICE DIGITAL ECOSYSTEM

- **There are robust mechanisms and guidelines in the social service ecosystem to facilitate service integration and data sharing**
- **Data is shared across social services and the sector, services are integrated across SPEs** to ensure more holistic support for service users and reduce duplication of work/resources





## ACTIONS, INITIATIVES AND IDEAS SHARED BY THE PARTICIPANTS:



### BUILDING A DIGITAL FOUNDATION TO IMPROVE ORGANISATION EFFECTIVENESS

- 💡 Use of cloud platforms and digital tools
  - Avail these for different aspects of SSA work; reap economies of scale through pooled / bulk purchases, preferential rates
- More robust cyber security and system infrastructure
- Grow digital capabilities at organisation level
  - Training, consultancies, IT talent, guidance for SSAs in digitalisation
  - SPEs to manage resources to implement digital initiatives and sustain them (e.g. maintenance of systems)



### DELIVERING USER-CENTRIC DIGITAL SERVICES

- Involve users as committee members when developing digital solutions, or during the design or testing phases
- Tier level of technology and human touch according to needs of, resources available to, and readiness of service users and SSAs
- 💡 Establish centralised marketing platforms for SSAs to advertise their services to users and educate service users on technological solutions



### STRENGTHENING SOCIAL SERVICE DIGITAL ECOSYSTEM

- Integrate systems and use of data
  - 💡 Ensure that systems and data are well-integrated and made available to facilitate user-centric planning
  - Establish clear frameworks on issues such as data ownership, sharing, access, roles and responsibilities
- Grow digital capabilities at sector-level, learn continuously
  - Establish networking and collaborative platforms, common database of digital knowledge and contacts to facilitate mutual learning or matchmaking of sector players to come together across the sector
- Mobilise & motivate the sector
  - 💡 SSAs to partner and mentor each other in areas such as system development
  - Use funding to incentivise SSAs to demonstrate digitalisation efforts
- 💡 Whitelist reliable tech vendors/agencies for SSAs
- Getting buy-in, change management and transformation
  - Better articulate rationale for digitalisation to foster desire for transformation and seek buy-in (from SSA boards to service users)
  - Set up offices within SSAs to spearhead digitalisation efforts and hire/nurture talents for digitalisation

## DESIRED GOALS FOR THE SECTOR AS SHARED BY THE PARTICIPANTS:



### HARNESSING STRENGTHS OF PARTNERS

- Partners across the ecosystem effectively **leverage each other's respective strengths to meet needs**
- Partners develop **firm relational foundations** for meaningful and sustainable collaboration
- **Partners understand their purpose** ("WHY") **well**, before embarking on collaboration ("HOW" and "WHAT")



### FUNDING AND RESOURCE SUSTAINABILITY

- Shift in mindsets of funders towards a **longer-term, holistic view** of funding
- Funding practices move from:
  - **Output - to outcome-driven**
  - **Programme - to person-centred and systems-centric**



### INSTITUTIONS\* TO SUPPORT AND LEAD BY EXAMPLE

- **Enabling environment (people, culture, systems) is created** to encourage collaboration, sustainability and innovation

\*E.g. organisations in the private and public sector, including SSAs, funders, corporates, government



## ACTIONS, INITIATIVES AND IDEAS SHARED BY THE PARTICIPANTS:



### HARNESSING STRENGTHS OF PARTNERS

- 💡 Create knowledge bank to guide collaboration (e.g. framework, repository of existing initiatives and best practices)
- 💡 Create platforms for intentional networking to foster relationships and possible future collaborations, especially for partners serving similar communities
- 💡 Mapping of ecosystem using a portal to help coordination and reduce duplication
  - Develop an ecosystem approach for sub-sectors (e.g. mental health)



### FUNDING AND RESOURCE SUSTAINABILITY

- Bringing in resources across the ecosystem
  - 💡 Incentivise non-monetary donations
    - Leverage strengths of ecosystem partners to meet needs, potentially helping to reduce duplication and save costs
    - Encourage collaboration through funding
    - SPEs to tap on Board members to raise agency's profile and fundraise
- Funding for impact and innovation
  - Establish impact measurement at the start of programme design
  - 💡 Educate funders on the importance of long-term funding and being person-centric
  - Strike balance between funding requirements for clarity and encouraging innovation and creativity
  - 💡 Extend duration and scope of funding to allow lean agencies to operate optimally and achieve goals

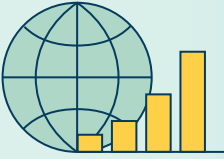


### INSTITUTIONS TO SUPPORT AND LEAD BY EXAMPLE

- 💡 Institutions to play a role to reduce and/or align financial and reporting requirements
  - Review systems and culture to encourage networking, collaboration and innovation

# COMMON THEMES EMERGING FROM THE DISCUSSION

Across the various tracks, some common themes emerged which will contribute to the development of 4ST (2022 - 2026):

 <p><b>Stakeholders' needs at the heart of all</b></p> <ul style="list-style-type: none"><li>• Tailor approaches and solutions to different needs of stakeholder groups</li><li>• Design and implement with them, embed user insights throughout process</li></ul>	 <p><b>Creative, strategic partnerships</b></p> <ul style="list-style-type: none"><li>• Build strong relationships, trust and unity</li><li>• Create conducive environments for working together</li></ul>
 <p><b>Technology as an enabler to:</b></p> <ul style="list-style-type: none"><li>• Empower individuals and families needing support</li><li>• Facilitate the work of those supporting individuals and families needing support</li></ul>	 <p><b>Using funding strategically to shape the sector</b></p> <ul style="list-style-type: none"><li>• Facilitate and achieve sector goals (e.g. collaboration, empowerment, innovation, technology adoption, greater impact)</li></ul>
 <p><b>SPEs should change for the future by:</b></p> <ul style="list-style-type: none"><li>• Changing their mindsets by taking the perspectives of service users and resource providers when making plans</li><li>• Looking beyond existing boundaries, learning from others</li></ul>	