

A. Introduction

- A1 Professor Cheong Koon Hean, Chair of the Lee Kuan Yew Centre for Innovative Cities (LKYCIC),
Professor Chan Heng Chee from LKYCIC
IPS Colleagues
Su Yin and members of Tote Board,
Distinguished guests, ladies and gentlemen,
- A2 Allow me to end off today's sessions with a few closing remarks. I will be brief as I know I'm standing between you and your visit to the Flower Dome.
- A3 This is my first time representing Tote Board at this conference series, and this is also my first time meeting so many passionate people who want to transform the community and social sector. I am truly humbled as I listened and learned from all of you.

A. Learning points from conference proceedings

- B1 I'll take this opportunity to share a few of my own takeaways from our session today.
- B2 Point 1. Recognise that our goal is common, though our context and touchpoints are different. For example, in the context of my role in Workforce Singapore, we work hard at a "future-ready workforce". In my earlier role at Singapore Polytechnic, we prepared our young learners to be "future-ready". And here today, we talk about "future-ready social ecosystem".
- B3 We are tackling different dimensions of the "future-Ready" challenge, different aspects that are interconnected. It proves that the work we do is important, and our goal is common. We all want Singapore to continue our success into the future, and we are each going in our own ways within our respective capacities and context to make this happen.
- B4 This brings me to my next point: Find synergy in each other's strengths and draw upon diverse perspectives. As I listened to the conversations between our panellists Justin, Harvey and Su-Yin, I kept getting reminded of this phrase: "complementary strengths".
- B5 Being "complementary" is not the same as being "similar". In fact, being complementary draws its strengths and power from the differences of the partners. All 3 organisations clearly have different strengths and different assets, with LKYCIC's strength in futures research, IPS's strength in action-oriented solutioning, and Tote Board as the funder and convenor. But this doesn't complete the picture. Most importantly, we need you, our valued partners across the 3P sectors. We need your

voices, your ideas and your contributions. We need you to come onboard to join us on the co-creation process.

- B6 This brings me to my final point. Keep faith, and let's work together. The intent of today's conference is to generate discussion and plant the seeds of change, not an attempt to pose an answer or a solution. Sometimes, in this line of work we do, there are just no easy solutions. That's why they are sometimes called "society's wicked problems". Sometimes, even the process of securing consensus itself is challenging. But this certainly doesn't stop us from having honest robust debates about issues, in a safe environment where there is mutual respect and trust.
- B7 Working towards a future-ready social ecosystem requires us to take on a "whole-of-society" approach. This can only happen when we have trust and continue to keep faith in one another, allowing us to draw on our complementary strengths to forge ahead confidently and collectively into our future.

B. Upcoming events for 2023

- C1 Before we close, let me just offer a sneak preview of what we can expect for the upcoming year.
- C2 Earlier Justin shared the process for getting involved on the pilots. Besides the pilots, we can also look forward to more seminars and learning journeys about "Future of Resilient Families and Empowered Communities". IPS has a diverse line-up of speakers, and there could even be an overseas study trip this year. Lastly, we will close the year with our annual flagship conference, which I hope to see all of you then.
- C3 We look forward to an exciting year ahead, serving together with all of you in the community.
- C4 I wish you a good evening.