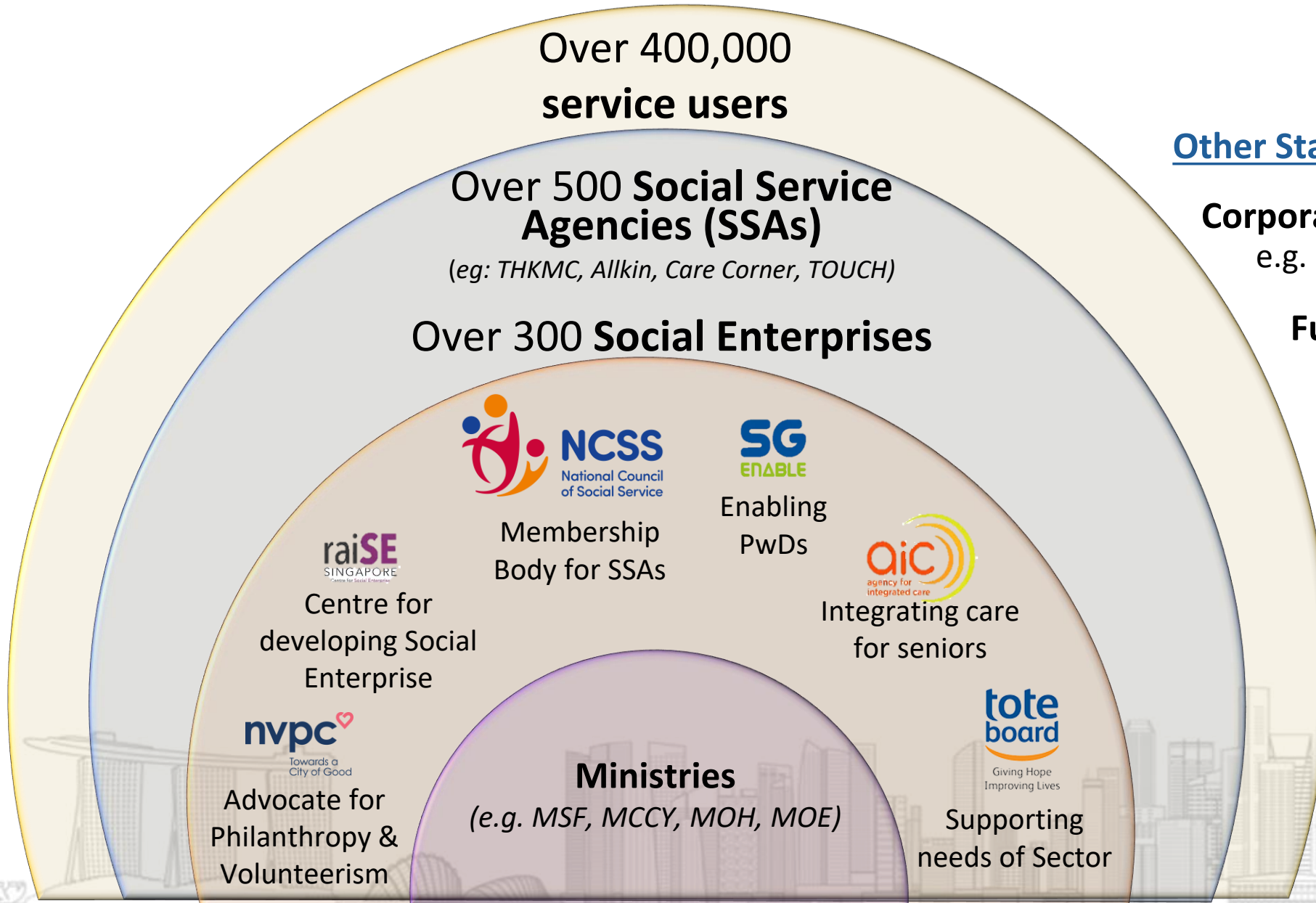


# **Navigating the Changing Social Service Landscape**

**Tan Li San**  
**CEO, National Council of Social Service**  
**Future-Ready Society Conference**  
**1 October 2024**



# Multiple players within the ecosystem deliver social services



## Other Stakeholders:

**Corporates and Individuals**  
e.g. Donors and Volunteers

**Funders & Grantmakers**  
e.g. Community Chest,  
Tote Board

**Institutes of Higher Learning**

**Professional Organisations**  
e.g. Singapore Association  
of Social Workers

# Singapore's Social Compact has evolved over the years

## Phase 1

(1960s – 1980s)

### Early years of nation-building

- Focus on survival



Economy



Defence



Education



Housing



Healthcare

- Strong emphasis on **self-reliance** and **individual responsibility**

## Phase 2

(1990s – mid 2000s)

### “Many Helping Hands” approach



• Volatile global markets, tech shifts and labour mobility



• Policies to (i) temper income disparity & (ii) sustain social mobility



• Greater sense of **collective responsibility**

## Phase 3

(2000s – 2020s)

### Our new way forward



• Demographic shifts



• **Government and community** playing a bigger role:

- Expanded support
- Service delivery and accessibility
- Stronger partnerships

## Phase 4

(2022 – Present)

### Forward SG



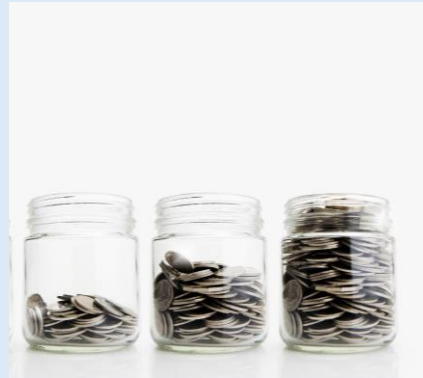
• Key shifts:

- Broaden **definition of success**
- No one is left behind
- **Renewed sense** of solidarity & community

# The social service sector must evolve with changes in the environment...



**Changing social needs and growing expectations in service delivery**



**Resourcing and operational constraints**



**Accelerated digital transformation**

**...and growing expectations of stakeholders**

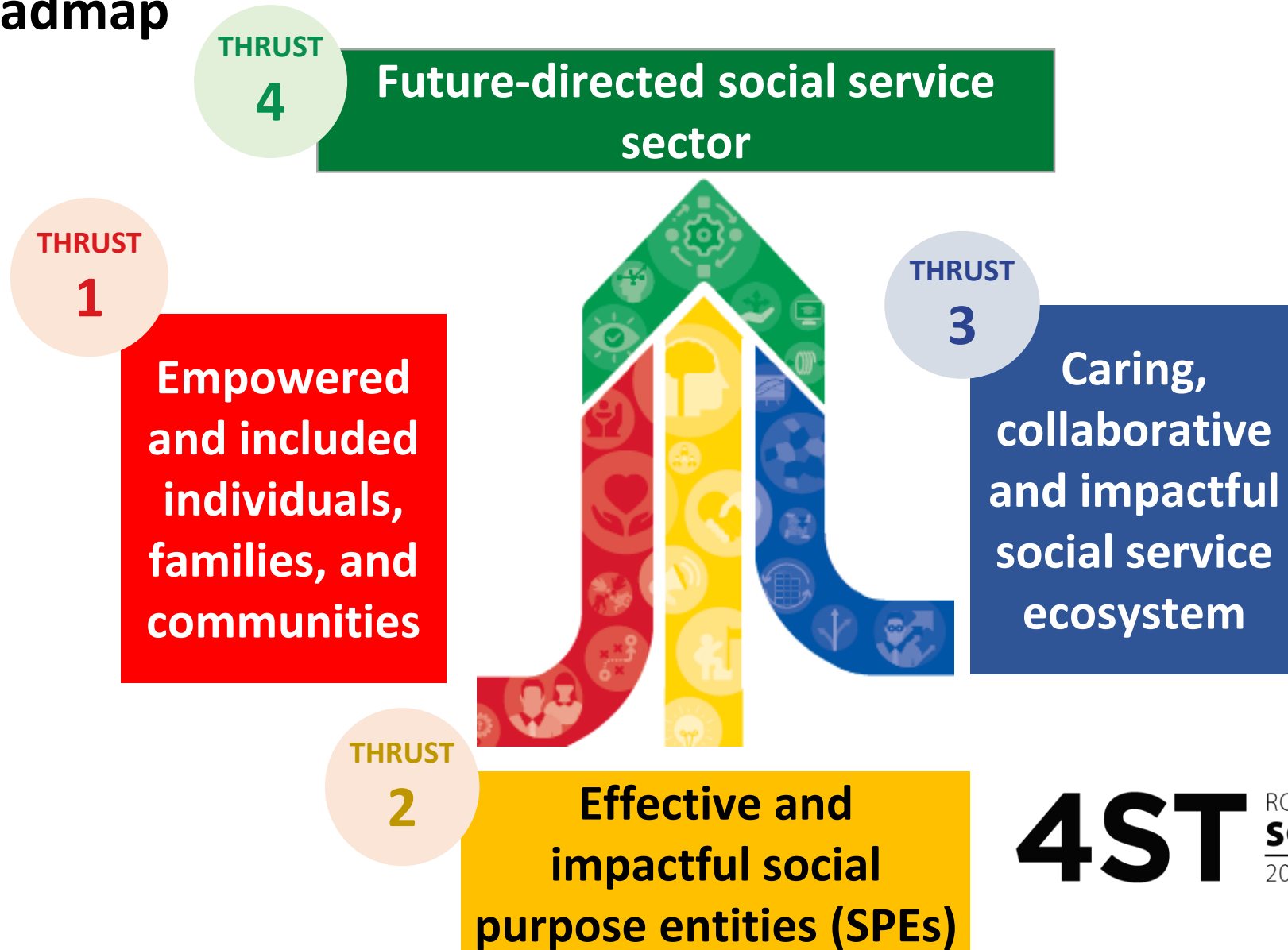


**Changing donors' expectation and behaviour**



**Growing awareness of social issues**

# NCSS is guided by the Social Service Sector Strategic Thrusts (4ST) as a 5-year roadmap



**4ST** ROADMAP FOR THE  
**SOCIAL SERVICE SECTOR**  
2022–2026

# NCSS focus in the next few years will be on building a dynamic and sustainable social service ecosystem



**Strengthening  
Service Delivery**



**Building Capabilities  
of Social Service  
Agencies**



**Strengthening  
Partnerships for an  
Effective Ecosystem**



# Strengthening Service Delivery through Innovation, Collaboration & Empowerment

THRUST  
1

## Empowered and included individuals, families, and communities



Photo credit: Montfort Care

*GoodLife! Makan, a Community Kitchen by Seniors for Seniors - Montfort Care*



*Community Law Centre & Realm of Tranquility – a collaboration supported by NCSS' 4ST Partnership Fund*



**Building Capabilities of Social Service Agencies through Digital adoption, People Practice & Volunteer Mngt**

THRUST  
2

## Effective and impactful social purpose entities (SPEs)



*Ella, a robot who effectively engages persons with ASD – Cerebral Palsy Alliance of SG*



Photo credit: MINDS

*Learning and Collaboration Partnership between MINDS & Rainbow Centre*





**Strengthening Partnerships for an Effective Ecosystem through Community Support and Philanthropy**

THRUST  
3

## Caring, collaborative and impactful social service ecosystem



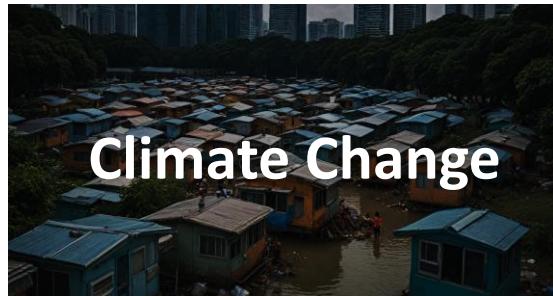
*Citi x TOUCH on sustainable volunteer partnerships*

New volunteer centre in Sembawang aims to recruit residents to help community



*Blossom Seeds – SG Cares Volunteer Centre @ Sembawang*

*Generating alternate futures to address the opportunities and threats of tomorrow*



### Plausible Scenarios

Adverse Climate Change → Regular flooding

Unequal access to technology → Digital Divide → Increased alienation

Ageing population → Disengaged Citizens

### Food for Thought...

- How might active citizenry help us better address problems facing the sector?



Thank You!