

## RAINBOW CENTRE

www.rainbowcentres.org.sg Tel:64739 739  
501 Margaret Drive, Singapore 149306

### MISSION

*Beyond Disabilities, Maximising Potential*

Rainbow Centre



### SERVICE MODEL

- Early Intervention and Special Education
- Support services for families

### CLIENT TYPE

No of Clients Served	YE 2012	YE 2011
Children with special needs served	1,177	1,178

### PROGRAMMES

- Early intervention and special education programmes provided by a multi-disciplinary team for children with physical and intellectual disability
- Organize support groups, parent education workshops and other activities to better prepare parents in the development of their children
- Provide customised training and consultancy services in the field of early intervention, inclusive education and special education locally and regionally

### FINANCE

Year	YE 2012	YE 2011
Income (‘\$000)	22,518	20,771
Expense (‘\$000)	19,857	19,059
Surplus/Deficit (‘\$000)	2,661	1,712
Surplus/Deficit % of Expense	13%	9%
Reserve Ratio (months)	1.9	1.7
Charitable Expense%	Ratio not reported. See charity’s financial statements for detailed activity expense	

### GOVERNANCE/LEADERSHIP\*

### ORGANISATION

<b>Chairman</b>	Mr Yew Teng Leong	<b>Registered Charity</b>	Yes
<b>Chairman Tenure</b>	2010 – Present (2 <sup>nd</sup> Term)	<b>Registered IPC</b>	Yes
<b>Board Size</b>	10	<b>Sector</b>	Social Service
<b>CEO/ED Name</b>	Mrs June Tham	<b>Regulator</b>	Charities Unit
<b>No of Employees</b>	385	<b>No of Years Operation</b>	20
<b>Salary Info Disclosure</b>	Yes	<b>Recognition/ Endorsement</b>	Commissioned by MCYS to conduct training on early education training engagements with local and regional institutions.

### IMPORTANT NOTICE

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Each year an estimated 3.2% of Singapore's children (about 7000 children under 6 years old) are diagnosed with a developmental problem.

### Summary

<b>Programmes</b>	<i>Programmes are holistic and tailored to each student's special needs and to develop to their fullest potential.</i>
<b>Finance</b>	<i>Rainbow Centre largely depends on the government and the community for funding with 86% of the funds coming from the Government and National Council of Social Service for FY10/11.</i>
<b>Leadership</b>	<i>Strategic leadership which is investing in developing the next generation of leaders with high priority on governance and service standards.</i>
<b>Organisation</b>	<i>Leader in providing holistic early intervention and special education for children and adolescents with special needs.</i>

### Programmes

- Rainbow Centre provides an Early Intervention Programme for Infants and Young Children (EIPIC; 2 months to 6 years) to give children with developmental disabilities a head start in their development.
- It has two special education schools with programmes for pupils with multiple disabilities and Autism Spectrum Disorder (ASD) from 7 years to 18 years old.
- Family Life Services by trained social workers and a family educator to support families of children with special needs.
- Allied health services such as speech language therapy, physiotherapy, occupational therapy, psychological services, music therapy and art therapy.
- Consultancy and training services to build the capacity and capability of parents of children with special needs and professionals in the early intervention and special education sectors.

### Results:

- In a satisfaction survey conducted by Rainbow Centre, over 90% of parents indicated they are satisfied with the EIPIC programme and services at the Margaret Drive and Yishun Park centres.
- 147 students successfully graduated to either mainstream or other special education schools in 2010/11 with 72 from the EIPIC programme and 75 from the Rainbow Centre's special education schools.
- The training and consultancy wing trained 1319 trainees comprising teachers, therapists, psychologists, social workers and caregivers in 2011, up from 1204 in 2010. The training hours ranged from two hours to 208 hours per trainee.

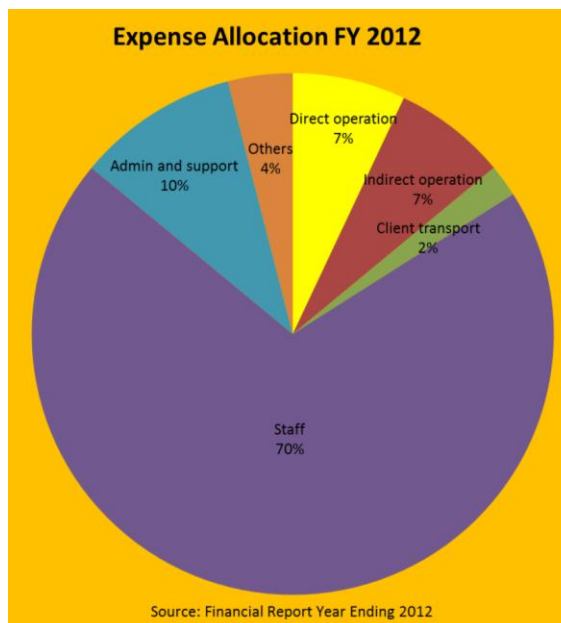
**Monitoring, evaluation and feedback:** Each child has a care plan which actively involves a multi-disciplinary team comprising the class teacher, allied health professionals, social workers and the families. The team from Rainbow Centre regularly monitors and tracks each child's individual education plan (IEP) to ensure that the plan remains suitable for the child. Staff members meet parents regularly to discuss the child's progress and projected learning goals. . The programmes also help graduating students to transit to the receiving centres or schools.

## Finance

- The Government and the National Council for Social Service funded 83% of the total operating expenses. The rest came from school fees collected from parents, donations or fundraising.
- Staff cost for teaching, allied health services and social work made up almost 70%, 7% were direct operation costs, 7% indirect operation costs, 2% as school bus transport subsidy. Admin and support cost constituted about 10% and others 4%.

## Leadership

- The leadership is investing in its staff by providing training opportunities to hone professional and management skills. To develop the next generation of leaders, Rainbow Centre has created a leadership track to nurture staff with the potential to take on more supervisory and management roles by offering them more diverse roles and on the job opportunities.
- The Board and senior leadership conduct regular strategic planning meetings to ensure that the organization is continuously evolving, and responding and aligning to the sector's growing needs.



## Organisation

- Rainbow Centre's Margaret Drive School won the MOE-NCSS Innovation Award for its Health Education for Absolute Learning (H.E.A.L) project in 2011.
- Beyond its core services, Rainbow Centre plays an active role to engage the Government and other stakeholders on the needs, policy and direction for the special needs sector. Rainbow Centre is in the process of engaging the Government in a new strategic direction to build a new wing to provide services for the older children with Autism Spectrum Disorder up to 18 years old as well as to extend their early intervention programme to more children.
- Rainbow Centre has provided regional organisations help in building professional capabilities in Indonesia and Myanmar besides developing local professionals.

## Support Needs

- Rainbow Centre aims to raise at least SGD \$500,000 per year for its EIPIC programme across its two campuses. This fund will go towards additional therapy services needed by the children and will support programmes and transport for needy clients.
- Rainbow Centre is looking to expand its capacity for additional infrastructure to meet the increasing demand for early intervention and special education. Financial support for this development project will enable the Centre to serve more children with special needs.

## ICAn Analysis Process

The ICAn team spent about three weeks conducting this analysis which involved a thorough review of the public information about the charity, an interview with the executive head **Ms. June Tham** on **5<sup>th</sup> December 2011** and program staff as well **site visits to the program centres/service delivery points on 17<sup>th</sup> January 2012**. This report is best read along with the basic report for the organization available on our website: <http://www.nvpc.org.sg/charityanalysis>

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