

## SOCIETY FOR THE PHYSICALLY DISABLED (SPD)

www.spd.org.sg Tel: 6579 0700  
2 Peng Nguan Street, Singapore 168955

### MISSION



Society for the  
Physically Disabled

*To build an inclusive community where everyone is a part of it, and not apart from it.*

### SERVICE MODEL

- Rehabilitation services
- Research & development
- Vocational training & job placement

### CLIENT TYPE

No of Clients Served	YE 2010	YE 2009
All aged clients (e.g. adults, children etc.)	4,000	2,800

### PROGRAMMES

- SPD provides rehabilitative services for clients with disabilities in its centres and in other VWOs (e.g. day rehabilitation centres, day care centres, special schools, etc) to aid their recovery and improve their developmental and functional abilities.
- Provides vocational training and employment support to equip people with disabilities with the necessary and practical skill sets for employment.
- Harnesses the use of technology to help people with disabilities cope better with daily living. Conducts IT training to bridge the digital divide for people with disabilities.

### FINANCE

Year	YE 2010	YE 2009
Income ('\$000)	12,774	11,599
Expense ('\$000)	10,651	9,828
Surplus/Deficit ('\$000)	2,123	1,770
Surplus/Deficit % of Expense	20%	18%
Reserve Ratio	14 months	13 months
Charitable Expense %	72%	71%

### GOVERNANCE/LEADERSHIP

### ORGANISATION

<b>Chairman</b>	Ms Chia Yong Yong	<b>Registered Charity</b>	Yes
<b>Chairman Tenure</b>	2008 – Present (2 <sup>nd</sup> term)	<b>Registered IPC</b>	Yes
<b>Board Size</b>	12	<b>Sector</b>	Social Services
<b>CEO/ED Name</b>	Mr Abhimanyau Pal	<b>Regulator</b>	Charities Unit
<b>No of Employees</b>	106	<b>No of Years Operation</b>	47
<b>Salary Info Disclosure</b>	Yes	<b>Recognition/ Endorsement</b>	SPD centre is a Centre of Specialisation in Assistive Technology (2008).

### IMPORTANT NOTICE

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**Breaking barriers for the disabled to help them realise their potential**

*About 4% of Singapore’s population suffers from physical impairment, vision impairment, hearing impairment or intellectual impairment. (Singapore Disability Sports Council 2011)*

## Summary

<b>Programmes</b>	<i>Strives to equip and enable people with disabilities to become independent and self-reliant.</i>
<b>Finance</b>	<i>Has a balanced portfolio comprising government funding, programme fees and donations.</i>
<b>Leadership</b>	<i>Well balanced talent pool and decision making capacity.</i>
<b>Organisation</b>	<i>Provides leadership in the sector especially in the domain of community rehabilitation, assistive technology and IT and vocational training.</i>

## Programme

SPD was first set up with the aim to provide employment opportunities to disabled people. To keep up with changing community needs, it offers a wide range of services such as rehabilitation, education, assistive technology consultation and employment support. The programmes include:

- **Rehabilitative services** for clients with physical disabilities in its centres and in other Voluntary Welfare Organisations (e.g. nursing homes) to aid their recovery and improve their functional abilities.
- **Vocational training** in information technology and office skills, sub-contract work (e.g. packaging) at its sheltered workshops, and job placement and support for its clients.
- **Research and development** in assistive technology, with talks and training in rehabilitative care for healthcare providers.

### Results:

- There were 4,000 clients in FY2010/11 as compared to 2,800 in FY2009/10, due to the expansion of the community based therapy hub model that reached out to 32 VWOs from 23 in FY2009/10.
- There was an increase in total sales revenue of the SPD social enterprise which employs people with disabilities in Production Workshops and the Multimedia Centre, from \$368,000 in FY2009/10 with 20 clients, to \$442,000 in FY2010/11 with 18 clients.
- The Employment Support Programme successfully placed 26 clients into jobs in FY2010/11, up from 9 clients in FY2009/10.

**Monitoring, evaluation and feedback:** The professional team develops an individual care plan based on client’s needs which is reviewed by a team of therapists regularly to evaluate progress and modify care plan if needed. It also holds annual evaluation exercises to ensure that the programmes stay committed to its larger mission.

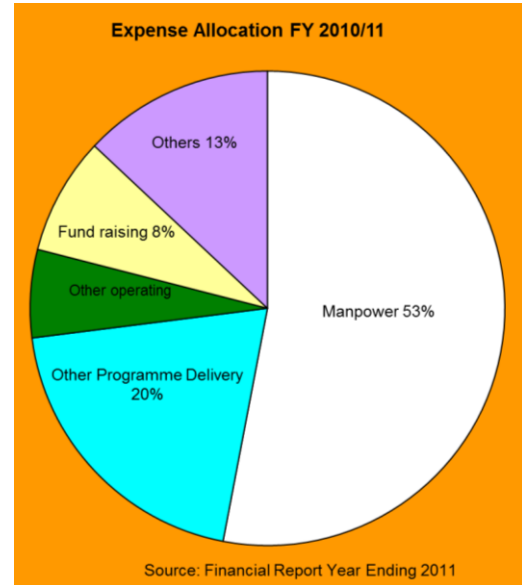
## Finance

- The funding sources are diverse with 47% of the funds coming from donations, 28% of the cost being supported by the government, 11% from programme fee and transport fee, 9% from amortisation of deferred capital and grants 4% from sale of work

- SPD spends 53% of its funds on staff salaries including direct service staff such as therapists, social workers, training officers and assistive technology specialists to deliver direct service programmes to its clients. Other direct programme delivery includes transport, education subsidies and financial aids to the clients. It maintains an 80/20 ratio of direct to indirect staff.

### Leadership

- To better address the needs of disabled people, the SPD leaders have adopted the 3P model working with the public, private and people sectors to deliver affordable and professional services.
- SPD has a committed leadership with board members heading the Audit Committee, Budget & Programme Committee, The SPD Charity Show Committee and Human Resource & Remuneration Committee
- The organisation structure has a balanced distribution of decision making capacity with four Directors each for Community Rehabilitation Technology and Vocational Training, Corporate Services, and Community Partnerships in the organisation.
- SPD senior management is working on a revised strategic plan to ensure resource optimization and compliance to mission.



### Organisation

- SPD received the Prestige Brand Award-Special Merit Category for 2009 and 2010. The award recognises and honours Singapore brands that have successfully developed and managed their brands.
- During its 47 years of operations, SPD has evolved to remain pertinent to the diversifying needs of the target group by expanding both its reach and types of services provided. The organisation has extended its services to not only its own clients but also to clients of other VWOs through its Therapy Hub and Infocomm Assessibility Centre.
- The SPD centre is a Centre of Specialisation (COS) in Assistive Technology. As a COS, SPD helps build a body of knowledge and expertise in Assistive Technology for the disability sector with the aim of transferring knowledge and expertise to other VWOs.

### Support Needs

- SPD is keen to develop its staff and build a strong organisational culture. It needs support and training for its staff to improve its internal capability, systems and processes. SPD is also keen to work in partnership with corporate partners to leverage on their CSR activities to strengthen the 3<sup>rd</sup> P (private sector) in the 3P model. It also welcomes any collaboration from individuals, community groups and funding bodies to ensure that adequate resources are available to fund the programmes and services for its clients.

### ICAn Analysis Process

ICAn team spent about **three weeks** conducting this analysis which entailed a thorough review of the public information about the charity, interview with the executive head, **Mr Abhimanyau Pal on 19<sup>th</sup> December, 2011** and programme staff as well site visits to the programme centres/service delivery points on the same day. 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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