



**Family Services Division
Ministry Of Community Development, Youth and
Sports
13th Storey SLF Building
510 Thomson Road
Singapore 298135**

Guide To Setting Up A Student Care Centre

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PART I INTRODUCTION

- 1.1 This guide provides basic information on the procedures involved in the setting up of a Student Care Centre (SCC) and the preferred standards for operation of the centres.
- 1.2 Government Financial Assistance is available to approved non-profit organisations for the development and operation of SCCs. Voluntary Welfare Organisations (VWOs) which are interested in receiving Government Financial Assistance are required to contact their Community Development Councils (CDCs). More information on CDCs can be obtained through www.cdc.org.sg.

2 DEFINITION

- 2.1 A SCC provides care arrangement for school-going children between the ages of 7-14 years.

PART II PROCEDURES FOR SETTING UP A SCC *

1 FINDING OUT ABOUT THE SCC BUSINESS

- 1.1 Visit a few SCCs if possible
- 1.2 Do an initial costing to assess the viability of the business. You may need to consult an accountant on the tax implications of setting up a SCC centre. Among the costs you have to consider are:
 - a) capital costs such as cost of building, conversion and renovation costs, furnishings and equipment, etc.; and
 - b) operational costs such as rent, utilities, administrative costs, manpower costs, etc.

* Please also refer to the Flow Chart at Annex I(a) and (b).

2 NEEDS ASSESSMENT

- 2.1 If you have a site in mind, it is advisable to carry out a needs assessment on the demand of SCCs in the choice of area. You may wish to do a survey on the availability of other SCCs or related facilities near the proposed premises or check out with parents in the neighbourhood on their needs to assess the demand for such centres.

3 TYPE OF PREMISES

- 3.1 Decide on the type of premises to be used. The procedure for approval will depend on the type of premises used.

a) **Private and Commercial Premises**

If you intend to use a private or commercial premises as a SCC, you will need to apply to Urban Redevelopment Authority (URA) for the change of use of the premises.

b) **Housing and Development Board (HDB) 'tendered' premises.**

If you intend to set up a SCC using a HDB premise tendered by HDB, you are advised to check with the Commercial Properties Section, HDB.

4 FACTORS TO CONSIDER WHEN SETTING UP A SCC

- 4.1 SCCs should best be located in or near HDB estates or schools which are easily accessible to the community and potential clients.

- 4.2 Some factors to consider when setting up a SCC are as follows:-

- a) the SCC centre, should as far as possible, be at the lower floors of the building;
- b) the structure and layout of the building should be such that they do not pose difficulties in the supervision of children or a danger to children;
- c) if the centre is to be sited on rented premises, the lease should be of a sufficiently long period (at least 3 years with an option to renew); and
to avoid potential problems with landlords, it is advisable to obtain the support and approval of the landlord for the use of the premises as a SCC; and
- d) the location should be away from main roads and other traffic hazards.

5 CLEARANCE FROM RELEVANT GOVERNMENT DEPARTMENTS

5.1 The following actions are to be taken once you have identified a suitable premise:-

- a) Apply for the approval for the change of use of the premises if it is a private or commercial premises from:

Chief Planner
Urban Redevelopment Authority
Development Control Division
45 Maxwell Road,
The URA Centre
Singapore 069118

- b) Submit the floor plan to the relevant government departments e.g.:
- Building and Construction Authority (BCA), URA, Fire Safety Bureau (FSB) etc. for building plan approval,
 - Central Building Plan Unit (CBPU) for clearance of sewerage works and drainage,
 - Land Transport Authority for clearance of car park, and
 - the Ministry of the Environment for health requirements (if necessary).

PART III REQUIREMENTS OF A SCC

1 SERVICES TO BE PROVIDED

(a) Hours of Operation¹

1.1 A SCC should be open throughout the year except on Sundays and gazetted public holidays. A SCC is allowed to observe half-days on the eve of Christmas, New Year and Chinese New Year. In addition, the centre is allowed to close for another 5½ days in a year.

The normal hours of operation are:

Monday-Friday : 7.30 am or earlier to 6.30 pm or later

Saturday : 7.30 am or earlier to 1.30 pm or later

1.2 SCC programme operates in two sessions, which are:-

- (i) Before school programme - 7.30 am or earlier to 12 pm or later; and
- (ii) After school care programme from 1 pm or earlier to 6.30 pm or later

(b) Programme

1.3 The basic SCC programme should comprise the following:-

- meals (lunch and tea)
- supervised study time
- bath time
- group activities and
- parent involvement activities

1.4 Ad-hoc activities such as excursion, camping etc. should be organised besides the structured programmes either on Saturdays or school holidays.

1.5 The daily programme schedule should provide a comprehensive programme for the children which caters to their physical, intellectual, social and emotional needs and development. The centre operator should provide the following services:

- i) nutritious meals which conform with the dietary requirements;

¹ The Ministry has reviewed the guidelines on operation hours of the student care centres in the vicinity of partial single session schools. VWO are required to seek the Ministry's approval for morning closure and alternative uses. See (Appendix I) for details.

(Menus should be planned one week ahead and displayed on the notice board in the centre. This would give parents a guide in planning their menu).

- ii) educational programmes which are suitable for the various age groups;
- iii) support and assistance for positive participation in group activities;
- iv) participation in recreational activities;
- v) 'parent involvement' programme (See Part IV);
- vi) maintenance of an orderly daily life in which the child can develop and enhance positive personal and interpersonal skills and behaviours.

2 PHYSICAL REQUIREMENTS

(a) Floor Space

2.1 The recommended gross floor area for a capacity of:-

- (i) 60 children (30 per session) - 180 sq m; and
- (ii) 100 children (50 per session) - 300 sq m

This includes a study area, activity room, staff room and ancillary area for kitchen, store, bathrooms and toilets. Details of the space provisions for the above facilities are at Annex II.

2.2 Operator(s) of SCCs would need to ensure that the space and layout of the SCC would be able to accommodate the maximum number of children during Saturdays and school holidays.

(b) Furnishings and Equipment

2.3 Furnishings refer to standard furniture items like storage cabinets, tables and chairs. Equipment includes office equipment such as personal computer, typewriter and audio visual equipment, and kitchen equipment such as oven/cooker, fridge etc.

2.4 A suggested list of furniture and equipment is at Annex III.

2.5 Each centre should be equipped with fire extinguishers, installed at strategic locations. (Please refer to Annex IV for Safety and Emergency information).

2.6 Every centre should have appropriate first aid facilities.

3 GUIDE ON MANPOWER REQUIREMENTS

3.1 The following minimum staff complement is advised:-

Estimated Minimum Staff Requirement

Capacity: 60 (30 children per session)	Capacity: 100 (50 children per session)
1 Supervisor/Asst. Supervisor	1 Supervisor
3 Programme Staff	1 Assistant Supervisor
1 Cleaner cum Cook	4 Programme Staff
	1 Cleaner/Cook

3.2 There should be at least 2 staff at any one time except for early hours of operation and closing time. This is to ensure that in the event of emergency, the children are not left unattended when the staff attends to the emergency. You should also take into consideration coverage of work for staff on medical or vacation leave or training.

3.3 The programme staff should have the necessary qualifications, experience, personality and knowledge to deal with children. The assistant supervisor should be an experienced programme staff. All staff should be medically cleared and preferably one staff should have a valid first aid competency certificate.

3.4 The support of volunteers could be tapped to assist staff particularly for supervised studies and taking care of children during excursions and ad hoc activities. They should be given training in the management of children.

PART IV SOME GUIDELINES ON PARENT INVOLVEMENT AND BEHAVIOUR MANAGEMENT

1 PARENT INVOLVEMENT PROGRAMME

(a) Promotion of Programmes on Family Life and Child Development

1.1 SCCs are encouraged to play an active role in engaging parents in family life and child development programmes such as talks, workshops for parents. In organising and promoting issues on child development and family life, centres may seek the expertise of resource persons / specialised agencies to conduct suitable programmes.

- 1.2 SCCs could also provide opportunities for parents to be involved in the programmes of the centre such as parent support groups, family day or organised activities.

(b) Promotion of Centre-Parent Partnership

- 1.3 SCCs should establish a positive relationship with the children's parents to foster good centre-parent relationship. Staff of SCCs should communicate freely and openly with the parents for the mutual benefit of the children, the family and the staff. Staff should also take the position that they are *complements* to the care and nurturing which parents provide and not as *substitutes* for the parents.

(c) Suggested Activities to Encourage Parent Involvement

- Parents can be invited to give talks or demonstrations on the practice of different cultures to children and other parents, e.g. celebration of festive seasons of various ethnic groups.
- The Centre can produce a monthly newsletter jointly with parents to keep them informed about the activities or programmes conducted for children.
- Informal gatherings can be organised to give feedback to parents or invite feedback from them on programmes and activities conducted by the centre as well as on the progress of their children.
- Open-house, a mini exhibition of art work by children, book fair, talks and workshops on topics of interest to parents can be organised for parents.
- Parents can be invited to help the centre in supervising children during excursions.
- Centre can set up a suggestion box for parents to give feedback and ideas for improvement.

2 GUIDELINES ON BEHAVIOUR MANAGEMENT

- 2.1 Each centre should have clear guidelines concerning its approach to behaviour management. This includes specifying:
- the procedures for the management of children; and
 - clear documentation of each incident that occurs in the centre or during activities organised by the centre.

- 2.2 Every operator should ensure that staff does not administer:
- (a) any form of corporal punishment, including the following:
 - (i) striking a child directly or with any physical objects;
 - (ii) shaking, shoving, spanking or other forms of aggressive contact; or
 - (iii) requiring or forcing a child to repeat physical movements;
 - (b) harsh, humiliating, belittling or degrading responses of any kind, whether verbal, emotional or physical;
 - (c) deprivation of meals; or
 - (d) isolation and physical restriction of movements.
- 2.3 Staff should be alert to signs and symptoms of child abuse among the children under their care. The Child Welfare Service of the Ministry of Community Development & Sports should be informed immediately. You can call the Child Welfare Service at Toll-free line 1800-258-6378 if any child is suspected to have been neglected or abused.

3. TIPS ON CHILD MANAGEMENT

- 3.1 There should be an agreement among staff on the management of children,
- The rules of the centre, and the consequences if these rules are broken.
- 3.2 Rules for children should be clear.
- This helps the child to know what is expected.
 - The enforcement of these rules should also be consistent, or the child's behaviour will be erratic.
 - However, rules should not be too numerous or too difficult for the children to follow. Instead rules should be implemented sensitively. For example, a child with a small appetite should not be expected to finish a large plate of food.
 - The rules should be reviewed periodically so that they are always appropriate to a child's growing needs.

- 3.3 Be specific in pointing out behaviour that is not acceptable
- Being specific helps the child to know what actions are not acceptable and their consequences.
- 3.4 Deal with the behaviour, not the child
- Avoid comments that belittle the child, for example by saying “You are stupid”. The misbehaviour of the child should be dealt with, not the child.
- 3.5 Nurture an environment in which children will respect and understand the rules and regulations
- Help children to understand the needs of others in the social world they live in, so that they can also appreciate the rules and abide by them not through submission to an authoritative figure in the centre.
- 3.6 Children should be told what is expected of them in a positive way
- Instead of telling the child “Don’t run”, the staff can say “Please walk to the toilet”.
 - When the child has done something wrong, talk to him calmly about the rule he has broken. Ask the child to tell you the correct behaviour expected and let the child know your expectations. Finally, tell the child the consequences of his misbehaviour.
- 3.7 Reward good behaviour
- Reward the child with praise or an occasional gift or treat for positive behaviour. Rewards reinforce positive behaviour and boost the children’s self-esteem. However, do not let the child assume that he should be materially rewarded for his good behaviour.
- 3.8 Finally, it is important that the staff should be good role models and practise the behaviours expected of the children.

STEPS IN SETTING UP A STUDENT CARE CENTRE (SCC)

(I) Voluntary Welfare Organisations (VWO)/ Non Profit Organisations (NPO) requesting for funding

STEPS

VWO/ NPO

- Identify site(s)
- Submit needs assessment to CDC for setting up the SCC for consideration

CDC

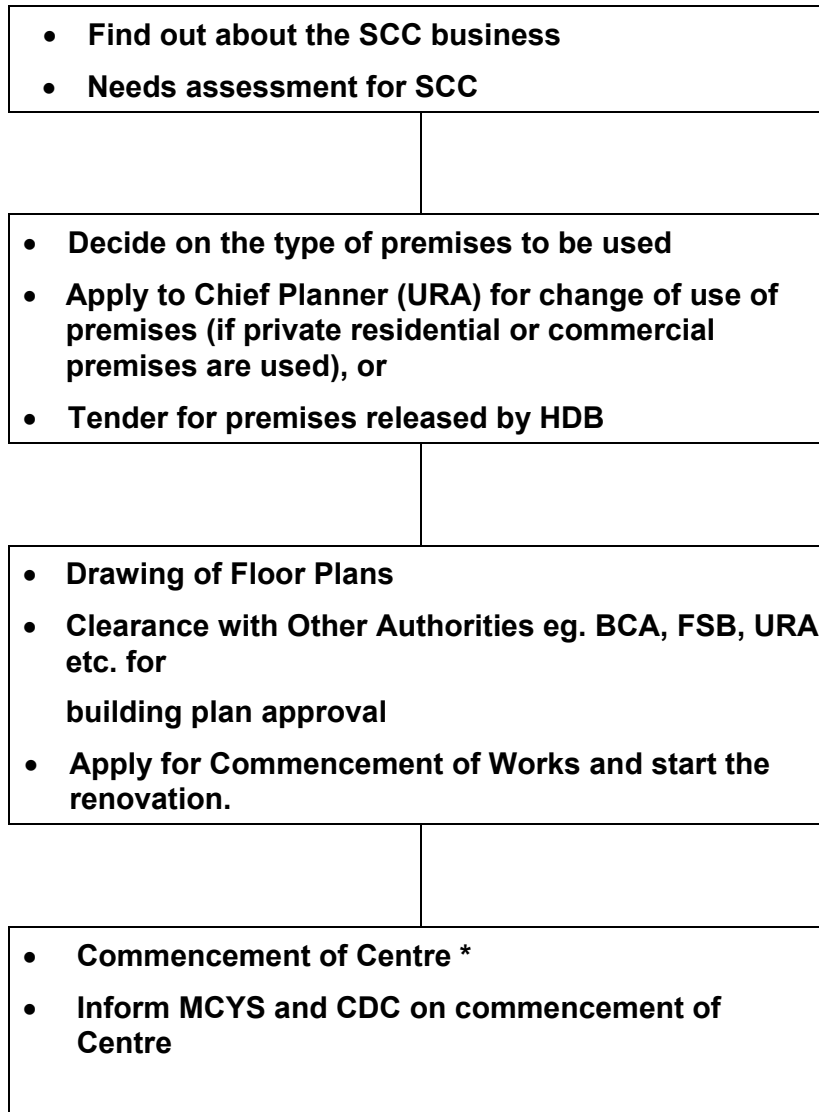
- Evaluate needs assessment
- Assess suitability of site identified
 - If site is assessed to be suitable, invitation will be extended to all VWOs/NPOs to submit proposals
 - Selection panel evaluates proposal based on selection criteria
 - Selection panel selects service provider

VWO/ NPO

- Confirm the acceptance of site, HDB's terms and conditions and CDC's Agreement of Award* (AFA);
- Obtain site from HDB

** For full details on Administration of Capital Grants and Signing of Agreement of Award, please refer to Guide on Application for CDC Financial Grant for SCC*

(II) By Private Operators

STEPS

* The operation of a SCC centre is a business. Registration of the centre with the Registry of Companies and Businesses (RCB) is required.

RECOMMENDED USE OF SPACE OF A SCC

Type of Facility	Net Area Required for 30 children per session	Net Area Required for 50 children per session	Remarks
1. Reception cum Staff Area	24m ²	30m ²	
2. Supervisor's Room	12m ²	12m ²	
3. Ancillary space – toilets/bath – kitchen – storage	4m ² x4 = 16m ² 10m ² x1 = 10m ² 12m ² x1 = 12m ²	4m ² x6 = 24m ² 10m ² x1 = 10m ² 20m ² x1 = 20m ²	Space for toilet can be slightly smaller
4. Study/Activity Area	65m ²	130 m ²	
5. Sick Bay	6m ²	10 m ²	
Net Floor Area	145m ²	236m ²	
Gross Floor Area (including circulation area)	180m ²	301m ²	
Space Norm	6m ²	6m ²	

SUGGESTED LIST OF FURNITURE AND EQUIPMENT

OFFICE

- Office tables and chairs
- Filing Cabinets
- Wall Shelves/cabinets
- Computer/ Printer
- Notice Board
- Photocopier
- Telephone
- Clock
- Facsimile machine
- Stationery

KITCHEN EQUIPMENT/UTENSILS

- Gas cooker
- Oven
- Electric boiler
- Rice cooker
- Refrigerator
- Cooking utensils
- Microwave oven
- Kettle
- Air pot

STUDY CORNER/ACTIVITY

- Tables & Chairs
- White board
- Notice board
- Display shelves/ Cupboards
- Educational / Resource books
- Stationery
- Computers as needed
- Floor Mats
- Sleeping Materials (as needed)
- Television/ Video recorder
- Educational/ Games Software

SICK BAY

- Mattress/sofa bed
- First Aid Kit

OTHERS

- Cubby holes/lockers
- Hinged shelves
- Storage bins
- Shoe racks
- Fire Extinguisher

SAFETY AND EMERGENCY INFORMATION

Each operator shall ensure that :

- a. there is a fire emergency plan and a written procedure which is to be displayed on a notice board;**
- b. fire evacuation drills are conducted at least once in 6 months so that staff and children are aware what to do in an emergency;**
- c. records are kept of fire drills conducted are kept;**
- d. every staff is conversant with the method of using such equipment;**
- e. fire-fighting equipment are installed and regularly inspected;**
- f. have a list of emergency telephone numbers available at all times such as:-**
 - i) the police force, civil defence force, ambulance;**
 - ii) home and work addresses and telephone numbers of each child's parents or guardian;**
- g. up-to-date information on any special needs or medical information of the child as specified by the child's parents or doctor.**

Appendix 1

Review of operation hours

In 2004, MOE announced plans to move primary schools towards operating partial single sessions by 2014. In view of this gradual change in the schools' operating hours and its effect on demand for student care programmes, MCYS has reviewed the guidelines on operation hours of the student care centres in the vicinity of partial single session schools.

2. Currently, the operational guidelines for student care centres (SCC) state the hours of operation as follows:

Monday – Friday : 7.30am or earlier to 6.30pm or later

Saturday : 7.30am or earlier to 1.30pm or later

In addition, centres should be open throughout the year except on Sundays and gazetted public holidays. Centres are allowed to operate half-day on the eves of Christmas, New Year's Day and Chinese New Year

3 The Voluntary Welfare Organisations (VWO) which received Government funding for setting up the SCC or administer the Student Fee Assistance Scheme are required to comply with the operation hours stated in paragraph 2.

4 The Ministry is prepared to consider allowing VWO centres to close in the morning subjected to periodic review and on the condition that the centres will have to re-open when there are requests from residents for such a service.

5 The VWO will be required to seek the Ministry's approval for morning closure and alternative uses. These alternative uses may include operating playgroups, enrichment or tuition classes, subjected to approval from the relevant authorities e.g. MOE and HDB.

6 To apply for change in operation hours and premises use in the morning, you will need to complete the attached application form (SCC OPS Form 1) and post it to

Family Services Division
Ministry of Community Development, Youth and Sports
510 Thomson Road
#13-00 SLF Building
Singapore 298135

RE: Application for change of operation hours/use

Alternatively, you may fax the completed form to 6354 8236

SCC OPS FORM 1
Updated: June 2005

APPLICATION FOR CHANGE IN OPERATION HOURS/CHANGE OF USE

To apply for changes in operation hours and premises use during morning closure of student care centres (SCC), the Voluntary Welfare Organisation (VWO) operating the SCC will need to complete the application form (SCC OPS Form 1) and post it to :

Family Services Division
Ministry of Community Development, Youth and Sports
510 Thomson Road
#13-00 SLF Building
Singapore 298135

RE: Application for change of operation hours/use
Or fax completed form to **6354 8236**

You will be informed of the outcome via email. VWO which has received government funding for building their SCC premises is not allowed to proceed with the changes, without prior approval from the Ministry and the relevant authorities.

For more information, please call 1800-2585812

TO BE COMPLETED BY SCC

Type of application:

Please tick to indicate your choice:

Application for the change in the operation hours

Application for the change in premises use during morning closure of student care centres

1. Name of Centre

2. Address

3. Type of premises

HDB void deck

Private premises

Civil Bomb shelter

Others (specify) _____

4. Start date of operation**5. Current Operation hours**

Monday – Friday Saturday

6a) Capacity (per session) **b) Fees charged**

7. Names of primary schools where the children from your centre are studying

S/N	Name of school	No of children from this school attending AM programme	No of children from this school attending PM programme

8. Proposed changes in operation hours**8.1 Proposed operation hours**

Monday – Friday Saturday

8.2 Enrolment Details

Present AM enrolment, please indicate month :	Present PM enrolment, (please indicate month :	AM enrolment last year for the month of January	AM enrolment this year for the month of January	PM enrolment last year for the month of January	PM enrolment this year for the month of January
<hr/>	<hr/>				

8.3 Reasons for proposing changes in operation hours

8.4 Alternative care arrangement for children affected by the changes in operation hours

8.5 SCC' Assessment

Please share with us have your assessment on how the proposed change will be received by: a) School(s) which your centre are serving; b) Parents/children; and c) Others

9. Proposed change of use during morning closure of student care centres

9.1 Please provide details of your plans to use the premises during the morning closure

9.2 Proposed hours of use

Monday – Friday Saturday

9.3 Duration of proposed use

10. Particulars of person making application on behalf of the organisation operating the SCC

Name of organisation: _____

Name of person making this application: _____

NRIC No: _____ Occupation: _____

Designation in organisation: _____

Address of organisation: _____

_____ Fax No: _____

Email: _____ Tel No : _____

I certify that the information given above is correct and agree to notify the Ministry of Community Development, Youth and Sports of any changes in the information. I am aware that every false information furnished by me for this application is an offence under Section 182 of the Penal Code.

I understand that the Government reserves the right to reject my organisation's application, and that the reason(s) for which the application is rejected need not necessarily be disclosed.

<hr/> Signature/Date	<hr/> Organisation's official stamp
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FOR OFFICE USE

Date received : _____ **Case File No.:** _____

Assessment:

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To be completed by Officer:	To be completed by AD (_____)
<p>I recommend to support / reject application.</p>	<p>I approve /reject the recommendation:</p>
<p>_____</p> <p style="text-align: center;">Name/Signature</p>	<p>_____</p> <p style="text-align: center;">Name/Signature</p>
<p>Date:</p>	<p>Date :</p>