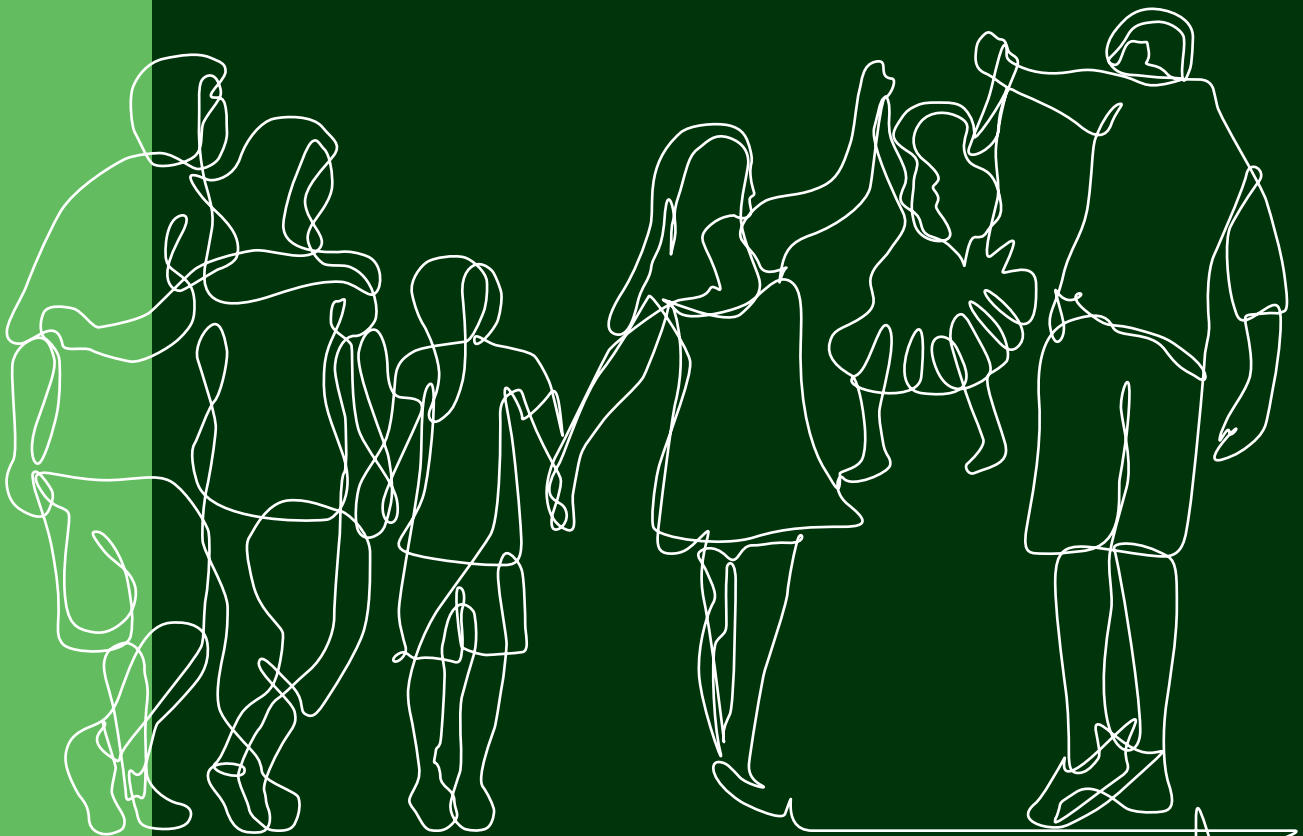




VIRIYA
COMMUNITY
SERVICES

ANNUAL REPORT 2025



Serving 24 years With **TRUST**

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JOINT MESSAGE FROM PRESIDENT & EXECUTIVE DIRECTOR



On behalf of VCS, we are pleased to present the Annual Report for the year 2024 - a year marked by remarkable progress, meaningful collaborations, and unwavering commitment to our mission.

Firstly, our Annual General Meeting held 30 May 2024 welcomed two new members to the Management Committee: Ms Angelina Hing (Managing Director, Integro Law Chambers LLC), who also concurrently serves as VCS' Honorary Legal Advisor, and Mr Chia Ti Yu (Group Chief Risk Officer, SMRT Corporation Ltd). At the same time, we express our deepest appreciation to Mr Tay Hong Beng and Ms Gan Kwee Lian for their invaluable contributions over 11 and 4 years, respectively.

Commitment to Good Practice

In 2024, VCS continued to drive its aspiration of being a practice-oriented organisation. With unwavering support from the key management team, the Division of Professional Practice & Development (DPPD) led an intensive training series by Dr Pauline Meemeduma, ensuring every practitioner received 16 days - nearly 120 hours - of training throughout the year. This commitment to professional excellence was evident in the theoretically informed assessments and higher cognitive-level discussions witnessed across VCS.

Fostering Employee Engagement

Our focus on engagement remained strong, with the Division of Corporate Services (DCS) refreshing the Employee Handbook to better support our teams. The second iteration of our Pulse Check saw a phenomenal 92% participation rate, with 77% providing non-anonymous feedback—reinforcing our culture of ownership and openness. Coffee chats, hosted by the Directors, provided additional opportunities for meaningful dialogue and collective improvement in our work environment.

Strengthening Our Infrastructure

The key management team took significant steps in data governance, completing the first phase of our Data Protection Trustmark journey with guidance from SMU Academy. As we advance in professional practice, we recognise that safeguarding our data assets remains a critical priority.

Celebrating Our Achievements

In 2024, VCS was once again honoured with the Charity Transparency Award by the Charity Council, alongside earning the Progressive Wage Mark from the Singapore Business Federation. Closer to home, we launched the VCS Leadership Journey to nurture our aspiring leaders, while our programme practitioners benefitted from a specialised Theory of Change training by Dr Robyn Tan. Viriya Psychological Services (VPS) pioneering research on community-based psychological services also garnered recognition at the International Allied Health Conference 2024, reflecting the depth of our expertise and impact.

The synergy across the Division of Community Health & Mental Health (DCHMH), Division of Family Services (DFS), and Division of Specialist Services (DSS) continued to strengthen VCS' multidisciplinary and interdisciplinary approaches, generating increased engagement from both community and government stakeholders. Despite recording the first financial deficit in VCS' history for FY2023, we remain financially strong—thanks to the foresight of our Founder, Shifu and Advisor, Jenny, who built VCS' reserves over two decades. Nevertheless, this moment serves as a reminder that we must never take funding for granted. Our collective fundraising efforts in 2024 raised more than \$500,000, including matching grants, reinforcing our commitment to sustaining our mission.

On behalf of VCS, we want to thank the Founder and Advisor for their steadfast support and guidance, the Management Committee for their dedication and commitment. We also like to take this opportunity to extend our appreciation to partners such as MSF, IMH, NTU, NCSS, and all others for their support rendered to VCS during the year. Finally, our utmost gratitude to all our staff at VCS, for their professionalism and support to VCS' causes.

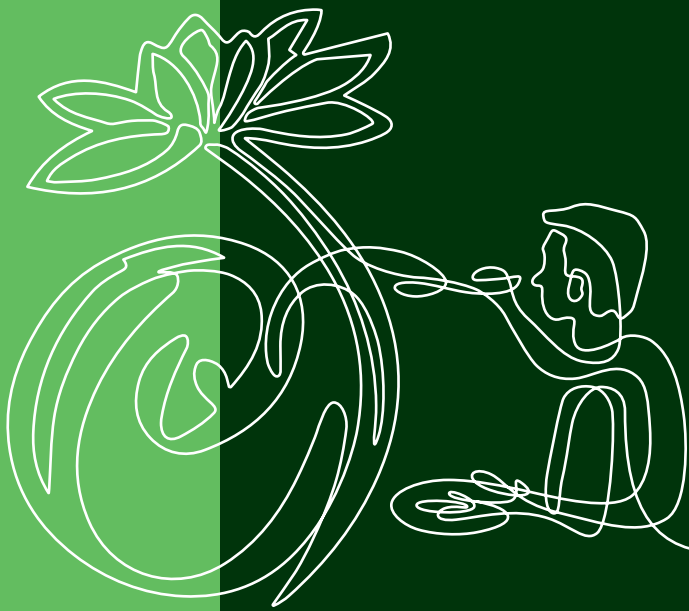
Looking Ahead to 2025

The practice landscape for family services and community mental health is set to evolve in unprecedented ways. As Peter Drucker wisely stated, "The best way to predict the future is to create it." As we venture into uncharted territories, VCS stands as a beacon of safety and stability amid uncertainty. As we conclude another transformative year, we acknowledge the challenges faced and the opportunities embraced with resilience and determination. As One VCS, we will continue to serve our communities with passion, integrity, and a commitment to creating lasting impact. We remain steadfast in our mission and look forward to an inspiring year ahead.

We will continue to touch lives and stay true to the core of what makes VCS special.

Dr Gilbert Fan
DProf, RSW, FAPA
President
Viriya Community Services

Mr Andy Lam
MMSAC, RegCLR, RegClinSup, RSW
Executive Director
Viriya Community Services



OUR PROFILE

Viriya Community Services (VCS) was founded by Leong Hwa Monastery on 8 March 2001 as a social service agency. A registered charity and society, VCS is also an Institution of Public Character (IPC), under the supervision of the Ministry of Social and Family Development (MSF), which serves as the Sector Administrator.

Guided by our vision, "Caring for you; enhancing quality of life," VCS is committed to delivering compassionate, high-quality social services. Our key areas of focus include family support, mental health, community development, and specialised services such as psychological support, psychotherapy, and grief and bereavement counselling. Through these efforts, we aim to make a meaningful and lasting impact on the lives of those we serve.

OUR VISION:

Caring for you; enhancing quality of life

OUR MISSION:

To promote fulfilling lives by providing social services with the right effort and compassion

TEAMWORK AND COLLABORATION

Creating a competitive edge and achieving results through harmonious collective actions with other colleagues and partners, harnessing on individual strengths and talents.

RESPECT

Respecting individual rights and dignity of all and exhibiting through respectful attitude, behaviours and thinking.

OUR CORE VALUES: THE VCS TRUST

TAKING OWNERSHIP

Having initiative and assuming responsibility in making positive differences to our people and the community.

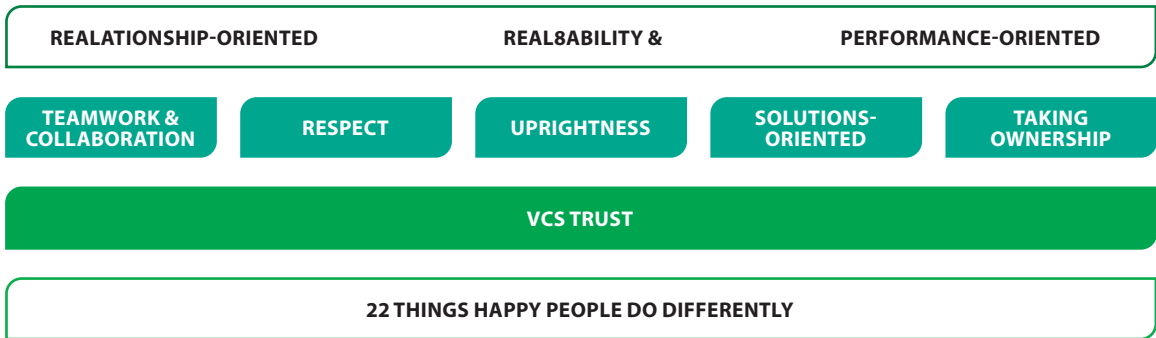
UPRIGHTNESS

Acting with integrity and displaying high moral standards at all times.

SOLUTIONS-ORIENTED

Focusing on solutions, not problems, to seek improvements and achieve positive impact on our people.

THE STORY OF VCS



HEART

- Happy
- Energising
- Appreciative
- Reliable
- Togetherness

CHARITY STATUS

UEN No.: T01SS0059B

Charity Status: Registered

Date of Charity Registration: 03 July 2001

Date of Society Registration: 08 March 2001

Institution of Public Character Status: Live

IPC Registration No.: 0154

IPC Period: Up to 30 September 2026

NCSS Membership: Full member

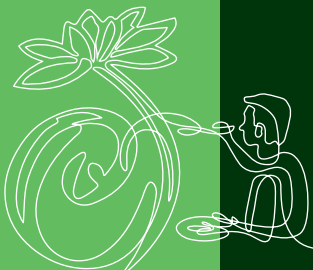
Governing Instrument: VCS Constitution

Banker: DBS Bank Ltd

Auditor: Fiducia LLP

Registered Address: 72 Shrewsbury Road Singapore 307837

At VCS, we prioritise a relationship-oriented approach, focusing on building relatability and authenticity in all our interactions while maintaining a performance-oriented mindset to achieve impactful outcomes. Our work is anchored in our core values of T.R.U.S.T.—Teamwork & Collaboration, Respect, Uprightness, Solutions-oriented, and Taking Ownership — which provide the foundation for our culture and guide the way we engage with clients, colleagues, and the community. To support this approach, we embrace principles that foster well-being, inspired by the 22 Things Happy People Do Differently. These insights helped shape our HEART framework — Happy, Energising, Appreciative, Reliable, and Togetherness — which translates the principles of T.R.U.S.T. into actionable traits, fostering a positive, cohesive environment where both individuals and teams can thrive.



OUR PROFILE

MANAGEMENT COMMITTEE



VCS is governed by a Management Committee, comprised of individuals elected or appointed in accordance with the Society's Constitution. Each member brings unique expertise and is committed to enhancing the lives of community members, providing leadership to ensure effective management and adherence to VCS's founding principles, objectives, and values.

The Management Committee is responsible for upholding high governance standards, ensuring compliance with VCS' governing instrument, and adhering to all relevant laws and regulations. It also provides clear strategic direction to ensure VCS operates responsibly, efficiently, and with integrity.

As of 31 December 2024, the Management Committee consists of 13 elected members.



Dr Fan Kam Tong, Gilbert
PRESIDENT
Senior Master Medical Social Worker
Department of Psychosocial Oncology
National Cancer Centre, Singapore



Mr Koh Ming Feng, Abner
VICE PRESIDENT
Executive Director
BDO Tax Advisory Pte Ltd



Mr Hiew Wui Sin
HONORARY SECRETARY
Managing Director
iChange Solutions Pte Ltd



Mr Goh Joachim
HONORARY TREASURER
Deputy Director, Corporate & Industry
Partnerships
National Volunteer & Philanthropy Centre



Mr Ang Hock Pho
MEMBER
Retired Regional Director
Global Semiconductor Company



Dr Chan Guek Cheng, Noreen
MEMBER
Senior Consultant in Palliative Medicine
National University Hospital



Mr Chia Ti Yu
MEMBER
Group Chief Risk Officer
SMRT Corporation Ltd



Ms Chng Huanlian, Regina
MEMBER
Director, Tax Technology &
Transformation
EY Corporate Advisors Pte Ltd



Mr Giam Cheong Leong
MEMBER
Executive Director
Asia Pacific Hospice Palliative Care Network



Ms Angelina Hing Wei Yuen
MEMBER
HONORARY LEGAL ADVISOR
Managing Director
Integro Law Chambers LLC



Mr Tan Wee Khong, Joe
MEMBER
Director, Regional Marketing & Sales
Lam Seng Hang Co. Pte Ltd



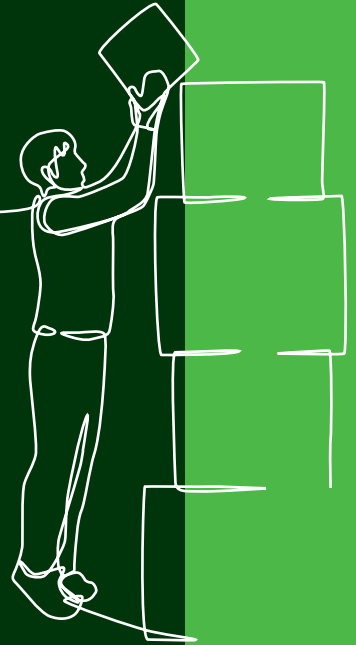
Mr Tan Yan Song
MEMBER
Partner
Mazars in Singapore



Ms Tea Wei Li
MEMBER
Executive Director
KPMG Services Pte Ltd

ORGANISATION STRUCTURE

The Management Committee defines VCS' strategic direction, oversees risk management, and assesses both management and operational performance to ensure accountability to stakeholders. The Executive Director and Director, Corporate Services report to the Committee and lead a team of nearly 100 staff in delivering social services and implementing the Committee's policies and directives.



Seated (L to R):

Ms Lee Chai Hoon
Assistant Director
Partnerships & Communications

Ms Ivy Quek
Deputy Director | Principal Social Worker
Professional Practice & Development

Ms Irene Low
Director
Corporate Services

Mr Andy Lam
Executive Director

Ms Ng Ai Ling
Deputy Director | Principal Counsellor
Specialist Services

Ms Prema D/O Mohan
Head | Lead Social Worker
Viriya Family Service Centre

Standing (L to R):

Mr Teo Boon Leong
Head | Assistant Lead Social Worker
Whispering Hearts Family Service Centre

Mr Tay Seng Hang
Assistant Director
IT

Mr Tan Zhiwei
Assistant Director | Lead Social Worker
Community Health & Mental Health

Mr David Chong
Manager
Finance & Admin

Mr Yet Tun Hoong
Head | Assistant Lead Social Worker
Community Development

MANAGEMENT COMMITTEE

TRANSFORMATION OFFICE

CORPORATE SERVICES

FINANCE & ADMINISTRATION

HR & CULTURE

IT

PARTNERSHIPS & COMMUNICATIONS

SOCIAL & COMMUNITY SERVICES

COMMUNITY DEVELOPMENT

- Community Building Programmes
- Community Partnership & Volunteer Management
- Professional & Student Liaison

COMMUNITY HEALTH & MENTAL HEALTH

- Community Intervention Team (COMIT)
- Community Resource, Engagement & Support Team (CREST)
- LHCST-NKF Dialysis Centre
- Viriya MediAssist Fund
- Viriya Medical Programmes
- Viriya Mental Wellness Hub

FAMILY SERVICES

- Viriya Family Service Centre
- Whispering Hearts Family Service Centre

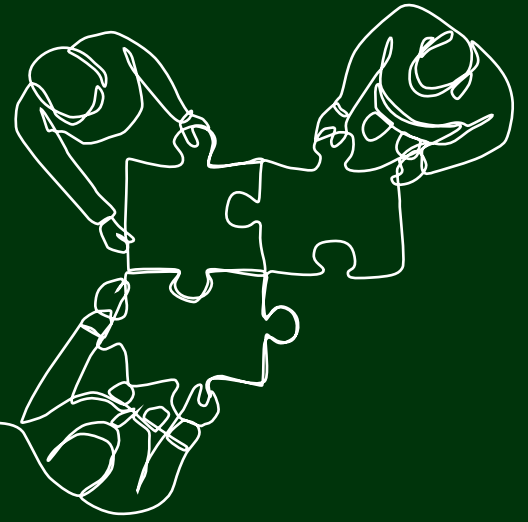
PROFESSIONAL PRACTICE & DEVELOPMENT

- Service & Practice Standards
- Service Quality Assurance
- Training & Professional Education

SPECIALIST SERVICES

- Employee Assistance Programme
- Viriya Grief Support Services
- Viriya Psychological Services
- Viriya Psychotherapy Services

VCS STRATEGIC PLAN

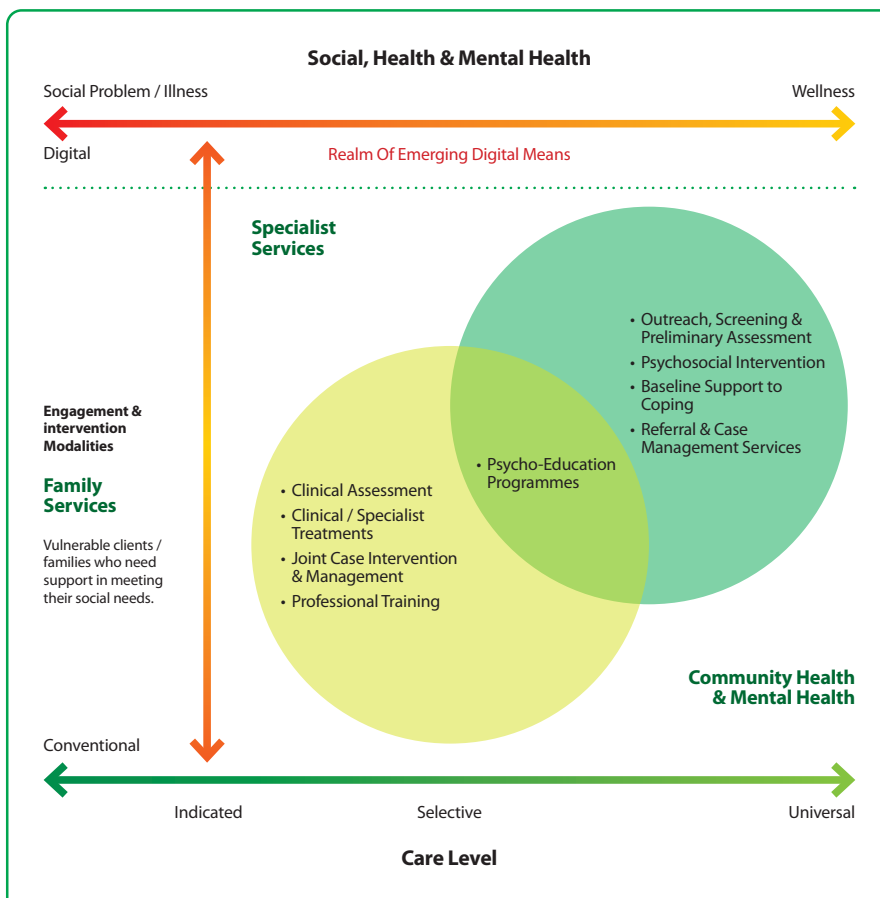


Guided by our Strategy Map, VCS remains committed to being the most relevant, community-based, family-centric social service agency. Our mission is to empower individuals and families to lead fulfilling lives, with a continued focus on corporate governance and professional capabilities to meet the evolving needs of our community.

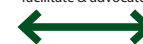
Social and Community Services Model

Since its development in 2021, the Social and Community Services Model has served as the foundation for how we design, implement, and evaluate our programmes and services. This framework ensures that our efforts remain responsive, impactful, and aligned with the needs of the community.

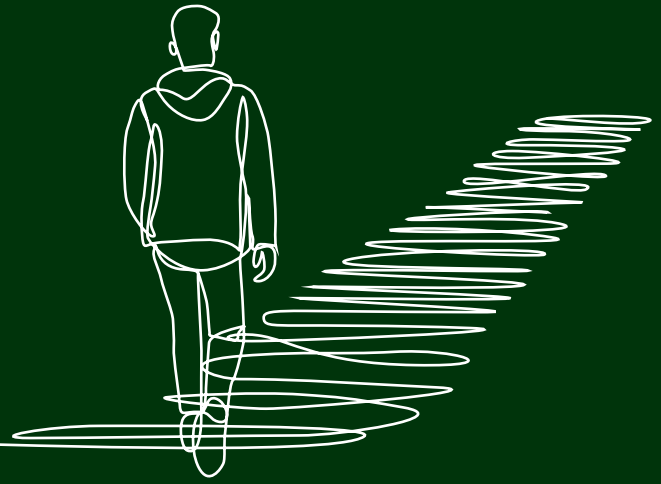
VCS SOCIAL & COMMUNITY SERVICES MODEL



FSCs & VMWH are the conduits to collaborate, facilitate & advocate.



STRATEGIC APPROACH



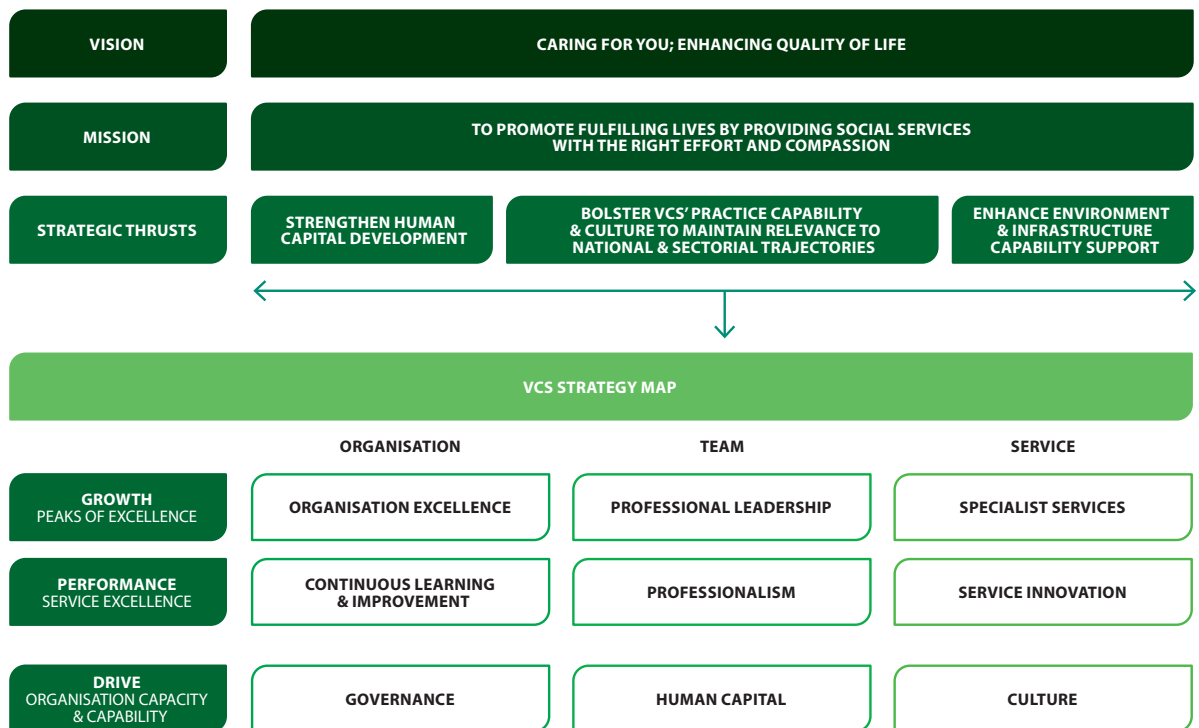
At VCS, we are committed to evolving to meet the needs of our community while strengthening our internal capabilities. Our strategic initiatives are designed to build a resilient workforce, refine our practices, and cultivate a supportive environment, driving lasting impact for those we serve.

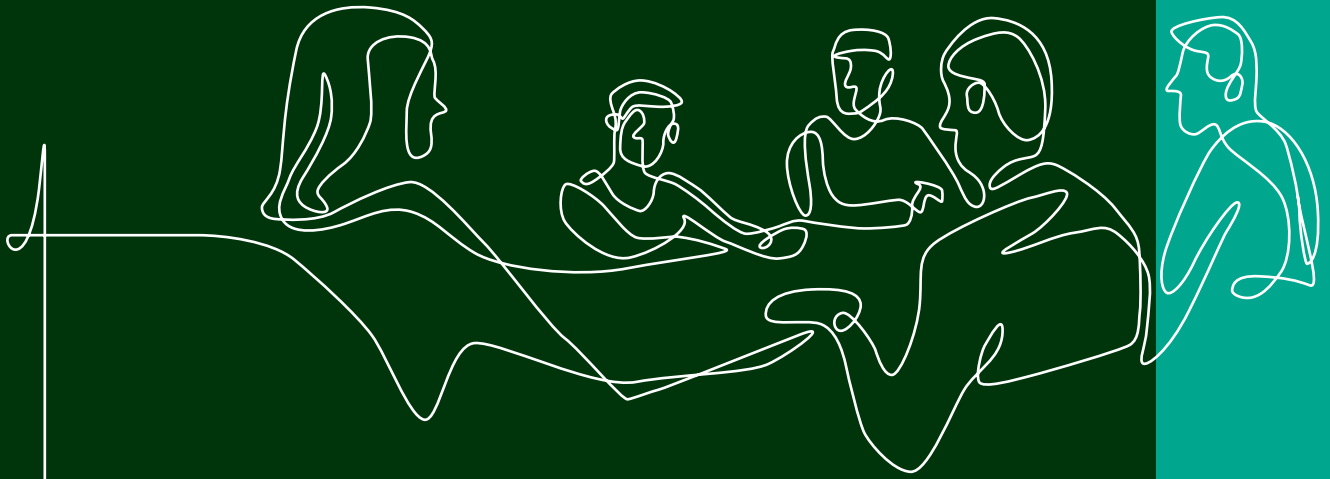
We aim to strengthen human capital development by empowering our team through leadership and professional development, while increasing external representation. This equips our workforce with the skills and expertise needed to deliver high-quality services that address the evolving needs of the community.

In parallel, we are enhancing VCS' practice capability and culture to stay aligned with national and sectorial trends. By embracing inter-disciplinary and multi-disciplinary approaches, prioritising preventive initiatives, and reinforcing our role in mental health in Western Singapore, we ensure our services remain impactful and responsive.

Furthermore, we are focused on improving our workplace environment and infrastructure. By fostering a space that encourages continuous learning and professional growth, we aim to create a positive organisational culture. Our efforts in environmental, social, and governance (ESG) practices, along with integrating productivity tools, will enhance operational efficiency and solidify VCS as a great place to work and thrive.

Through these strategic initiatives, we continue to empower individuals and families, creating a meaningful difference in the lives we touch.





CORPORATE GOVERNANCE

1 BOARD GOVERNANCE

The charity is governed by a Board of individuals elected or appointed according to the rules outlined in the charity's governing instrument. The Board is collectively responsible for ensuring compliance with the governing instrument, as well as all relevant laws and regulations. It is tasked with ensuring that the charity is run effectively, responsibly, and sustainably, maintaining its credibility and long-term impact.

The Management Committee (MC) of VCS is committed to upholding the highest standards of corporate governance. It provides oversight of the charity's operations and performance, sets organisational goals, and offers strategic guidance and professional expertise. All MC members are expected to exercise due diligence, independent judgment, and act in good faith to make decisions that are in the best interest of VCS.

Throughout the financial year, VCS has adhered to the governance principles outlined in the Enhanced Tier of the Code of Governance for Charities and Institutions of a Public Character ("Code"), as issued by the Charity Council, as well as the VCS Board Governance Manual.

Composition of Management Committee and Board Committees

Management Committee

The MC is composed of individuals who bring a diverse range of personal attributes, expertise, knowledge, and relevant competencies. This collective experience ensures that the MC can provide independent, objective perspectives, enabling the formulation of sound, well-considered decisions.

As of 31 December 2024, the MC consists of 13 members. In FY2024, the MC convened for four scheduled meetings. The table below outlines the composition of the MC and the attendance record for each member during the financial year:

TITLE	NAME	ATTENDANCE
President	Dr Gilbert Fan Kam Tong	4 out of 4 meetings
Vice President	Abner Koh Ming Feng	4 out of 4 meetings
Honorary Secretary	Hiew Wui Sin	3 out of 4 meetings
Honorary Treasurer	Goh Joachim	4 out of 4 meetings
Member	Ang Hock Pho	2 out of 2 meetings
Member	Dr Noreen Chan Guek Cheng	3 out of 4 meetings
Member	Chia Ti Yu	2 out of 2 meetings
Member	Chng Huanlian Regina	4 out of 4 meetings
Member	Giam Cheong Leong	1 out of 2 meetings
Member	Hing Wei Yuen Angelina	1 out of 2 meetings
Member	Tan Wee Khong Joe	4 out of 4 meetings
Member	Tan Yan Song	1 out of 4 meetings
Member	Tea Wei Li	4 out of 4 meetings

All office-bearers shall hold office for a term of not more than two years and shall be eligible for re-election. However, the Treasurer can serve a maximum of two consecutive terms and thereafter, shall be eligible for re-election only after a lapse of at least one term of two years of office. No staff of the organisation is a member of the MC.



Composition of Management Committee and Board Committees

Management Committee

The meetings' agenda items included the review of VCS' vision and mission statements, strategies and action plans, and the discussion on operational challenges and enterprise risk management. Additionally, the MC reviewed and approved the annual budget to ensure the effective management of financial and human resources, as well as material transactions including capital expenditures, donations to other organisations and the allocation of funds to designated or restricted funds. Key management staff were invited to attend these meetings to provide key operational updates, and address challenges and concerns with the MC.

The dates for all MC meetings in the upcoming new calendar year are scheduled well in advance. Minutes of the MC meetings are circulated to all members.

All new MC members are provided with a copy of the Board Governance Manual. Appropriate induction, including an overview of their duties as MC members, how to discharge those duties, and an orientation to VCS' operations and governance practices. Appropriate training will be provided to MC members, when required.

VCS conducts an annual self-evaluation of the MC's performance and effectiveness. The outcomes of the evaluation, including recommendations for improvement if any, are shared with the MC, to foster continuous improvement.

To ensure continuity of experienced leadership and direction for VCS, the MC plans for its own development and renewal by reviewing the composition of its members at least annually and recruiting new members to meet VCS' changing needs in relation to skills, experience and diversity. Except for the Treasurer who may be re-elected to the same post for a maximum consecutive term of 4 years, the maximum term limit and their re-appointment of the other members will generally be in accordance with the provisions of the Code of Governance for Charities & Institutions of a Public Character. Where necessary, the MC will revise the term limits for any member (except for the Treasurer) who can continue to be effective including having the time commitment to serve its Board. Any extension should be deliberated and approved at the general meeting where the MC member is being re-appointed or re-elected to serve for the term of service.

Board Committee

To support the MC in the execution of its responsibilities and the discharge of its duties, MC members were appointed to the following Board Committees in FY2024, with clearly defined written terms of reference, outlining its authorities and duties as approved by the MC (please refer to the "Board Governance Manual" available on our website www.viriya.org.sg):

- Appointment and Nomination Committee
- Audit and Risk Committee
- Digitalisation and Cybersecurity Committee
- Finance and Investment Committee
- Fundraising Committee
- Human Resources Committee
- Programmes and Services Committee
- Special Projects Committee

2 CONFLICT OF INTEREST

Board members and staff should act in the best interests of the charity. Clear policies and procedures should be set and measures be taken to declare, prevent and address conflict of interest.

VCS maintains a Conflict of Interest policy, requiring all MC members and staff to disclose any real, potential or perceived interest that they may have, directly or indirectly, in any transactions that VCS may enter into, or with any organisations that VCS has dealings with or is considering dealing with; as well as any personal interest arising from their role as a supplier, service user or beneficiary of VCS. In the event of any real, potential or perceived conflict of interest, the affected MC member will recuse themselves from the discussion, and should not vote nor participate in the decision-making on the matter. Declarations are required for all related-party transactions, which are reviewed at stipulated intervals. The outcome of such reviews is reported to the MC and documented.

Any appointment of staff who is a close member of the family of the current MC members or staff should undergo the established human resource procedures for recruitment, performance evaluation and remuneration. MC members or staff should declare such relationships and must not influence decisions made during these procedures.

During the year under review, there was no such conflict that required disclosure and action.

3 STRATEGIC PLANNING

The charity is established to achieve specific aims for the benefit of the society and/or its members. The vision and mission of the charity should be clearly defined and its charitable work should be carefully planned and implemented.

The vision and mission statements of VCS were reviewed and discussed at the MC meeting held on 27 April 2024 to ensure their continued relevance. The vision and mission statements are available on the VCS website.

At each MC meeting, the MC receives updates on its strategic initiatives, and the roadmap continues to be refreshed to remain relevant and forward looking.

4 PROGRAMME MANAGEMENT

The programmes and activities conducted by the charity determine the charitable work that the charity sets out to accomplish. They should be carefully planned, tracked and reviewed to ensure alignment with the mission and vision of the charity.

Guided by its vision and mission, VCS has planned, developed and transformed its programmes and services to serve and meet the needs of the community. The progress and key deliverables of each programme and service are clearly defined and reported in the Quarterly Progress Report presented at MC meetings for deliberation and evaluation, with each initiative having a clear purpose that ties back to the vision and mission.

5 HUMAN RESOURCES AND VOLUNTEER MANAGEMENT

Human resources are important assets of the charity. The charity should have policies in place for the staff and volunteers who run its operations and programmes.

VCS' Human Resources Policies aim to attract, retain, and motivate staff with the appropriate qualifications, experience and performance. The MC has approved the documented human resources policies covering, but not limited to:

- Recruitment;
- Benefits;
- Training and development;
- Performance management;
- Disciplinary actions; and
- Cessation of employment

VCS' Code of Conduct for MC members outlines the behaviours expected of members, both during and outside of meetings. It fosters respectful relationships, particularly in times of difficulty, and reinforces a MC member's commitment to the work of VCS.

VCS' Code of Conduct for staff and volunteers outlines the values and expected behaviours to protect not only clients, but also VCS, its members, staff and volunteers. The VCS Employee Handbook, last updated on 1 January 2024, familiarises staff with the organisation's unique corporate culture and provides a comprehensive overview of VCS' conditions of employment, policies, procedures, practices, benefits, and staff responsibilities.

6 FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

The charity should have sound financial management and comply with applicable laws and regulations to ensure that its resources are used legitimately and appropriately, and can be accounted for.

VCS has established written Financial Policies to govern day-to-day operational and financial controls in the following key areas:

- Purchases/Supplies;
- Cheque and on-line payments including donations;
- Payroll;
- Petty cash payments/Cash advances;
- Monies received;
- Cash book and bank reconciliation;
- Maintenance of accounting records, including donation records;
- Preparation of financial statements, financial budget and variance reviews; and
- System for delegation of authority and approval limits.

Any loan or donation to external third parties, as well as grants or financial assistance not part of VCS' core charitable programmes, must be approved by the MC.

The Audit and Risk Committee reviews the adequacy and effectiveness of internal controls on key processes to ensure compliance with established procedures and reports its findings/observations and recommendations to the MC.

6.1 Enterprise Risk Management

Risk management is an integral part of sound governance. It is integrated with VCS' business strategy, spans across various functional areas of VCS' operations and is mainly embedded in the day-to-day management and operational processes of these areas. VCS updated its risk management framework based on guidance from the Enterprise Risk Management Toolkit for Charities and IPCs developed by the Charity Council, KPMG and NUS Business School.

To-date, VCS has identified seven key risks as follows, with mitigating actions and controls in place to manage these risks:

- Legal and Regulatory Compliance Risk
- Funding Risk
- Human Capital Risk
- Financial Risk
- Service Delivery Risk
- Adverse Events Risk
- Information and Cybersecurity Risk

Risks indicators are assessed, updated and reported to the MC on a quarterly basis.

The MC approved the annual financial budget covering VCS' planned activities for FY2024. A quarterly review of actual financial performance against the budget figures was presented to the MC at the meetings. Any significant variances from the budget were highlighted with appropriate explanations provided.

VCS has sufficient reserve to ensure its long-term financial sustainability. It is VCS' aim to build its reserve of unrestricted funds to meet two years' operating expenditure. Any surplus, with the approval of the MC, will be transferred to the Expendable Endowment Fund in the following year.

Restricted or designated funds and endowment funds are set up solely for clear and justifiable needs with the purpose and size of these funds adequately disclosed in the financial statements.

Since 1 January 2012, investment returns have been credited to the Expendable Endowment Fund. It is the VCS' intention to build up an expendable endowment fund of S\$10 million.

The MC adopts a very prudent approach to the investment of its reserves, in accordance with the written VCS Investment Policy and Guidelines approved by the MC.

VCS adopts a risk-informed strategy for digital transformation and cybersecurity. This forms a key component of our risk management framework, following a cyclical process of planning, implementing, monitoring, and improving our security measures. This approach helps protect our data and systems from emerging threats while leveraging new technologies to enhance our business performance.





7 FUNDRAISING PRACTICES

The charity should ensure that its fundraising activities are transparent and ethical. It should be accountable to its donors regarding what, how and when the funds would be used. The charity should also exercise prudence when engaging third-party fundraisers.

VCS' Financial Policies outline the day-to-day operational and financial controls over all collections received (i.e., monies received). All collections are properly recorded, promptly deposited, and accounted for. The amounts received were disclosed in the financial reports of VCS, where applicable.

In FY 2024, VCS received funding from the government for approved programmes and donations from the public, including corporations, foundations and individuals. The Society also collected fees for some of its programmes and services. All donations-in-kind received are properly recorded and accounted for, except for recycled items with a life span of less than 2 years or items with actual or estimated market value of less than \$2,000.

VCS would not disclose the identity or share information on donors without their prior permission. VCS did not engage any third-party fundraisers in FY2024.

8 DISCLOSURE AND TRANSPARENCY

The charity should be transparent and accountable in its operations. It should provide information about its mission, structure, programmes, activities and finances, and be responsive to requests for information.

VCS has made its annual report, along with its audited financial statements, available on its website (www.viriya.org.sg). It is VCS' policy not to have paid staff on the MC, and no MC member was remunerated for their services.

Staff are not involved in setting their own remuneration. The Human Resources Committee approves staff remuneration. VCS' remuneration system is performance-based, responsive to market conditions and individual performance, and benchmarked to the guidelines provided by the National Council of Social Service for the sector. Any performance-related element of staff remuneration is linked to achieving measurable and clearly defined targets aligned with VCS's objectives.

The three highest-paid staff did not serve as MC members, and their remuneration was disclosed in incremental bands of \$100,000. Having considered the number of key management personnel and the competitive human resources environment for such roles, which require specific knowledge, expertise and skills, further disclosure with additional remuneration bands will impact our ability to nurture a sustainable talent pool and ensure leadership continuity, which is critical to fulfilling our vision and mission to serve the community.

There was no paid staff who is a close member of the family of the executive head or any MC members, who has received remuneration exceeding S\$50,000 during the financial year.

8.1 Management

The Executive Director, Mr Andy Lam (appointed on 1 May 2022) and the Director, Corporate Services, Ms Irene Low (appointed on 3 Aug 2021) report to the MC. Collectively, their vast experiences in the corporate, public service and social service sectors, along with the support from the management team, positions them well to lead the team of nearly 100 staff in delivering VCS' social services and implementing the policies and directions set by the MC.

As at 31 December 2024, VCS has 96 staff.

8.2 VCS' Assets

VCS does not own any properties. It has been using 72 Shrewsbury Road (which is owned by Leong Hwa Monastery) as its corporate office and for the Viriya Therapy Centre (VTC). VTC provides specialist psychotherapeutic interventions to help individuals and families cope with their challenges and enhance their quality of life, which is consistent with VCS' vision and mission.

8.3 Future Capital Commitment

Based on existing plan, the Society does not have any significant future capital commitments.

8.4 The Road Ahead

VCS will always strive to do the good well; it will continue to spark transformation and renewal, facing new realities and rising to every challenge in this dynamic environment. We stay true to our vision: Caring for you, enhancing quality of life and our VCS Heartbeat will guide us in our journey forward.

8.5 Whistle-Blowing Policy

The MC and staff are fully committed to conducting all activities with integrity and the highest ethical standards, while complying with applicable laws and regulations. VCS strongly believes that the actions and conduct of the MC and staff are essential to maintaining these standards. In line with this commitment, VCS has a Whistle-Blowing Policy that allows whistle blowers to raise concerns about breaches of these standards or incidents of malpractice or wrongdoings within VCS. This Policy applies to any suspected improprieties involving the MC and staff of VCS.

9 PUBLIC IMAGE

The charity should build its image in alignment with its objectives.

The President is the designated spokesperson for VCS. In the absence of the President, the Vice President will assume this role. However, for specific matters, the MC may designate another appropriate MC or management staff member as the official spokesperson.

All communications regarding the release of information about VCS and its activities to stakeholders across all media platforms adhere to VCS' Media Response and Social Media Policies.



SUMMARY OF FINANCIALS

FOR YEAR ENDED 31 DECEMBER 2024	RESTRICTED FUNDS	UNRESTRICTED FUNDS	TOTAL FUNDS
FINANCIAL RESULTS	\$	\$	\$
Income from generated funds			
Donations - Non-tax exempt	700	176,254	176,954
Donations - Tax exempt	2,010	426,939	428,949
Interest and dividend income	694,753	360,531	1,055,284
Income from charitable activities			
Government funding			
- AIC	-	2,117,076	2,117,076
- Capital	87,616	-	87,616
- Recurrent (MSF)	3,687,158	-	3,687,158
- Tote Board	978,902	-	978,902
Counselling and programme fees	2,254	93,720	95,974
Other income	172,214	416,513	588,727
TOTAL INCOME	5,625,607	3,591,033	9,216,640
EXPENDITURE			
Cost of charitable activities	5,994,455	3,187,435	9,181,890
Governance and other admin costs	600,815	402,342	1,003,157
Total expenditure	6,595,270	3,589,777	10,185,047
Surplus for the year	(969,663)	1,256	(968,407)
RESERVES			
Restricted funds			
- Expendable endowment fund			6,076,080
- Government capital fund			254,731
- Other restricted and designated funds			11,201,119
Total restricted funds			17,531,930
Unrestricted funds			8,031,438
Total reserves as at 31 December 2024			25,563,368
Unrestricted funds / Total operating expenditure			0.8

HIGHLIGHTS OF THE YEAR 2024



**PROFESSIONAL
DEVELOPMENT**

**SECTOR IMPACT
AND ENGAGEMENT**

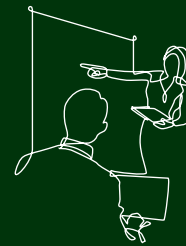
**CORPORATE
DEVELOPMENTS**



PROFESSIONAL DEVELOPMENT

Practice Framework Trainings

In 2024, all VCS practitioners completed over 120 hours of Practice Framework Training led by Dr. Pauline Meemeduma, a pivotal investment in enhancing the professional expertise of our team. This rigorous training focused on evidence-based, theoretically informed practices, empowering our staff to raise both cognitive and practical competencies. The dynamic nature of these sessions fostered a culture of continuous learning and improvement across the organisation.



Leadership Development

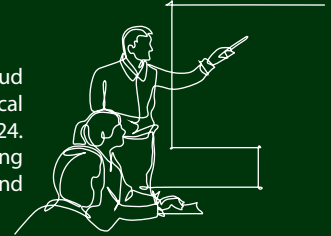
As part of our ongoing investment in staff growth, VCS launched the VCS Leadership Journey — an exciting initiative designed to cultivate the next generation of leaders. By developing strategic thinking and leadership skills, this programme ensures that VCS is poised to drive its mission forward, with a new wave of leaders ready to take the reins.



SECTOR IMPACT AND ENGAGEMENT

Research Contributions

VCS encourages a culture of continuous learning and knowledge sharing, and is proud to have had Viriya Psychological Services' research on community-based psychological services accepted for presentation at the International Allied Health Conference 2024. This achievement underscores VCS' role in advancing sector knowledge, enhancing our internal practices, and contributing to global conversations on mental health and social services.



Stakeholder Engagement

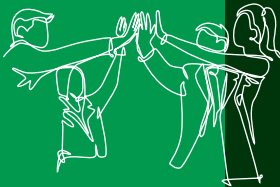
VCS has been proactive in building and strengthening relationships with key stakeholders across the sector. In 2024, VCS forged stronger connections through proactive Stakeholder Management and Networking, and built partnerships to better understand community needs and drive collective impact. A key highlight was the VCS Stakeholders Network, bringing together stakeholders from leading organisations, including MSF, SSO, AIC, SPF, NTU, and NUH. These sessions sparked meaningful dialogue on improving social and mental health service delivery and streamlining referral mechanisms to meet rising demand.



Sector Alliances

VCS hosted several joint sharing sessions with key agencies and sector experts, including Dr. Harold Tan, Director of the National Mental Health Office, Po Leung Kuk from Hong Kong, and Care Corner Singapore. These sessions facilitated multi- and interdisciplinary collaboration, fostering opportunities for knowledge exchange and the alignment of efforts to address complex community challenges. By integrating insights from diverse organisations, we aim to further advance the integration of mental health and social services across the sector.

These collaborations reflect our commitment to a unified, holistic approach, supported by the collective expertise of multidisciplinary teams, enabling us to better address the evolving needs of the communities we serve.



HIGHLIGHTS OF THE YEAR 2024



HIGHLIGHTS OF THE YEAR 2024

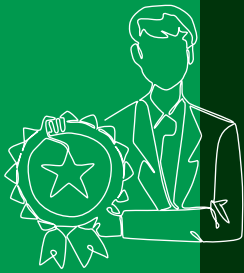


CORPORATE DEVELOPMENTS

Awards & Recognition

VCS was honoured with the Charity Transparency Award by the Charity Council and the Progressive Wage Mark by the Singapore Business Federation. These accolades reflect our commitment to transparency, ethical practices, and fair employment, as well as our continuous efforts in staff development.

Additionally, we are proud to celebrate the FSC Commendation Awards from MSF, presented to two of our outstanding colleagues, Alphonsus Lee, Deputy Head of Viriya Family Service Centre and Tee Hui Wen, Assistant Senior Social Worker of Whispering Hearts Family Service Centre. Their exceptional service and invaluable contributions to the families and communities we serve have been truly inspiring.



Data Governance

VCS made significant progress in strengthening its data governance by completing the first phase of our journey toward obtaining the Data Protection Trustmark. This milestone is a crucial step in ensuring the highest standards of security and transparency in managing sensitive data.

Fundraising & Financial Sustainability

Through a series of fundraising initiatives, VCS raised over \$500,000 in 2024, securing vital resources to sustain and expand our programmes. These funds are essential for maintaining the financial sustainability of VCS and supporting our mission to serve the community. We are deeply grateful for the generosity of our partners and the public.



Volunteer Appreciation

We celebrated the invaluable contributions of our volunteers, including the members of our Management Committee, through a heartfelt Volunteer Appreciation Event. Their dedication continues to drive VCS' success.



Employee Engagement & Organisational Culture

At VCS, we are dedicated to creating a positive and inclusive work environment. Our 2024 Pulse Check survey, with an impressive 92% participation rate, revealed strong support for enhancing our workplace culture. The feedback provided valuable insights, driving new initiatives focused on improving team cohesion, ownership, and accountability.

In 2024, we also launched Viriya Heartbeat, our new intranet platform, to strengthen internal communication and foster connectivity across the organisation. Alongside this, our regular coffee chats with senior management continued to promote open and candid conversations, building trust and creating a more transparent, communicative workplace.



Recognising the dedication of our staff is key to fostering a motivated and engaged team. Through our Employee and Long Service Awards, we celebrated individual contributions, reinforcing a positive work culture and encouraging continued excellence.

Team spirit and camaraderie are integral to our success. Key events such as VCS Founder's Day, Town Hall, Cohesion Day, and the Staff Retreat were organised, along with team-specific bonding activities. These events provided valuable opportunities for connection, collaboration, and alignment across teams. Additionally, the uniquely VCS Team Entrustables house system, implemented across divisions, continued to play a central role in nurturing collaboration, encouraging staff to unite towards common objectives. With Right Effort and One Vision, we stand united as ONE VCS!



FAMILY SERVICES



Embracing a systemic strategy, VCS' Family Service Centres (FSCs) offer comprehensive multidisciplinary services to address the diverse needs of families and their members. These services encompass developmental, preventative, remedial, and community engagement programmes, delivered through our two family service centres: Viriya Family Service Centre (VFSC) and Whispering Hearts Family Service Centre (WHFSC).

**Viriya
Family Service Centre**

**Whispering Hearts
Family Service Centre**



Number of families supported:

Represents the total number of families who have received casework and counselling assistance through our Family Services.

419 786



Number of casework sessions conducted:

The total number of individual sessions held between our social workers and clients, each session being vital in providing personalised, focused support to address the unique needs of individuals and families.

1,722 2,817



Percentage of service users achieving at least 50% of goals at case closure:

Reflects the effectiveness of our interventions, demonstrating the proportion of service users who achieved at least half of their established goals by the time their cases were closed.

92% 86%



Percentage of service users consistently demonstrating three or more behavioural/attitudinal changes due to case intervention:

Indicates the positive, lasting impact of our case interventions, showing the proportion of service users who exhibited three or more significant behavioural or attitudinal changes as a result of the support they received.

85% 76%



Number of participants in group work and community programmes:

The total number of individuals engaged in our group work, targeted programmes, and community outreach initiatives, all designed to strengthen social support networks and build community resilience.

529 555

VIRIYA FAMILY SERVICE CENTRE



Activity Circle Potong Pasir

136 BENEFICIARIES

VFSC was invited to set up a health-focused booth at the Potong Pasir Community Centre's 2024 Ang Pow Fiesta for Chinese New Year, where seniors eagerly joined practice sessions, with a few leading warm-up activities.

Throughout the year, seniors participated in chair exercises, karaoke, and therapeutic sessions to boost self-awareness and better express their needs. The year concluded with a heartwarming party that strengthened community bonds.



Students from St. Andrew's Secondary School also engaged Potong Pasir seniors through video-making sessions, a history forum, and invitations to St. Care's Day. In November, St. Andrew's Junior College hosted an inter-generational bonding session. These collaborations fostered meaningful connections and mutual learning between students and seniors.



FAMILY SERVICES



Potong Pasir Indian Community

28 BENEFICIARIES

The Indian Community continued its regular gatherings and independently organised two events this year: Mother's Day and Deepavali celebrations. These events saw participation from both regular and new members, who enjoyed potluck meals and took pride in sharing their delicious homemade dishes.



Bidadari Outreach

250 HOUSEHOLDS

VFSC engaged the Bidadari community through various outreach initiatives. Door-knocking identified residents' needs, leading to follow-up support, with many expressing appreciation for VFSC's services.

In partnership with NUS students, VFSC conducted outreach and ideation for hoarding issues in the community, assessing needs in multiple units. This sparked interest in the Bidadari Breakfast Club and resulted in a hoarding resource pack.

VFSC also explored collaboration opportunities with other organisations, including one that supported community employment by connecting residents to job recruitment services. These efforts strengthened community ties and drove positive change.

Bidadari Breakfast Club

47 BENEFICIARIES

VFSC's Breakfast Clubs brought the community together through engaging events, including celebrations, cultural outings, and fun activities. These initiatives fostered connection and created meaningful experiences for participants.





Bidadari Stakeholders Engagement

116 BENEFICIARIES

VFSC collaborated with five stakeholders for a successful inaugural community event, drawing 100 residents for a sing-along, buffet, lucky draw, and quizzes. Strong cooperation and resource-sharing made the event a success.

VFSC also partnered with New Hope Community Services - Joint Singles Scheme for Intake and Outreach sessions at Woodleigh’s rental block, raising awareness of our services and providing direct support.



“Kopitalk” Joo Seng

85 BENEFICIARIES

Seniors participated in mobility exercises, therapeutic activities, and talks, while potluck gatherings and “Kopitalk” sessions at local coffeeshops created opportunities for connection and meaningful interaction.

Excursions to Haw Par Villa and East Coast Park strengthened their community spirit, and fostered mutual care. Regular interactions with Bartley Secondary students through games and school visits further deepened inter-generational bonds, enriching the experiences of both seniors and students.



Groupwork: Self-Care 101: Transitions in Life

Self-care group work sessions were conducted, focusing on stress management, emotional resilience, and self-care. Participants shared personal experiences and provided mutual support, strengthening community bonds.



WHISPERING HEARTS FAMILY SERVICE CENTRE

Senior's Club

61 BENEFICIARIES

The Senior's Club is a weekly programme designed to engage seniors through purposeful activities that enhance their physical, cognitive, emotional, and mental wellbeing, while preventing social isolation. Activities include karaoke, wellness talks, exercises, handicraft workshops, IT sessions, and games.

In an exciting collaboration with Kent Ridge Secondary School, the Senior's Club organised a Reminiscence Intergenerational Bonding Outing. Seniors had the chance to reminisce about their school days through fun games and meaningful interactions with students, fostering valuable intergenerational connections.



Bright Owl Project (BOP) and Teen Action Project (TAP)

36 BENEFICIARIES

BOP and TAP are weekly academic coaching programmes that include workshops and outings, in partnership with NTU Welfare Services Club. Children and adolescents from less advantaged families participated in coaching sessions, life-skills workshops, and educational outings, supporting both their academic progress and social development. Notable joint outings included "Forest Quest" in June and "Little Einsteins" in December, which provided fun and enriching experiences for all.



Food Security Programme

100 HOUSEHOLDS

Food Security Programme provided monthly essential items to 100 low-income families through collaboration with Food from the Hearts, helping alleviate food insecurity in the community.



Gek Poh Elderly Outreach

80 BENEFICIARIES & 264 HOUSEHOLDS

The outreach efforts played a key role in fostering relationships and raising awareness of WHFSC's services and programmes. These efforts strengthened community bonds and enhanced support networks, ensuring greater connection and assistance for seniors.



Young Titans

14 BENEFICIARIES

Resilience is a monthly programme aimed at enhancing emotional literacy and cultivating positive connections among children aged 8-9 through various modes of activities including discussions and role play.



Whisper and Brew Series

Kueh Lapis (Groupwork Edition)

WHFSC hosted a networking and learning session with Thye Hua Kwan Moral Charities (THKMC) and Fei Yue Community Services, bringing together 40 social service practitioners to share best practices in groupwork. The session highlighted key groupwork initiatives such as Brotherhood, Finding my Voice – P2P-FV, The Courage Circle, and the BRAVE Network Support Group, fostering collaboration and strengthening community support.

Collaboration between FSCs and Nanyang NPC

WHFSC partnered with Nanyang NPC to enhance cooperation between Family Service Centres (FSCs) and the police. This collaboration focused on streamlining referral processes and identifying joint actions to address family violence and support vulnerable families.



Whisper and Brew Series - Kueh Lapis (Groupwork Edition)



Whisper & Brew Series - Collaboration between FSCs and Nanyang NPC





Public Health Service (PHS) Annual Health Screening 2024

WHFSC supported National University of Singapore (NUS) Medical Society for the annual PHS Health Screening 2024 at Frontier Community Club. WHFSC set up a psychosocial booth, offering information on social services and connecting participants to relevant community support systems.

Pioneer Cares Symposium 2024

WHFSC and DCHMH participated in the Pioneer Care Symposium at Frontier Community Club, collaborating with community partners to share our services with Grassroots Leaders. This effort aimed to enhance their awareness of available support schemes, empowering them to better assist residents in need.





SPECIALIST SERVICES

VCS identified a gap in specialist services within the community, leading to the establishment of Viriya Therapy Centre in 2019. Today, our dedicated team of counsellors, psychotherapists and clinical psychologists remains steadfast to making our specialist services accessible and affordable to all.

In 2024, through our right effort and strong partnerships with AIC, IMH, restructured hospitals, polyclinics, institutes of higher learning, and social service agencies, we have worked to benefit both our clients and the helping professionals in the community.

As we move through 2025, We continue to persist in our efforts to be a catalyst for change and create a meaningful impact!

No. of Service Users

1,529

Psychotherapy & Psychological Services	302 (Over 70% sessions subsidised by VCS)
Group Therapy & Support Sessions	79 (Over 90% subsidised by VCS)
Professional Training	73
Clinical Supervision	23
Psychoeducation Talks and Workshops	1,052
% of subsidised clients and sessions	-

Adult ADHD Group Therapy (Chasing Balloons)

The Chasing Balloons Adult ADHD group therapy provided participants with valuable insights and coping strategies. By the end of the sessions, all participants reported a better understanding of ADHD, with 80% successfully applying the strategies in their daily lives. The therapy fostered a supportive environment, with both peers and facilitators contributing to participants' growth and empowerment.

Empowering Grief Support Group (English and Chinese)

Viriya Grief Support Services expanded its 'Empowering Grief' support groups, launching a Chinese-language group to better serve the Mandarin-speaking community. Through expressive arts sessions like Grief Sculpting and Tree of Life, participants gained resilience and found meaningful support in their healing journey.

Professional Training

In 2024, VCS continued to support both the community and helping professions by offering valuable training to 73 professionals. These sessions, delivered by experienced trainers, provided essential skills and strategies that empowered participants to enhance their practice and better support their clients.

The Use of DBT in Grief & Loss

Led by Ms. Sylvia Chou (Counselling Psychologist, Suicide Prevention Centre, Taiwan), this session introduced professionals to DBT techniques for helping individuals navigate grief. Participants appreciated the practical, hands-on approach, which equipped them with valuable tools to apply in their work.

The Use of DBT: Helping Young Adults with Mental Health Challenges & Self-Harm Behaviour

Also led by Ms. Sylvia Chou, this training focused on addressing the complex needs of young adults facing mental health challenges and self-harm. The content was engaging and highly relevant, empowering professionals to provide better care for this vulnerable group.

Couple Counselling – The Gottman Approach

Two of VCS' experienced principal and lead counsellors were engaged to conduct a training focused on the Gottman method for couple counselling. The session received positive feedback for its clear, engaging delivery and practical techniques, strengthening participants' ability to support couples in distress.

Individual and Group Clinical Supervision

VCS furthered its commitment to professional growth through clinical supervision for staff from Fei Yue Community Services, TOUCH Integrated Family Group, and Kampong Kapor Community Services. These sessions allowed professionals to reflect on their practice, deepen their expertise in specific therapeutic approaches like the Gottman Method, and gain valuable insights. By nurturing continuous learning, VCS empowered these teams to strengthen their skills, ensuring a positive and lasting impact on the communities they serve.

Talks and Workshops

In 2024, VCS hosted a dynamic series of 3 workshops and 17 talks, reaching over 1,000 participants. These sessions provided valuable insights on mental wellness, parenting, and stress management. Highlights include the NTU Discovery Talk Series on mental wellness, workshops for NTU students and staff, and talks for various organisations, such as the PAP Women's Wing, Gurkha Contingent, Panasonic R&D, and Orange Valley Nursing Home. By engaging diverse groups, VCS supported young adults, parents, families, and professionals in building resilience and coping skills.

VPS Research "The Effectiveness of a Unique Community-based Psychological Service: Implications for the National Mental Health Strategy in Singapore"

Viriya Psychological Services (VPS) presented its service evaluation at the International Allied Health Conference (IAHC), sharing insights on the impact of community-based psychological services. Our research showed that 60-70% of clients experienced reliable improvements in depression and anxiety symptoms after about 12 sessions. These findings highlighted the need for tailored, community-based services and sparked interest from key stakeholders, contributing to Singapore's ongoing national mental health strategy.



SPECIALIST SERVICES

COMMUNITY HEALTH & MENTAL HEALTH



Provides community-based services to enhance the quality of life for persons with mental health and health concerns, while supporting their families. We offer holistic care through prevention, intervention, and recovery support, alongside case management and community engagement, to foster wellness and resilience.

	No. of Outreach Participants & Beneficiaries	Total no. of Programmes*
CREST Viriya @ Nanyang & Pioneer SMC	1,376	8
CREST Viriya @ Braddell Heights & Potong Pasir SMC	1,453	11
CREST Viriya @ Ayer Rajah-Gek Poh & West Coast	1,312	5
COMIT Viriya @ Boon Lay, Nanyang & Pioneer SMC	502	5
Viriya Mental Wellness Hub	4,199	11

* CREST Viriya and COMIT Viriya programmes provide community-based mental health support. CREST Viriya focuses on early identification and outreach, consistently exceeding targets by reaching over 115% of the intended audience. COMIT Viriya delivers psychotherapy and psychosocial interventions, with clients showing 100% improvement in GAF scores and over 80% of caregivers reporting reduced burden.

Since their launch in 2010 and 2013, the Viriya Children Medical Programme (VCMP) and Viriya Elderly Medical Programme (VEMP) have provided essential financial support to children and elderly individuals in need of long-term medical care. These programmes complement VCS' case management services, ensuring that vulnerable community members receive comprehensive care and support. In 2024, we continued to make a positive impact, enhancing the well-being of our beneficiaries and strengthening our commitment to community health.

Community Engagement & Collaborations

VCS continued its mission to promote mental wellness and community engagement in 2024 through a series of impactful activities and strategic partnerships. Highlights include:

Communication with Seniors Talk @ NTU Rotract Club

CREST Viriya @ Nanyang & Pioneer SMC collaborated with NTU University Wellbeing Office and Rotract Club of NTU to provide a talk for their student volunteers. The session covered psychoeducation in mental wellness in seniors, and explored topics to assist volunteers in engaging with seniors in the community.



Health and Wellness Month

As part of the Movements for Health (M4H) initiative organised by MOHT, DCHMH, in partnership with WHFSC, promoted wellness and healthy behaviours at the Boon Lay Healthy Precinct. The event featured a mental health quiz, and shared valuable information on health services, showcasing VCS' grassroots outreach efforts, and raising community awareness, while increasing engagement with local wellness initiatives. The event was attended by Mr. Desmond Lee, Minister for National Development & Minister-in-charge of Social Services Integration and Adviser to Boon Lay Grassroots Organisations.



Collaboration between Tzu Chi Senior Engagement and Enabling Node SEEN @ Bukit Batok and Nanyang and CREST Viriya

This collaboration established a formal referral process to support seniors, connecting them to both CREST Viriya and active aging programs at Tzu Chi's SEENs.

Memorandum of Understanding between NATIONAL KIDNEY FOUNDATION (NKF) & VCS

NKF and CREST Viriya signed a memorandum of understanding to promote early recognition of mental health difficulties and dementia symptoms, encouraging early diagnosis and intervention.

Increase in sites for Healthy Ageing Promotion Programme for You (H.A.P.P.Y) exercise

The Healthy Ageing Promotion Programme for You (H.A.P.P.Y) expanded, conducting exercise sessions across multiple sites, including Cheng Hong Senior Station, Whispering Hearts FSC, Geok Poh, Joo Seng, Kent Road, and Teban Gardens, aiming to improve seniors' mental well-being, memory, functional ability and strength.

Visit by National Mental Health Office

VCS hosted Dr Harold Tan, Director of Mental Health Office, and teams from MOH and AIC to share CREST and COMIT Viriya programmes. This was an invaluable opportunity to discuss our vision for integrating mental health and social services, through a unified, multidisciplinary approach.





Visit by Mindline

VCS hosted teams from Mindline and AIC for a sharing session on Community Mental Health Programmes under VCS. This provided a platform for discussion on continuity of care and our vision for integrating mental health and social services and commitment to a unified approach supported by diverse multidisciplinary expertise.



VCS Mental Wellness Campaign 2024

Spearheaded by DCHMH, VCS has been organising annual Viriya Mental Wellness Campaigns (VMWC) in conjunction with World Mental Health Day since 2021. Co-organised with Potong Pasir Constituency Office, the VMWC 2024 brought together the community for an engaging day of mental health awareness and support. With the theme "Building Compassionate Communities for Mental Health," the event featured a diverse range of activities and interactive booths that encouraged understanding, empathy, and positive mental well-being. The campaign reached over 200 participants, highlighting the ongoing importance of mental health and fostering a compassionate and connected community.



Be A Shining Star (BASS) New Year Tea Party 2024

The Tea Party promoted community engagement at VMWH and increased visibility of VMWH's programmes and services. Community members actively participated in a range of engaging fringe activities, attended talks on mental wellness, and created meaningful connections.



Esplanade Mother's Day Concert

The Community Engagement Team from Esplanade invited DCHMH's senior programme participants to attend the Mother's Day Concert providing an enriching cultural experience.

Talks & Workshops by COMIT Viriya

COMIT Viriya conducted a series of workshop and talks for caregivers including Self-Care, Makan, Chit Chat! and Understanding Dementia - Behaviours of Concern, supporting them with valuable knowledge and tools.

Partnerships for Wellness Talks and Mental Health Screening (Western Region)

75 SESSIONS
1156 BENEFICIARIES

DCHMH collaborated with numerous valued partners in the western region, including Ayer-Rajah CC, Boon Lay CC, Care & Wellness Clinic @ Pioneer RN Zone 8, Cheng Hong Senior Station @ Jurong West, Gek Poh Ville CC, Jurong Regional Library, My Health Medical Centre, Nanyang CC, SASCO @ Jurong West, NBS, NTU, Silver Generation Office, Tzu Chi SEEN Nanyang and Bukit Batok, West Coast Residents' Networks, West Coast CC, and many more. These partnerships strengthened outreach efforts and ensured accessible mental health resources across the region.



Partnerships for Wellness Talks and Mental Health Screening (Central Region)

14 SESSIONS
394 BENEFICIARIES

In the central region, DCHMH worked with a diverse group of partners, including Braddell Heights Residents' Committees, Calvary Community Care, Neighbour Ring Community Services, NKF, Silver Generation Office, SNM AAC@Race Course, St Andrew's Secondary School, and others. Through these collaborations, DCHMH successfully expanded mental wellness support to local communities.

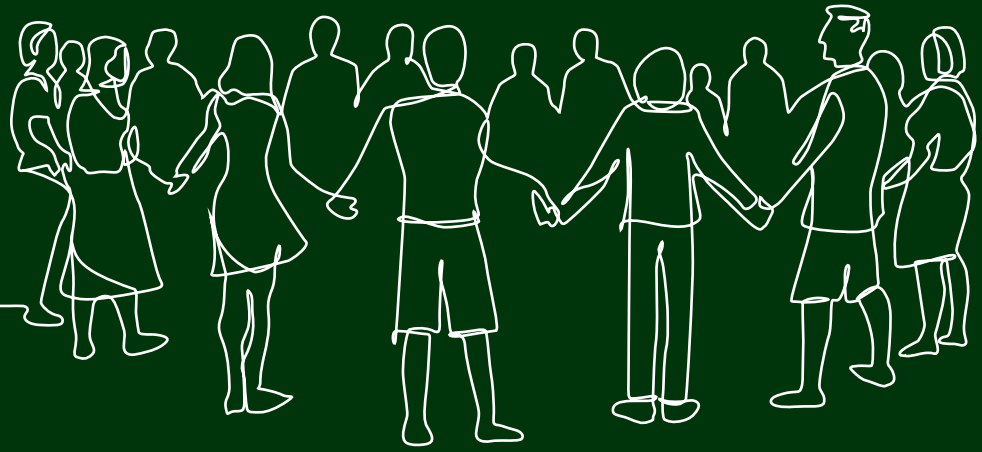


Participation in Regional Events

5 SESSIONS
726 BENEFICIARIES

DCHMH participated in several regional events, including the Active Ageing Carnival (West Coast), Health And Wellness Carnival (West Coast), Health Carnival (Potong Pasir Cares), Jurong Medical Centre Wellness Day and Pioneer Cares Symposium, raising awareness and fostering community connections in the process.





COMMUNITY DEVELOPMENT

Empowers communities to thrive by fostering social well-being, resilience, and collective action. Through strategic initiatives, we build social capital, strengthen partnerships, and help individuals and families overcome challenges, creating a more connected and resilient society.

Volunteer Appreciation Day 2024

120 ATTENDEES

Volunteer Appreciation Day 2024, held on 26 October, recognised 90 volunteers for their outstanding contributions. The event emphasised the importance of volunteers as a key part of our helping system, driving our mission and supporting our strategic goals. In 2024, our volunteer base expanded beyond 300, with volunteers leading programmes, supporting community outreach, event management, and sharing their expertise during activity sessions.





Community Development Practice Learning Circle

2 SESSIONS
50 ATTENDEES

At VCS, we are committed to equipping our programme practitioners with the necessary knowledge and skills to better serve our members. To help build programme management competency, the Community Development Practice Learning Circle was launched, inviting programme practitioners to share best practices and collaborate on effective strategies.

Additionally, Dr Robyn was engaged to customise and conduct a highly sought-after training on the Effective Use of Theory of Change for Social Services, specifically tailored for VCS.

VCS Stakeholders Network 2024

106 ATTENDEES

DCD crafted three areas in which VCS serves - Central East, Central North and West - for the purpose of the stakeholders' network. This was also to aid VCS in articulating and establishing its presence to stakeholders with regard to the extent of work we have been doing. The inaugural VCS Stakeholders Network 2024 hosted 64 stakeholders from 35 agencies in H1 and 42 stakeholders from 27 agencies in H2. The network contributed valuable insights on topics such as building a future-ready community, and reaching out to hidden communities.



Internship

VCS hosted 10 internships as part of our responsibility in nurturing the next generation of social service practitioners. At the same time, our junior practitioners were given an opportunity to step up into the field educator's role to guide the interns in their development.

Viriya Dialect Programme

Our experienced senior dialect instructors continued to impart their valuable language skills to students from the National University of Singapore, Republic Polytechnic, and healthcare professionals from the National Kidney Foundation. By sharing their linguistic knowledge and lived experiences, the instructors not only help bridge communication gaps between service providers and dialect-speaking seniors, but also contribute meaningfully to intergenerational learning and community building.



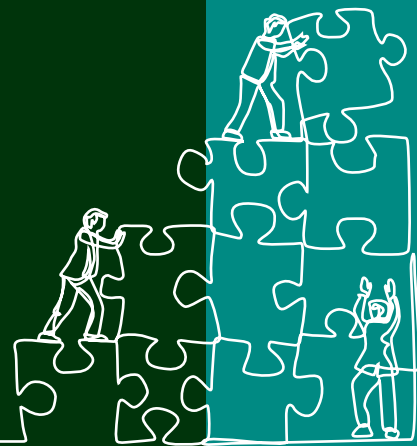
Programme Supervision

Now in its second year of pilot, the Programme Management Supervision initiative continues to strengthen programme delivery across VCS. Spearheaded by the Division of Community Development, the initiative focuses on building strong foundations through individual and group Supervision of Supervision (SOS) for Heads of Programmes. This structured approach ensures the progressive development of competencies that cascade from leadership to frontline practitioners, supporting service excellence across the organisation.



COMMUNITY DEVELOPMENT

PROFESSIONAL PRACTICE AND DEVELOPMENT



Champions the highest professional standards across VCS' programmes and services, promotes continuous staff development, and fosters a culture of excellence, ensuring organisational integrity while driving both professional growth and overall success.

VCS Practice Framework

Following the completion of the VCS Professional Practice Framework in November 2023, its implementation became a priority in 2024, with a focus on comprehensive staff training and capacity building. From March to November, eight training blocks were delivered to professional staff, facilitated by Dr Pauline Meemeduma. These sessions covered theoretical foundations, framework thinking, practical skills, and evidence-based communication. Through interactive case studies and role-playing, participants applied these concepts to real-world scenarios, enhancing their ability to deliver improved client outcomes.

A "Training of Trainers" programme was also established, building internal capacity to sustain future training aligned with the framework's values and objectives. Leadership training for Heads of Department and Deputy Heads further reinforced the framework's integration. Consultations and feedback sessions with department heads and supervisors ensured continuous commitment to the framework's impact on client care. These efforts have laid a robust foundation for sustained in service delivery and client-centred care, and driving long-term progress.



Group Supervision

Over 100 monthly supervision groups were held throughout the year, facilitated by both internal senior practitioners and external experts. These groups provided a supportive and collaborative environment, promoting professional growth and well-being, and fostering a culture of continuous learning and development.

Individual Supervision of Supervision (SOS) Programme

Launched in 2024, the Individual Supervision of Supervision (SOS) programme offers tailored support to new supervisors. With six months of one-to-one guidance, focused on reflective practice and emotional support, new supervisors have strengthened their supervision skills and confidence.

These initiatives reflect a strong commitment to staff development, creating an environment where both individuals and teams can thrive.

You Never Work Alone (YNWA)

The "You Never Work Alone" initiative is a cornerstone of the organisation's efforts to elevate the quality of casework and management. By prioritising client well-being and the effectiveness of interventions, it ensures that services consistently meet the highest standards. Through collaborative reviews, the panel identifies strengths and areas for improvement, driving continuous progress. This commitment to excellence fosters a culture grounded in safety, ethics, and effectiveness. Over the past year, 22 sessions have been held, further supporting the initiative's role in enhancing the organisation's impact and improving outcomes for the communities served.



APPRECIATION

VCS extends our heartfelt gratitude to all those whose unwavering support has been the driving force behind our mission and vision:

OUR DEDICATED STAFF

MR SITOH YIH PIN, PATRON OF VIRIYA FAMILY SERVICE CENTRE

OUR FOUNDER, VENERABLE SEK MEOW EE AND LEONG HWA MONASTERY

OUR ADVISOR, MS JENNY LIM

OUR PRESIDENT, DR GILBERT FAN AND THE MANAGEMENT COMMITTEE

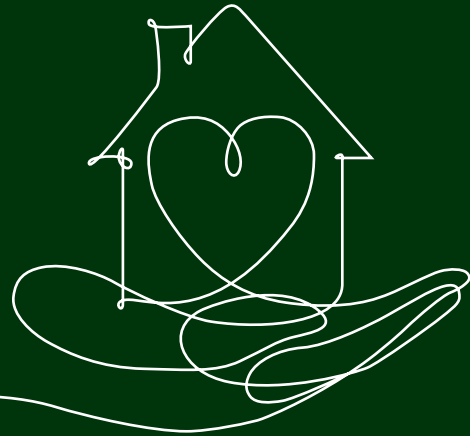
OUR DONORS, STAKEHOLDERS, AND VOLUNTEERS

Your collective contributions form the foundation of our work. With your continued encouragement, we are inspired to reach new heights and create lasting, meaningful change in the community.

Together, we will continue to transform lives, uplift spirits, and make a positive impact. Thank you for being an essential part of our journey.



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