



An Unbreakable Thread of Trust

SERVING 25 YEARS WITH TRUST

VIRIYA COMMUNITY SERVICES

ANNUAL REPORT 2026

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JOINT MESSAGE FROM PRESIDENT & EXECUTIVE DIRECTOR

On behalf of Viriya Community Services (VCS), we are pleased to present the Annual Report for the year 2025 - a reminder that the work of VCS is ultimately about people - the individuals and families we serve, and the colleagues and partners who stand with us. This year offered us a meaningful pause to reflect on our shared journey, to acknowledge the challenges we navigated together, and to honour the collective commitment that continues to shape VCS' impact to the society.

A Year of Purpose, Partnership and Progress

In 2025, VCS continued to strengthen our mission with clarity and courage. We were honoured to be adopted as the **Wishing Heart** charity at **River Hongbao 2025**, a partnership that allowed us to bring hope and encouragement to the wider community. It reminded us that even the smallest gestures - like a tossed coin or a whispered wish - can ripple into something lifegiving.

Our leadership development efforts were enriched through the conclusion of our collaboration with **ICF Singapore**, while our involvement in the sector's **Inaugural Counsellors' Network** and the national **Year of Celebrating Social Service Professionals** affirmed the importance of human connection in a rapidly evolving landscape.

Across the organisation, our divisions advanced practice, strengthened systems, and deepened community partnerships. We enhanced the community mental health ecosystem through improved service models, contributed to national reviews shaping the future of family services, integrated **VCS' Professional Practice Framework** into daily work, expanded community-building initiatives, and reinforced organisational foundations through leadership development and operational excellence. We also achieved a significant milestone through the **MSF Data Security Instructions Audit**, reflecting our commitment to safeguarding the trust placed in us. Engagements with sector leaders from AIC, MOH and MSF further affirmed that VCS is charting a meaningful and forward-looking path in integrating mental health and social services.

Looking Ahead to 2026

As the landscape of family services and community mental health continues to evolve, we remain guided by the belief that progress is sustained not by speed, but by shared purpose. The proverb reminds us: If you want to go fast, go alone. If you want to go far, go together. We will journey 2026 with confidence, not because we hold all the answers, but because we walk together.

In 2026, we will continue to:

- Deepen practice excellence across all service areas
- Strengthen multidisciplinary and interdisciplinary collaboration
- Advance digital and data capabilities with responsibility and care
- Nurture our people, recognising that well-being and service quality are inseparable

Through these priorities, we remain anchored in our 初心 - our initial core - the compass that guides us through complexity, and the light that reminds us why we chose to walk this path.

With Gratitude

To every member of the VCS family, we extend our heartfelt appreciation. Your dedication, resilience, and compassion are what makes VCS a place of hope and possibility. We also express our deep gratitude to our partners, donors, volunteers, community stakeholders, and sector leaders. Your trust, collaboration, and belief in our mission strengthen our ability to serve and innovate.

As we move forward, we invite all our stakeholders to continue journeying with us - to lend your voice, your partnership, and your support as we work together to uplift individuals, strengthen families, and build communities of care. VCS' mission is one we cannot fulfil alone; it is a shared endeavour that grows stronger when each of us plays a part.

May the year ahead bring health, joy, and renewed purpose as we continue this meaningful journey together.

With gratitude,
President & Executive Director
Viriya Community Services

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

OUR PROFILE

Viriya Community Services (VCS) was established on 8 March 2001 by Leong Hwa Monastery as a social service agency dedicated to our vision: **“Caring for you; enhancing quality of life.”** For over 25 years, we have provided compassionate, impactful services to individuals and families across Singapore, irrespective of race or religion.

We are a **Registered Society and Charity** and an **Approved Institution of a Public Character (IPC)**, operating under the supervision of the Ministry of Social and Family Development (MSF), which serves as our Sector Administrator.

We strive to be the most relevant and forward-looking community-based family-centric social service agency, supporting the community while upholding the highest standards of corporate governance and professional capability.

Our key services—including family support, mental health, community development, and specialised care such as psychological support and grief counselling—are guided by a dual commitment: to build authentic relationships while delivering meaningful outcomes.

This approach is anchored in a **shared ethos**, defined by our core values — the **VCS T.R.U.S.T.** — where **Teamwork, Respect, Uprightness, Solutions-Oriented, and Taking Ownership** guide every interaction.

This ethos is embodied daily through our **H.E.A.R.T. framework**, which cultivates well-being, positivity, and collective strength. Together, these principles create a supportive environment where our people thrive, enabling us to make a lasting, positive impact on the communities 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.

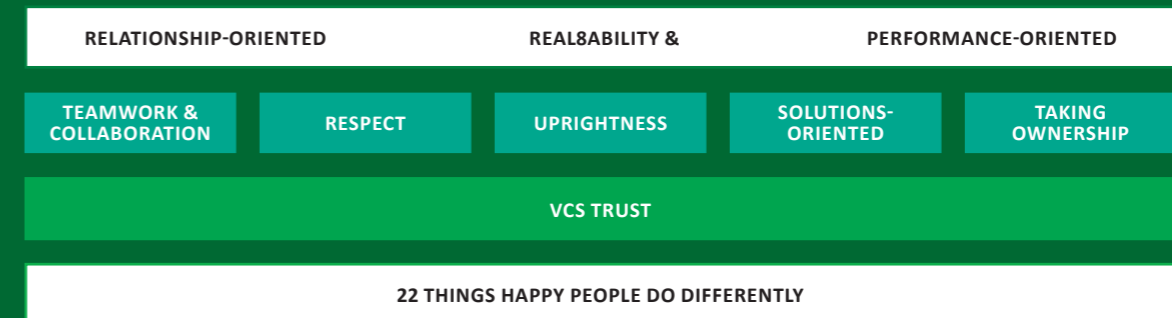
UPRIGHTNESS

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

MANAGEMENT COMMITTEE

VCS is governed by a Management Committee, whose members are elected or appointed in accordance with the Society's Constitution. As of 31 December 2025, the Committee comprises 13 elected members, each bringing unique professional expertise in fields including healthcare, legal, technology, finance, and strategic leadership.

The Committee provides clear strategic direction to ensure the organisation operates with responsibility, efficiency, and integrity. It is responsible for upholding high governance standards, ensuring full compliance with our governing instruments and all relevant laws and regulations. This includes the crucial duty of maintaining and regularly reviewing our system of internal controls, policies, and procedures to safeguard organisational performance and assets.

Recognising our accountability to all stakeholders, the Management Committee believes that public trust and confidence are imperative. We are committed to transparent, principled leadership that remains true to VCS' founding mission and enhances the lives of those in our community.



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



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



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



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



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



Mr Ang Hock Pho
MEMBER
Retired Regional Director
Global Semiconductor Company



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



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



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



Mr Tan Wee Khong, Joe
MEMBER
Head, Tyre Division
Lam Seng Hang Co. Pte Ltd



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



Ms Tea Wei Li
MEMBER
Executive Director
KPMG Services Pte Ltd



Mr Tan Yan Song
MEMBER
Partner
Forvis Mazars LLP

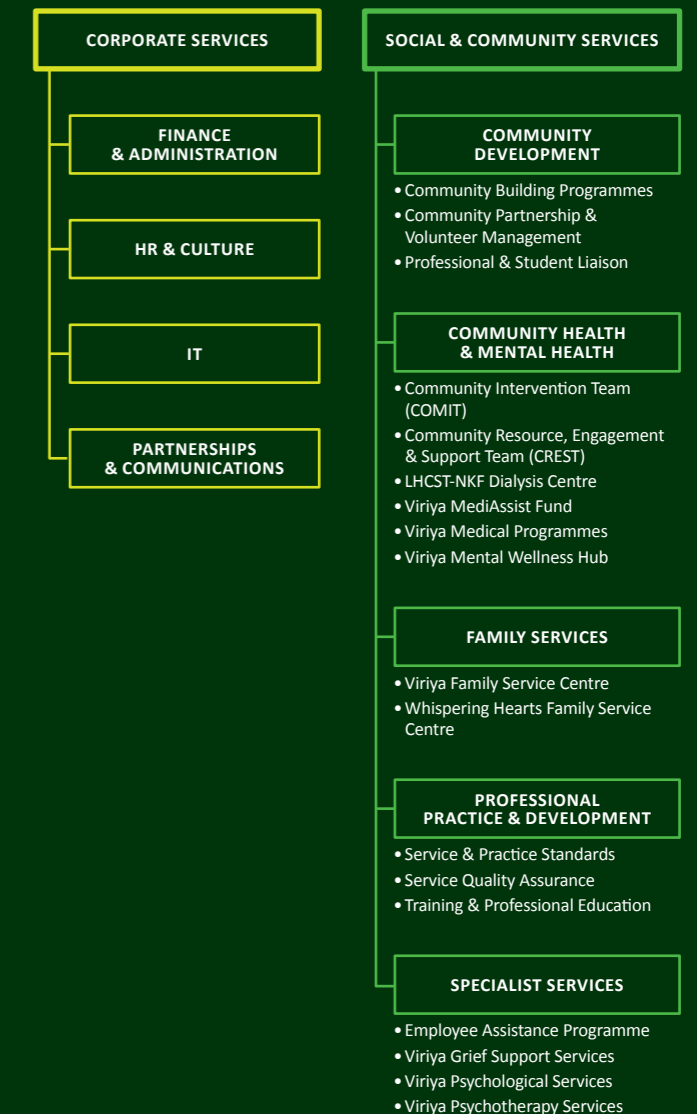
ORGANISATION STRUCTURE

At the helm of our organisation, the Management Committee defines VCS' strategic direction, oversees risk management, and assesses both management and operational performance to ensure accountability to stakeholders. The Management Committee provides clear strategic leadership to ensure the organisation operates with responsibility, efficiency, and integrity.

Reporting directly to the Management Committee, Executive Director Mr. Andy Lam and Director, Corporate Services Ms. Irene Low translate this strategic vision into operational reality. Supported by a dedicated management team, they lead our staff of about 100 members in delivering VCS' social services and implementing the strategic policies and directives set by the Management Committee, ensuring full alignment with our organisational goals.

This leadership fosters integration and synergy across all functional areas — from frontline service delivery and community engagement to professional development and corporate support. This cohesive structure ensures effective coordination, principled stewardship of resources, and the consistent application of our core values. It allows us to fully embody our T.R.U.S.T. principles and H.E.A.R.T. framework, delivering compassionate and impactful services with professionalism, integrity, and a unified purpose.

MANAGEMENT COMMITTEE



VCS STRATEGIC PLAN

VCS' strategic direction is anchored in our commitment to be the most relevant and forward-looking, community-based, family-centric social service agency. We empower individuals and families to lead fulfilling lives, supported by sound governance and professional excellence that evolves with our community's needs.

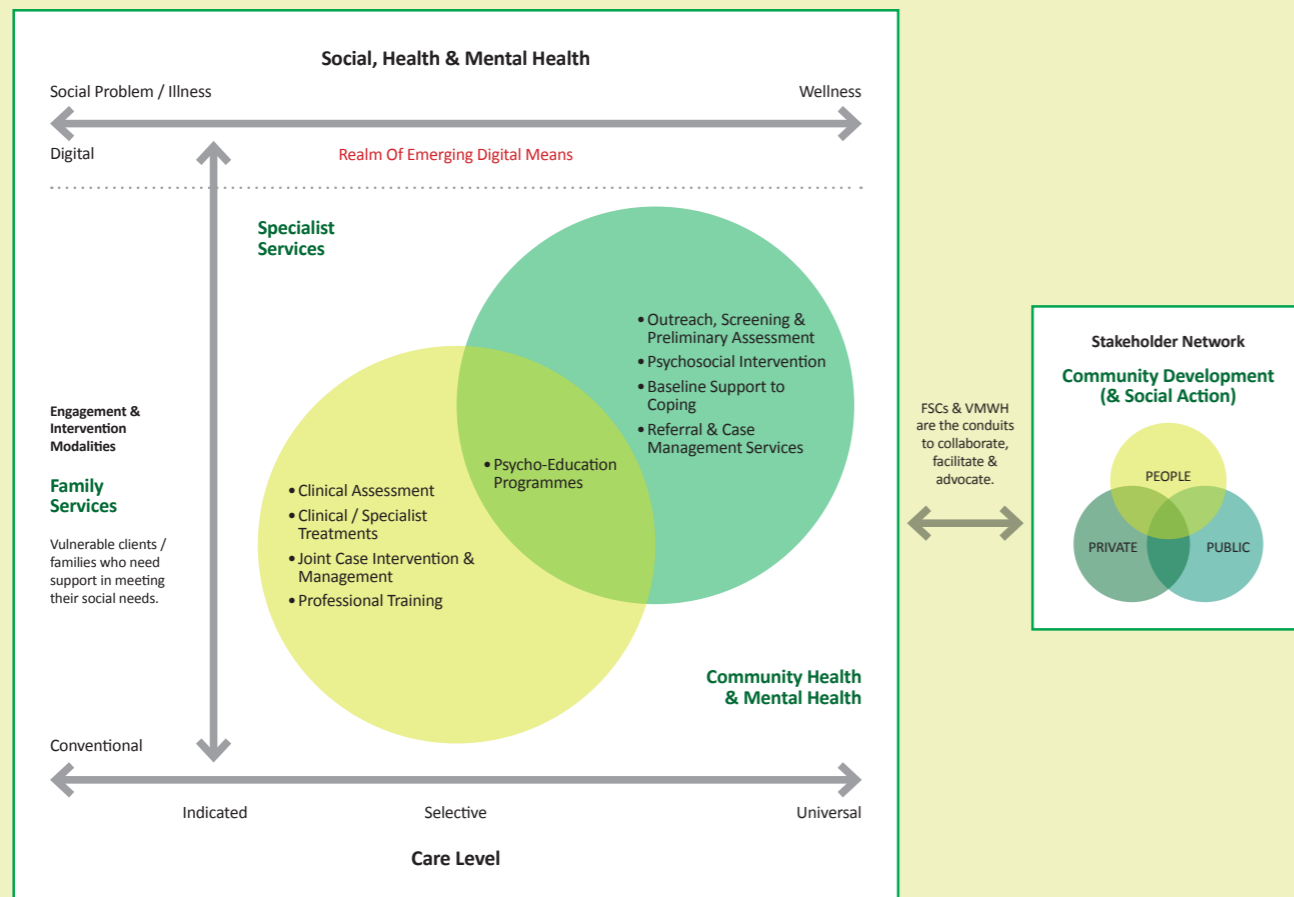
Our Social and Community Services Model provides the strategic framework for this mission. It ensures every programme is purposefully positioned to meet the community's diverse needs, enabling us to tailor our approach across the full spectrum of care. The Model also guides how our centres connect and collaborate with all stakeholders, ensuring our interventions are coherent, impactful, and professionally anchored.

To translate this framework into action, we are implementing a unified strategy centred on three interconnected pillars: our people, our practice, and our operations.

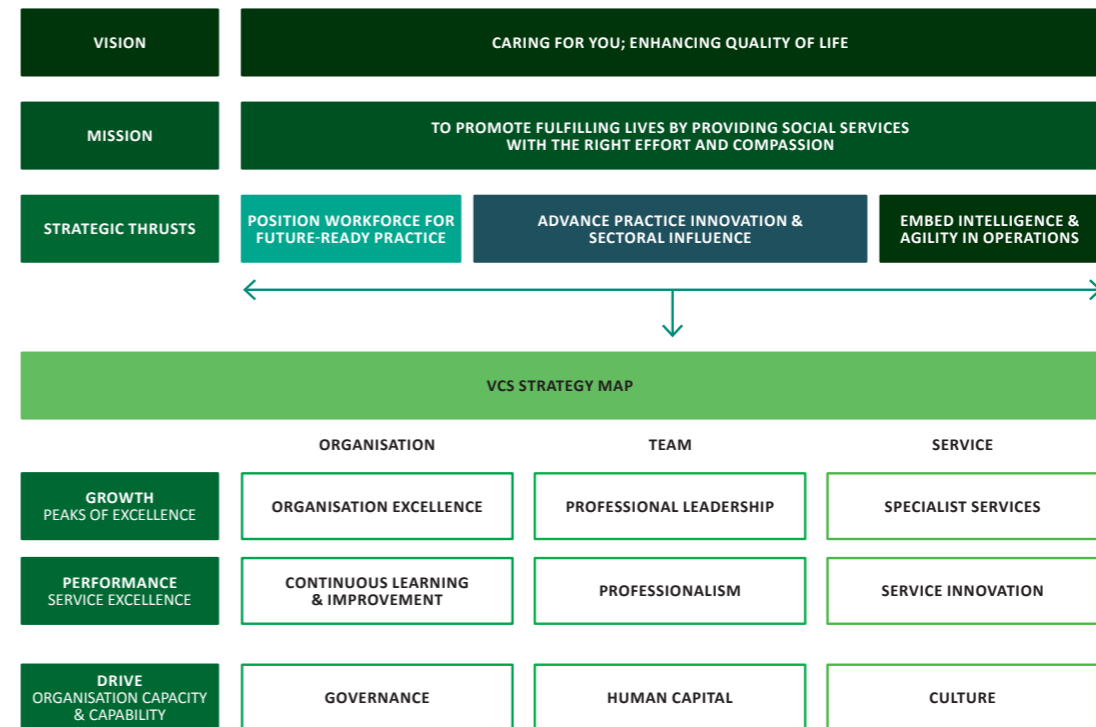
By investing in leadership and professional development, we are building a future-ready workforce equipped to deliver exceptional services. This empowered team drives innovation in our practice, advancing interdisciplinary excellence and leading preventive initiatives across the Western and Central regions. To sustain this progress, we are embedding intelligence and agility into our operations through a supportive workplace culture, strong Environmental, Social, and Governance (ESG) principles, and integrated productivity tools.

This synergistic cycle, where a skilled team enables innovative practice, and an agile organisation supports that team, ensures we build lasting capability and community impact. As the landscape of support continues to evolve, VCS moves forward from a position of integrated strength, guided by our purpose and our commitment to the well-being of all we serve.

VCS SOCIAL & COMMUNITY SERVICES MODEL



Competent manpower, Enabling organisational policies
Professional Practice & Development





CORPORATE GOVERNANCE

1 BOARD GOVERNANCE

Viriya Community Services (VCS) is governed by a Management Committee (MC) comprising individuals elected or appointed in accordance with the charity's governing instrument. The MC is collectively responsible for ensuring compliance with all relevant laws and regulations, and for steering the charity effectively, responsibly, and sustainably to maintain its credibility and long-term impact.

The MC is committed to upholding the highest standards of corporate governance. It provides strategic oversight of the charity's operations and performance, sets organisational goals, and contributes professional expertise. All members are expected to exercise due diligence, independent judgment, and act in good faith 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, and competencies. This collective experience enables the MC to provide independent, objective perspectives, and formulate sound, well-considered decisions.

As of 31 December 2025, the MC consists of 13 members. In FY2025, 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 Mingfeng	2 out of 4 meetings
Honorary Secretary	Hiew Wui Sin	4 out of 4 meetings
Honorary Treasurer	Goh Joachim	3 out of 4 meetings
Member	Ang Hock Pho	4 out of 4 meetings
Member	Dr Noreen Chan Guek Cheng	2 out of 4 meetings
Member	Chia Ti Yu	4 out of 4 meetings
Member	Chng Huanlian Regina	4 out of 4 meetings
Member	Giam Cheong Leong	4 out of 4 meetings
Member	Hing Wei Yuen Angelina	4 out of 4 meetings
Member	Tan Wee Khong Joe	2 out of 4 meetings
Member	Tan Yan Song	2 out of 4 meetings
Member	Tea Wei Li	2 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. The Treasurer may 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 serves on the MC.

Composition of Management Committee and Board Committees

MANAGEMENT COMMITTEE

The Management Committee (MC) provides strategic oversight and direction for VCS. During the year, MC meetings focused on reviewing the organisation's vision and mission, strategies and action plans, as well as key operational challenges and enterprise risk management matters.

The MC reviewed and approved the annual budget to ensure the prudent and effective management of financial and human resources. It also considered and approved material transactions, including capital expenditures, donations to other organisations, and the allocation of funds to designated or restricted purposes. Key management staff were invited to attend meetings to provide operational updates and address issues raised by the MC.

Meeting dates for the MC are scheduled well in advance for each calendar year to facilitate effective participation. Minutes of all meetings are circulated to members in a timely manner to ensure transparency and accountability.

All newly appointed MC members are provided with the Board Governance Manual and are supported through an induction and orientation process to familiarise them with their roles and responsibilities, as well as VCS' operations, governance framework, and key policies. Training and development are provided to MC members as required to support the effective discharge of their responsibilities.

To promote continuous improvement, VCS conducts an annual self-evaluation of the MC's performance and effectiveness. The outcomes of the evaluation, including any recommendations for enhancement, are shared with the MC and used to inform its governance processes and practices.

The MC also plans for leadership continuity and renewal by reviewing its composition at least annually. New members are recruited as needed to meet VCS' evolving needs in terms of skills, experience, and diversity. Except for the Treasurer, who may be re-elected to the same post for a maximum consecutive term of four years, the term limits and re-appointment of MC members generally comply with the Code of Governance for Charities and Institutions of a Public Character. Where necessary, extensions (except for the Treasurer) are deliberated and approved at the general meeting, taking into consideration the member's continued effectiveness and capacity to serve.

BOARD COMMITTEE

To support the MC in fulfilling its responsibilities, Board Committees were established with clearly defined terms of reference approved by the MC. These committees enable more focused oversight and deliberation in key areas of governance and operations.

In FY2025, the following Board Committees were in place:

- 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

The roles, authorities, and responsibilities of each Board Committee are documented in the Board Governance Manual, which is available on VCS' website.

2 CONFLICT OF INTEREST

Board members and staff should act in the best interests of the charity at all times. Clear policies and procedures should be in place to identify, declare, prevent, and manage conflicts of interest.

VCS maintains a Conflict of Interest Policy that requires all MC members and staff to disclose any real, potential, or perceived conflicts of interest. This includes interests held directly or indirectly in transactions entered into by VCS, relationships with organisations that VCS has dealings with or is considering dealing with, as well as personal interests arising from their roles as suppliers, service users, or beneficiaries of VCS.

In the event of any real, potential, or perceived conflict of interest, the affected MC member is required to declare the conflict and recuse themselves from related discussions. They do not participate in decision-making or voting on the matter.

Declarations are required for all related-party transactions and are reviewed at stipulated intervals. The outcomes of these reviews are reported to the MC and appropriately documented.

Appointments involving staff who are close family members of current MC members or staff are subject to established human resource procedures, including recruitment, performance evaluation, and remuneration. All such relationships must be declared, and MC members or staff are required to abstain from influencing any decisions related to these processes.

During the year under review, there were no conflicts of interest that required disclosure and action.

3 STRATEGIC PLANNING

VCS is established to pursue clearly defined charitable objectives for the benefit of the community. Its vision and mission guide the planning, development, and implementation of its programmes and services.

During the year, the vision and mission statements of VCS were reviewed and discussed at the MC meeting held on 31 July 2025 to ensure their continued relevance and alignment with the organisation's strategic direction. The vision and mission statements are published on the VCS website.

The MC receives regular updates on strategic initiatives at its meetings. The organisation's strategic roadmap is reviewed and refreshed as needed to remain forward-looking and responsive to emerging needs and operating contexts.

4 PROGRAMME MANAGEMENT

The programmes and activities of VCS form the core of its charitable work and are planned, implemented, and reviewed to ensure alignment with its vision and mission.

Guided by its strategic direction, VCS plans, develops, and delivers programmes and services to meet the evolving needs of the community. Each programme and service has clearly defined objectives, key deliverables, and intended outcomes.

Progress and performance are monitored through Quarterly Progress Reports presented to the MC for review, deliberation, and evaluation. These reports provide oversight of programme implementation and ensure that initiatives remain purposeful, accountable, and aligned with organisational priorities.

5 HUMAN RESOURCES AND VOLUNTEER MANAGEMENT

Human resources are a key asset of the charity. Appropriate policies and practices should be in place to support staff and volunteers who contribute to the delivery of VCS' operations and programmes.

VCS' Human Resources Policies are designed to attract, retain, and motivate staff with the appropriate qualifications, experience, and performance. These policies are approved by the MC and cover, but are not limited to, the following areas:

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

The Code of Conduct for MC members sets out the standards of behaviour expected of members, both during and outside of meetings. It promotes respectful and constructive relationships, particularly in challenging situations, and reinforces each member's commitment to the values and work of VCS.

The Code of Conduct for staff and volunteers outlines the values and expected behaviours required to safeguard clients, as well as VCS, its members, staff, and volunteers. These codes support a professional, ethical, and respectful working environment across the organisation.

The VCS Employee Handbook, last updated on 1 February 2025, provides staff with an overview of the organisation's culture, conditions of employment, policies, procedures, practices, benefits, and staff responsibilities. It serves as a key reference to support consistent and transparent human resource practices.

6 FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

The charity should maintain sound financial management practices and comply with applicable laws and regulations to ensure that its resources are used appropriately, responsibly, and in furtherance of its charitable objectives.

Written Financial Policies are in place to govern day-to-day operational and financial controls in key areas, including:

- Purchases and supplies
- Cheque and online payments, including donations
- Payroll
- Monies received
- Cash book and bank reconciliations
- Maintenance of accounting records, including donation records
- Preparation of financial statements, budgets, and variance reviews
- 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, requires prior approval by the MC.

The Audit and Risk Committee reviews the adequacy and effectiveness of internal controls over key processes to ensure compliance with established policies and procedures. Its findings, observations, and recommendations are reported to the MC for consideration and follow-up.

6.1 Enterprise Risk Management

Risk management is an integral component of VCS' governance framework and is embedded within its business strategy and day-to-day operations. It spans across various functional areas and supports informed decision-making at both operational and governance levels.

VCS' risk management framework is guided by the Enterprise Risk Management Toolkit for Charities and Institutions of a Public Character, developed by the Charity Council in collaboration with KPMG and NUS Business School. The framework provides a structured approach for the identification, assessment, monitoring, and mitigation of key organisational risks.

VCS has identified seven key risk areas, with mitigating actions and controls in place to manage and monitor these risks:

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

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

The MC approved the annual financial budget for FY2025, covering planned activities and resource requirements. Actual financial performance is reviewed against the approved budget on a quarterly basis, with significant variances highlighted and explained to the MC.

VCS maintains reserves to support its long-term financial sustainability. It aims to build its unrestricted reserves to meet up to two years of operating expenditure. Subject to MC approval, any surplus may be transferred to the Expendable Endowment Fund in the following year.

Restricted or designated, and endowment funds are established only for clear and justifiable purposes. The objectives and size of these funds are appropriately disclosed in the financial statements.

Since 1 January 2012, investment returns have been credited to the Expendable Endowment Fund. VCS intends to grow this fund progressively, with a long-term target of S\$10 million. The MC adopts a prudent approach to the investment of reserves in accordance with the VCS Investment Policy and Guidelines.

VCS adopts a risk-informed strategy for digital transformation and cybersecurity. This forms a key component of our risk management framework, guided by a cyclical process of planning, implementing, monitoring, and improving our security measures.

This approach helps protect our data and systems from emerging threats, while responsibly leveraging new technologies to support and enhance organisational performance.

7 FUNDRAISING PRACTICES

The charity should ensure that all fundraising activities are transparent, ethical, and accountable to its donors. Funds are collected, recorded, and used in accordance with approved programmes and purposes, and VCS' Financial Policies. When engaging third-party fundraisers, the charity should also exercise prudence. The amounts received were disclosed in the financial reports of VCS, where applicable.

In FY2025, VCS received funding from government-approved programmes and donations from corporations, foundations, and individual donors. Fees collected for certain programmes and services are also properly accounted for. Donations-in-kind are recorded and tracked, except for recycled items with a lifespan of less than two years or with a market value of under S\$2,000.

The identity of donors is protected and will not be disclosed without prior consent. VCS did not engage any third-party fundraisers during the year.

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. The annual report and audited financial statements are available on the VCS website (www.viriya.org.sg).

The charity maintains a clear separation between management and governance. No paid staff serve as members of the Management Committee (MC), and MC members do not receive remuneration for their services. Staff are not involved in setting their own remuneration. Staff remuneration is approved by the Human Resources Committee and is performance-based, aligned with sector benchmarks provided by the National Council of Social Service, and linked to measurable and clearly defined targets supporting VCS' mission.

The three highest-paid staff did not serve on the MC, and their remuneration is disclosed in incremental bands of S\$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 1 May 2022), and Director, Corporate Services, Ms Irene Low (appointed 3 Aug 2021), report to the MC. With their vast experiences in the corporate, public service and social service sectors, and together with the management team, they oversee nearly 100 staff in delivering VCS' social services and implementing MC-approved policies and directions. As at 31 December 2025, VCS had 92 staff.

8.2 Assets

VCS does not own any properties. Its corporate office and the Viriya Therapy Centre (VTC) are located at 72 Shrewsbury Road, which is owned by Leong Hwa Monastery. The VTC provides specialist psychotherapeutic interventions aligned with VCS' mission to support individuals and families.

8.3 Future Capital Commitment

The Society does not have any significant future capital commitments based on current plans.

8.4 The Road Ahead

VCS remains committed to excellence, continuously adapting to new realities while staying true to its vision: Caring for you, enhancing quality of life. The VCS Heartbeat will continue to guide our journey forward.

8.5 Whistle-Blowing Policy

The MC and staff are fully committed to upholding integrity and the highest ethical standards in all activities, 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. VCS' Whistle-Blowing Policy provides a safe channel for raising concerns about breaches of these standards or incidents of malpractice or wrongdoing involving the MC or staff.

9 PUBLIC IMAGE

The charity should build its public image in alignment with its mission and objectives. The President serves as the designated spokesperson. In the President's absence, the Vice President assumes this role, or the MC may appoint another appropriate MC or management staff member for specific matters.

All communications to stakeholders, across media platforms, adhere to VCS' Media Response and Social Media Policies, ensuring consistent, accurate, and responsible messaging.

SUMMARY OF FINANCIALS

FOR YEAR ENDED 31 DECEMBER 2025	RESTRICTED FUNDS	UNRESTRICTED FUNDS	TOTAL FUNDS
FINANCIAL RESULTS	\$	\$	\$
Income from generated funds			
Donations - Non-tax exempt	4,143	277,923	282,066
Donations - Tax exempt	8,994	328,231	337,225
Grants and funding	-	268,901	268,901
Interest and dividend income	401,962	206,684	608,646
Income from charitable activities			
Government funding			
- AIC	-	2,743,017	2,743,017
- Capital	4,094	2,047	6,141
- Recurrent (MSF)	3,607,463	-	3,607,463
- Tote Board	954,175	-	954,175
Counselling and programme fees	1,140	232,015	233,155
Other income	53,357	272,099	325,456
TOTAL INCOME	5,035,328	4,330,917	9,366,245
EXPENDITURE			
Cost of charitable activities	5,515,430	3,158,310	8,673,740
Governance and other admin costs	684,271	295,720	979,991
Total expenditure	6,199,701	3,454,030	9,653,731
Surplus for the year	(1,164,373)	876,887	(287,486)
RESERVES			
Restricted funds			
- Expendable endowment fund			6,241,570
- Government capital fund			146,001
- Other restricted funds			8,218,939
Total restricted funds			14,606,510
Unrestricted funds			10,669,372
Total reserves as at 31 December 2025			25,275,882
Unrestricted funds / Total operating expenditure			1.1



Viriya Mental Wellness Campaign 2025

HIGHLIGHTS OF THE YEAR 2025

Recognition & Growth

Professional dedication, practice excellence, and sector visibility

Honouring Dedication

Grace Yeo, Team Leader & Assistant Senior Social Worker at Whispering Hearts Family Service Centre, received the FSC Commendation Award, a national recognition of her steadfast commitment to families under her care. The award reflects the standard of professionalism and care that VCS upholds across its services, ensuring families receive consistent, thoughtful, and high-quality support.

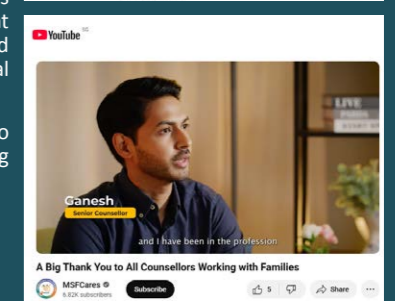
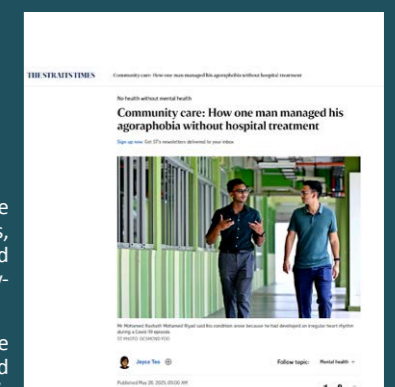


Professional Visibility and Public Awareness

VCS strengthened its national and sector profile this year through multiple channels of engagement, including media features, interviews, podcasts, professional forums, and national campaigns. Staff across different roles shared insights on counselling, psychological services, family support, and community-based care.

Highlights included participation in national initiatives recognising social service professionals, contributions to sector dialogues, and features in media and podcasts. These have included a mainstream news feature sharing a client's personal journey, an MSF-produced video thanking counsellors, involvement in a national media collaboration celebrating social service professionals, and a current affairs interview offering expert perspectives on contemporary social issues.

Collectively, these engagements reflect VCS' ongoing commitment to professional excellence, sector engagement, and public education, showcasing the organisation's expertise and thought leadership in social service practice.



Community & Influence

Engaging communities, shaping dialogue, and strengthening partnerships

Sector Dialogue and Strategic Partnerships

VCS engaged in strategic conversations with key partners to advance integrated community care. These included meetings with Mr Ng How Yue, Permanent Secretary, Ministry of Health and Ministry of Social & Family Development, and Mr Tan Chee Wee, CEO, Agency for Integrated Care, alongside senior management teams. Discussions focused on strengthening coordination across mental health, family, and specialist services to better meet community needs.

In parallel, VCS collaborated with six partner agencies to co-develop a regional family services model, contributing practice insights to the national Family Services Review. This work reflects VCS' role as a valued practice partner in shaping service approaches that are integrated, responsive, and grounded in frontline realities.



COMMUNITY ENGAGEMENT AT SCALE

Viriya Mental Wellness Campaign 2025

VCS organised the Viriya Mental Wellness Campaign on 4 October 2025 at Jurong Medical Centre under the theme, "Flourish in Pink: Stronger Together for Breast Cancer Awareness and Mental Wellness". The campaign brought together healthcare institutions, mental health practitioners, and community agencies to engage the public, raise awareness, and reduce stigma around mental health and breast cancer. It reinforced VCS' commitment to holistic community care and demonstrated the impact of partnerships in promoting wellbeing.



Wishing Heart – River Hongbao 2025



VCS was honoured to be the Wishing Heart charity at River Hongbao 2025, connecting with thousands of visitors during a national cultural celebration. The Wishing Heart served as a shared space for hope, generosity, and reflection, inviting the public to support families and individuals in need while learning about the importance of community care.

This initiative extended VCS' presence beyond traditional service settings, allowing social services to be encountered in inclusive, everyday public spaces where culture and community converge.

State of Play 2025

VCS participated in State of Play, part of the City of Good Summit 2025, to engage corporates and promote volunteering opportunities. The booth highlighted VCS' services, including the Viriya Mental Wellness Hub and self-funded programmes. The event facilitated connections with community partners and corporates, reinforcing VCS' role in building collaborations to support community impact.



COMMUNITY ENGAGEMENT THROUGH PARTICIPATION

Volunteer-Led Programmes

VCS continued to deepen community connections through volunteer-led initiatives for children and seniors. Volunteers played active roles in planning and facilitating programmes, fostering meaningful relationships, creativity, and social connection.

Initiatives such as ArtVentures! provided children with opportunities to express themselves and build positive peer connections, while senior engagement programmes promoted joy, inclusion, and companionship. These programmes reflect VCS' belief that community wellbeing is strengthened when individuals are empowered to contribute to one another's lives.



COMMUNITY GIVING AND SHARED PURPOSE

Founder's Day Fundraising

Marking 24 years of service, VCS organised a series of fundraising activities including a charity walk, community flea market, and mini-carnival. These events brought together staff, volunteers, residents, and partners, reinforcing shared values of collaboration, respect, and collective responsibility in building a caring and resilient community.

Organisational Excellence

Strengthening foundations, advancing practice, and building organisational capability

Office of Transformation – From Change to Practice

Established in mid-2021, the Office of Transformation guided VCS through a multi-year journey to strengthen organisational capability, culture, and coordination. By mid-2025, many of these efforts had been embedded into everyday operations, marking a transition from dedicated transformation work to sustained organisational practice and officiating the formal closure of the office. The Office laid the foundation for leadership development, practice innovation, and improved interdivisional collaboration, supporting VCS' ability to respond effectively to evolving community needs.

Leadership Development & Coaching

VCS strengthened leadership capability through a coherent coaching and development pathway. Selected leaders participated in one-to-one coaching under the ICF Coaches 4 Community programme, engaging in confidential sessions that supported reflection on leadership challenges, decision-making, and team dynamics. Building on this experience, an introductory coaching webinar was offered to a broader group of team leaders and potential leaders, introducing coaching as a developmental approach and extending readiness for future leadership growth across the organisation.

These initiatives were complemented by:

- **Reflective Leader Programme:** Incorporating the Gallup Clifton Strengths assessment, this programme supported the management team in navigating leadership transitions, strengthening communication, and leading through relationships.
- **Performance Management Workshops:** Equipped managers with practical skills to support staff development, align expectations, and maintain accountability within a supportive framework.



Advancing Practice Quality

A key focus this year was reinforcing learning outcomes from the Practice Framework and ensuring its integration into everyday practice. Practice Leads and FSC Heads were actively engaged to support consistent application across teams.

Small-group discussions were introduced to connect theoretical concepts with real case scenarios, encouraging practical learning and reflection. The "Handshake" learning platform provided a monthly forum for staff to share insights and experiences in applying the Practice Framework to their work. These initiatives strengthened the integration of theory and practice, enhancing the quality and consistency of interventions across services.

As part of continuous improvement, the Internal Quality Assurance (IQA) process was introduced to review selected cases against quality standards, risk management, and best practices. Staff were guided on expectations and how IQA supports professional learning, funding reviews, and overall service accountability.

Strengthening Organisational & Operational Capability

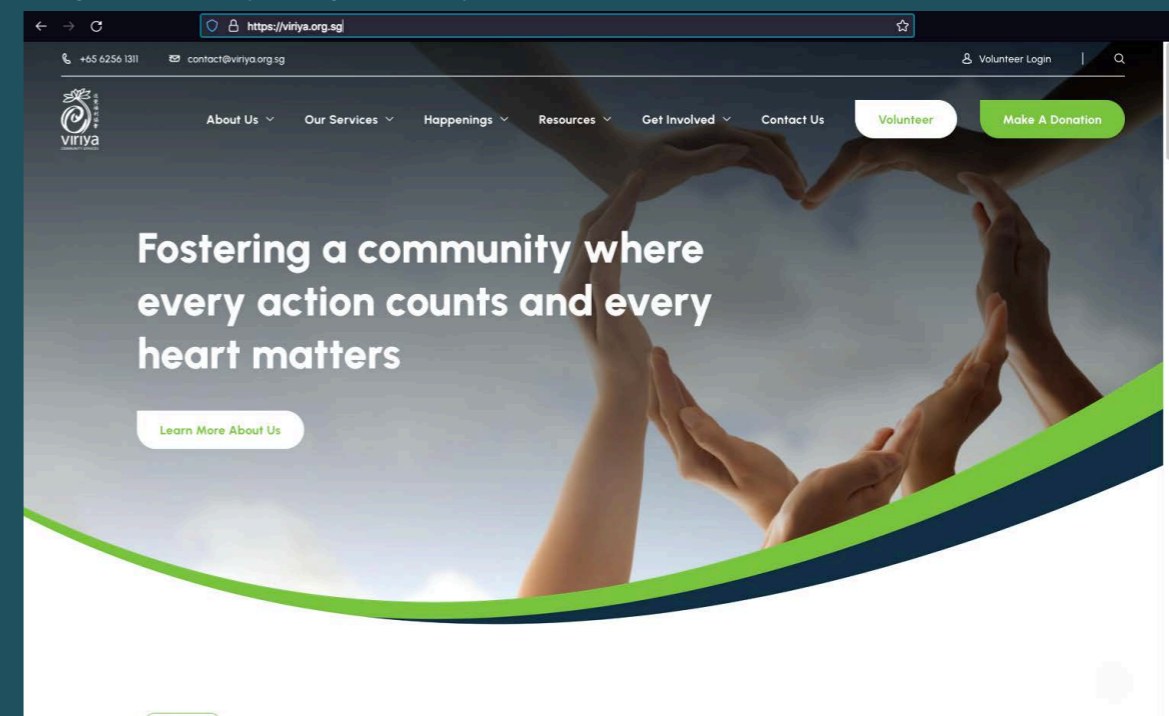
This year, VCS reinforced its organisational foundations through several key initiatives:

- **Data Security Audit:** VCS achieved a flawless audit with zero non-compliance, demonstrating robust data protection practices and strong governance systems.
- **Corporate Website Revamp:** The corporate website was successfully migrated and relaunched, featuring new modules for donations, volunteering, and programmes. These enhancements have increased accessibility and strengthened engagement with stakeholders.
- **Environmental, Social, and Governance (ESG) Consultation:** VCS undertook an ESG consultation to assess its current maturity, review global and local ESG standards, and develop a phased ESG roadmap. The consultation produced a high-level framework, prioritised ESG areas, and recommended communication strategies for transparency and stakeholder engagement. This initiative provides a strong foundation for VCS to formalise environmental, social, and governance practices and align with emerging nonprofit standards.

These initiatives collectively demonstrate VCS' commitment to building organisational resilience, operational capability, and strategic foresight.

Looking Ahead

Together, these highlights reflect a year of steady and meaningful progress — deepening practice, strengthening leadership, engaging communities, and reinforcing organisational foundations. While the initiatives featured here represent only part of the work carried out across VCS, they capture how professionalism, care, collaboration, and strategic foresight continue to shape the organisation's impact and readiness for the future.





FAMILY SERVICES

Supporting Families Across the Central and Western Region

Our Family Services focus on empowering families to overcome challenges and build resilience. With support available at our two Family Service Centres (FSCs) – Viriya Family Service Centre and Whispering Hearts Family Service Centre – we provide holistic, systemic and family-centric care to address a wide range of psychosocial needs through integrated services. Whether facing family issues, caregiving burdens, or emotional struggles, we offer compassionate support and professional guidance to help families heal and grow stronger together.

Our approach is grounded in our very own VCS Professional Practice Framework, ensuring that our services are always delivered with professionalism, empathy, and confidentiality.

Our social workers collaborate closely with counsellors and psychologists, adopting a multi-disciplinary approach to deliver tailored services. By integrating casework, group work, community development initiatives, and customised programmes, we provide comprehensive support that addresses the unique needs of individuals and families, empowering them to build resilience.

	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.	358	665
Number of casework sessions conducted: The total number of sessions held between our social service professionals, clients and/or community partners, each session being vital in providing personalised, focused support to address the unique needs of individuals and families.	1,771	2,323
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.	93%	84%
Percentage of service users whose self-reliance and resilience capacity are enhanced at case closure: 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.	81%	81%
Percentage of service users who indicated satisfaction on the Client Feedback Form: Measures the proportion of service users who reported a satisfactory experience, reflecting how well our support meets their needs and expectations, and offering insight into its perceived value and impact.	97%	95%
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.	176	747

VIRIYA FAMILY SERVICE CENTRE

Joo Seng Coffee Talk

This holistic initiative significantly enhances well-being and social connectedness of our participants, actively combating senior isolation by weaving together regular interaction, intergenerational exchange, and community integration. In 2025, fortnightly sessions provided consistent engagement, seven dedicated intergenerational sessions created meaningful exchanges, and the various community outings broadened members' social lives.

UNIQUE BENEFICIARIES: 63 SENIORS



Indian Community Gatherings

This culturally nuanced platform anchors Indian seniors in their community identity while building resilient peer networks. The past year was marked by vibrant, participant-led celebrations for Deepavali, accessible and inclusive Tamil mindfulness sessions, and proactive and compassionate outreach that ensured isolated peers remained connected.

UNIQUE BENEFICIARIES: 21 SENIORS

Collaborations with St Andrew's Schools

Generations were bridged through purposeful partnerships that turn history into living conversation, deepening intergenerational understanding. In 2025, interactive sessions promoted cognitive reminiscence, psychomotor skills, and social connection, while simultaneously fostering a sense of contribution toward community needs. Participation in the SG60 Carnival celebrated national milestones, and history-sharing dialogues allowed seniors to pass on lived heritage to students.

UNIQUE BENEFICIARIES: 41 SENIORS



Bidadari Community Group Work and Engagement

In the heart of rental communities, this initiative cultivates social cohesion through consistent dialogue and partnership. Launched in March 2025, regular group sessions provided a stable support platform, culminating in a collaborative Year-End Community Gathering that strengthened ties between residents and partners. The initiative focuses on identifying community strengths and addressing social gaps through a ground-up approach.

UNIQUE BENEFICIARIES: 41 RESIDENTS



Parenting Workshops

These workshops provide a vital compass for parents navigating early childhood, equipping them with skills and, more importantly, a supportive peer network. In 2025, the programme achieved a 70% completion rate, with participants reporting significant growth in parental confidence and reflective practices.

UNIQUE BENEFICIARIES: 10 PARENTS

Stakeholder Engagement

Our commitment to integrated care is powered by partnership. In 2025, we successfully expanded our collaborative network by 250%, creating a more robust web of resources across healthcare, community, and government sectors for our clients.



WHISPERING HEARTS FAMILY SERVICE CENTRE

Senior's Club

A dedicated weekly programme fostering holistic well-being among seniors through a structured calendar of psychosocial activities, including wellness talks, handicraft workshops, and group exercises. In 2025, a key milestone was participants stepping into peer leadership roles, guiding sessions and fostering greater ownership. The club's consistent engagement combats social isolation while strategic collaborations with external partners introduce specialised expertise to meet evolving community needs.

UNIQUE BENEFICIARIES: 80 SENIORS



Resilience Programme

This programme built a foundation of mental wellness for children aged 9-12, empowering them with practical tools to manage academic stress and peer pressure, build digital savvy, and support one another. Evaluations from seven bi-weekly sessions in 2025 showed marked growth in coping strategies, emotional sharing, and peer support networks.

UNIQUE BENEFICIARIES: 13 CHILDREN



Bright Owl Project (BOP)

Blending academic support with essential life skills, this mentoring programme helps primary school students strengthen their psychosocial well-being, build confidence and explore their future potential, within and beyond the classroom environment. The highlight was the "Career Quest" event, where participants practised leadership, communication, and teamwork, as well as soft skills, in a dynamic setting.

UNIQUE BENEFICIARIES: 16 STUDENTS

Teen Action Project (TAP)

Tailored for the challenges of secondary education and personal growth, TAP balances academic support with the life skills teens need to navigate adolescence with resilience. Participants also gained valuable self-insights during the collaborative "Career Quest" event.

UNIQUE BENEFICIARIES: 18 STUDENTS



Community Work Outreach

A targeted door-to-door campaign mobilised residents and local businesses in Pioneer Constituency in April 2025. This initiative successfully raised awareness of WHFSC's services and invited the community to participate in a ground-up Community Flea Market. The event transformed community engagement into tangible support, raising funds for vital wellness services while strengthening neighbourhood bonds and collective responsibility.

BENEFICIARIES REACHED: 350 INDIVIDUALS



Strategic Engagements & Recognition

• National Recognition of Community Partnership

WHFSC's embedded role was formally recognised in February 2025 with the "Friends of Boon Lay" Award, presented by Minister Desmond Lee. This accolade, received during the Boon Lay Lunar New Year Gathering, validates VCS' integrated, ground-up approach and affirms its position as a trusted anchor within the community ecosystem.

Further integration with community stakeholders was advanced through participation in the Silver Generation Office (SGO) Chinese New Year Celebration, identifying collaborative opportunities to strengthen senior support in Jurong West.

• Driving Systemic Integration Through Leadership Dialogues

A series of high-level dialogues were convened to operationalise the future of integrated community care. Strategic sessions with the Social Service Office (SSO) streamlined the interface between financial assistance and psychosocial support. Hosting AIC CEO Mr. Tan Chee Wee aligned efforts on merging mental health with social services, while co-hosting MOH & MSF Permanent Secretary Mr. Ng How Yue focused discussions on creating a seamless, multi-disciplinary support continuum for families, translating national policy vision into actionable local collaboration.

• Forging Targeted Coalitions to Address Complex Gaps

Strategic coalitions were proactively formed to tackle specific, systemic challenges. Participation in the THRIVE Networking session synchronised youth support roles across agencies in Jurong West. The West Zone Community Partners & Schools Engagement co-created intervention pathways for students facing chronic absenteeism. Participation in the FSC Network advanced sector-wide capabilities in critical areas such as domestic violence response and the adoption of AI-driven documentation practices.



• Investing in Long-Term Capacity and Thought Leadership

Deliberate efforts were made to build future capacity and influence the social service sector. Deputy Head Ms. Tee Hui Wen contributed as a panellist at the official launch of SUSS' School of Social Work and Social Development, bridging academic theory with frontline practice. The "Discover Your Volunteer Talent & SG60 Community Book Prize" event served as a strategic talent pipeline, engaging over 100 young adults. Emerging multidisciplinary partnerships with NUH Psychological Medicine and IMDA are forging new models for integrated youth care and digital inclusion, ensuring services remain effective and relevant.

• Championing a Culture of Professional Excellence

Internal excellence was celebrated externally when Assistant Senior Social Worker & Team Leader Grace Yeo received the FSC Commendation Award for her exemplary leadership and dedication, particularly in pioneering the Senior's Club. This recognition underscores the professional standards and reflective practice that form the foundation of VCS' impactful community work and trusted partnerships.

Pioneer Zone 9 Functional Screening Event

By bringing mental health screenings into the neighbourhood, WHFSC and our CREST team collaborated with Pioneer Zone 9 to facilitate early intervention and strengthen the local support network for seniors. The 2025 event connected residents with vital follow-up resources and deepened our grassroots partnerships.

UNIQUE BENEFICIARIES: 50 INDIVIDUALS

Food Security Programme

In partnership with Food from the Heart, this essential initiative ensures that families in our community have a reliable foundation. Throughout 2025, it provided consistent monthly essentials to 120 low-income households, alleviating the daily pressures of food insecurity and promoting stability.

UNIQUE BENEFICIARY FAMILIES: 120

SPECIALIST SERVICES

The Division of Specialist Services (DSS) delivers accessible, high-quality specialised care, including psychotherapy, neurodevelopmental assessments, and psychological therapies for young adults and adults, complementing existing hospital and community mental health services. We proactively develop new programmes and initiatives to meet emerging needs and service gaps through strong strategic partnerships. Our commitment extends to the professional development of practitioners across diverse settings, enhancing their competency and confidence in managing complex mental health, marital and relational challenges, and issues of bereavement, grief, and loss.



	No. of Service Users
Psychotherapy & Psychological Services	297
Percentage of subsidised sessions	78%
Group Therapy & Support Sessions	165
Percentage of subsidised clients	94%
Professional Training	48
Clinical Supervision	27
Psychoeducation Talks and Workshops	348

NCSS Supported Counselling Programme: A Landmark in Accessibility

Awarded the tender with the highest value among selected agencies, this programme significantly improved access and affordability to high-quality counselling within our local community. From its April 2025 launch, this partnership saw strong uptake, with 227 centre-based and 51 home-based sessions conducted for 89 clients. The home-based model allowed our clinical psychologists to pilot individualised Cognitive Stimulation Therapy for seniors with dementia, bringing specialised support directly to those who need it most.

BENEFICIARIES: 89 CLIENTS



NTU On-site Counselling Services: Meeting Youth Where They Are

Building on a trusted partnership, DSS was re-appointed by Nanyang Technological University in 2025 to provide on-site counselling services. This renewal signifies confidence in the quality and impact of our support for emerging adults. Starting in August, our counsellors integrated into the campus community, delivering 110 hours of accessible and timely support to students navigating the pressures of academic and personal transitions.

Beneficiaries: 55 students



Empowering Grief Support Groups: A New Collaborative Model for Healing

In 2025, we expanded our grief support by launching new partnerships to reach a wider community. Multilingual sessions were delivered in collaboration with Fei Yue Active Aging Centre and Singapore Anglican Community Services for elderly participants, while a dedicated series with HCA Hospice engaged adults in Chinese-language dialogue. This collaborative model created vital, psychologically safe spaces for processing loss, resulting in high participant satisfaction and noted effectiveness by partners. Its impact is underscored by HCA Hospice's commitment to continue the partnership into 2026.

BENEFICIARIES: 145 PARTICIPANTS

Adult Cognitive Stimulation Therapy Group: Fostering Connection

Led by our psychologists, this series of sessions for seniors with dementia in a residential setting yielded clear positive outcomes. The team observed a significant increase in participant engagement and enjoyment. More importantly, it facilitated a meaningful social shift: residents who were once strangers began forming friendships and sharing personal stories, actively reducing isolation and building a supportive community within their home.

BENEFICIARIES: 10 SENIORS

Psychoeducation Talks and Workshops: Building a More Informed Community

Mental health literacy was extended beyond clinical settings through targeted psychoeducation. In 2025, 15 talks for young adults and workshops for helping professionals, focusing on mental health, couple relationships, and grief and loss. Participants affirmed the sessions' relevance, noting their value for both personal understanding and professional practice.

UNIQUE BENEFICIARIES: 348 PARTICIPANTS



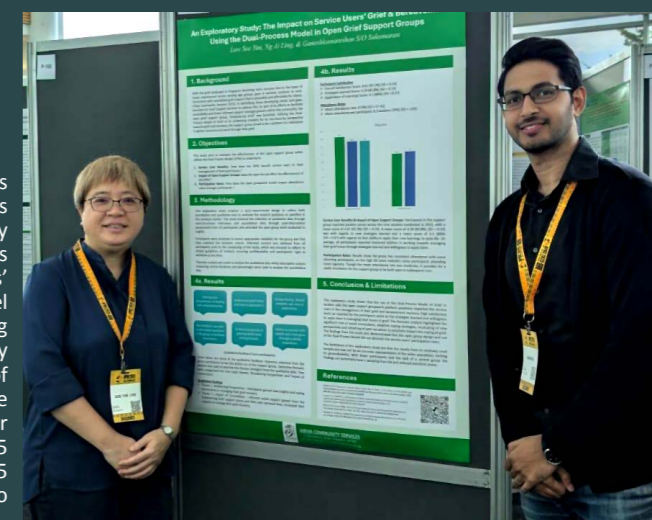
Clinical Supervision and Professional Trainings: Elevating Community Practice

This professional service strengthened the counselling fraternity across community settings, including FAM@FSC centres, counselling centres focusing on marital counselling, social service agencies and hospitals offering grief and loss therapy. Through 62 individual and group clinical supervision sessions, FAM@FSC counsellors reported tangible gains in confidence, clinical clarity, and the ability to approach cases with new perspectives, enhancing the overall quality of professional competence in the sector.

PROFESSIONALS SUPPORTED: 75 COUNSELLING PROFESSIONALS

Research Projects: Informing Tomorrow's Practice Today

Our commitment to evidence-based care drives practice-led research to evaluate service effectiveness and examine service gaps within the local community mental health landscape. This includes studies such as "An Exploratory Study: The Impact on Service Users' Grief & Bereavement Using the Dual-Process Model in Open Grief Support Groups" and "Uncovering a Potential 'Health-Social' Gap from a Community Psychology Perspective" and "A Network Analysis of Geriatric Depressive Symptoms from the Singapore Longitudinal Ageing Study". The team shared their respective research findings at the APHC 2025 Conference in Sarawak, Malaysia, and the 2025 Singapore Mental Health Conference, contributing to professional dialogue and service development.





COMMUNITY HEALTH & MENTAL HEALTH

The Division of Community Health and Mental Health aims to strengthen population mental wellness through community-based, person-centred and collaborative approaches. By working across health, social and community partners, the Division seeks to enhance early access to care, reduce stigma, and build sustainable systems of support within the community.

	No. of Outreach Participants & Beneficiaries	Total no. of Programmes*
CREST Viriya @ Jurong West Team 1	1,557	13
CREST Viriya @ Jurong West Team 2	1,703	8
CREST Viriya @ Serangoon	2,045	6
COMIT Viriya @ Jurong West	614	1
Viriya Mental Wellness Hub	4,526	11

* CREST Viriya and COMIT Viriya programmes provide community-based mental health support. CREST Viriya promotes early identification of at-risk individuals, consistently exceeding outreach targets by reaching over 119% of the intended audience. COMIT Viriya delivers psychotherapy and psychosocial interventions, with over 45% of clients showing improvement in their emotional well-being.

Longstanding Medical Support Programmes: Sustaining Essential Care

The Viriya Children Medical Programme (VCMP) and Viriya Elderly Medical Programme (VEMP), launched in 2010 and 2013 respectively, provide essential financial assistance for long-term medical care. These programmes complement comprehensive case management, ensuring vulnerable children and seniors can access vital treatments without financial hardship.

VCMP BENEFICIARIES: 16 CHILDREN
VEMP BENEFICIARIES: 15 SENIORS



Viriya Mental Wellness Hub: Advance Care Planning Initiative

The Viriya Mental Wellness Hub serves as a dedicated community space for holistic support. A key programme in 2025 focused on providing Advance Care Planning and palliative care resources, utilising materials and expertise from the Agency for Integrated Care and the Singapore Hospice Council. This initiative empowered individuals through planning conversations and streamlined resources, fostering collaboration to ensure care journeys are navigated with dignity, clarity, and strong local support.

UNIQUE BENEFICIARIES: 20 INDIVIDUALS

Viriya Mental Wellness Campaign 2025

Commemorating World Mental Health Day, DCHMH spearheaded the annual Viriya Mental Wellness Campaign (VMWC) for the fourth consecutive year. Co-organised with Jurong Medical Centre and supported by the National University Cancer Institute, Singapore (NCIS) and various community partners, the 2025 campaign adopted the theme "Flourish in Pink: Stronger Together for Breast Cancer Awareness and Mental Wellness." Through interactive booths and activities, the campaign successfully engaged the community and emphasised the vital connection between physical health and mental well-being.

UNIQUE BENEFICIARIES: 283 PARTICIPANTS



Flagship Cognitive Stimulation Activity – Healthy Ageing Promotion Programme for You (H.A.P.P.Y.)

The H.A.P.P.Y. programme continues to serve as the flagship cognitive stimulation activity across multiple locations, including Cheng Hong Senior Station, Geok Poh, Joo Seng, Kent Road, Teban Gardens and Whispering Hearts FSC. This multi-site initiative is dedicated to enhancing seniors' mental well-being while boosting memory, functional capacity, and physical strength.

ACCUMULATED PARTICIPATION: 1,097 ATTENDANCES



Strategic Leadership Engagements

- Visit by AIC CEO, Mr. Tan Chee Wee**
 On 29 July 2025, VCS hosted AIC CEO Mr. Tan Chee Wee and the Senior Management team from the Caregiving & Community Mental Health Division. The visit provided a valuable platform to exchange ideas on VCS' vision of integrating mental health with social services and to reaffirm a shared commitment to a collaborative, multidisciplinary approach in supporting the community.
- Visit by MOH & MSF Permanent Secretary, Mr. Ng How Yue**
 On 18 September 2025, VCS hosted Permanent Secretary Mr. Ng How Yue and leaders from MOH and AIC for a strategic dialogue on advancing community care. The exchange focused on deepening the integration between mental health, specialist, and family services to create a holistic, compassionate, and better-coordinated support ecosystem for individuals and families.

Regional Partnerships for Wellness: Extending Our Reach

Through sustained collaboration with a wide network of community partners, we significantly expanded the reach of accessible mental wellness support across the Western and Central regions throughout 2025. By delivering wellness talks, engaging activities, and mental health screenings directly within neighbourhoods, we brought vital resources closer to residents.

- Western Region Collaborations**
 DCHMH collaborated with numerous valued partners in the western region, including Cheng Hong Senior Station @ Jurong West, City Harvest Church, Gek Poh South Resident's Network, Gek Poh Ville Community Centre, Jurong Medical Centre, Jurong Regional Library, Lentor Health Senior Care Centre, National University Health System, NTUC Health, Pioneer Zone 9 Residents' Network, SASCO @ Jurong West, Silver Generation Office, St Luke Eldercare, Tzu Chi SEEN Nanyang and Bukit Batok, West Coast Community Centre, West Coast Green Resident's Network, West Coast Heights Residents' Network, and West Coast Vista Resident's Network. These collaborations were instrumental in connecting with the community.
- Central Region Collaborations**
 In the central region, DCHMH worked with a diverse group of partners, including Braddell Heights Residents' Committees, Calvary Community Care, Cedar Girls Secondary School, Esplanade, National Healthcare Group, National Kidney Foundation, NTUC Health, Orange Valley Active Ageing Centre (Care) @ Alkaff Crescent, Silver Generation Office, Sri Srinivasa Perumal Temple, and St Andrew's Secondary School. Through these collaborations, we successfully expanded essential mental wellness support to local communities.

ACCUMULATED PARTICIPATION: 2,244 ATTENDANCES

ACCUMULATED PARTICIPATION: 3,437 ATTENDANCES



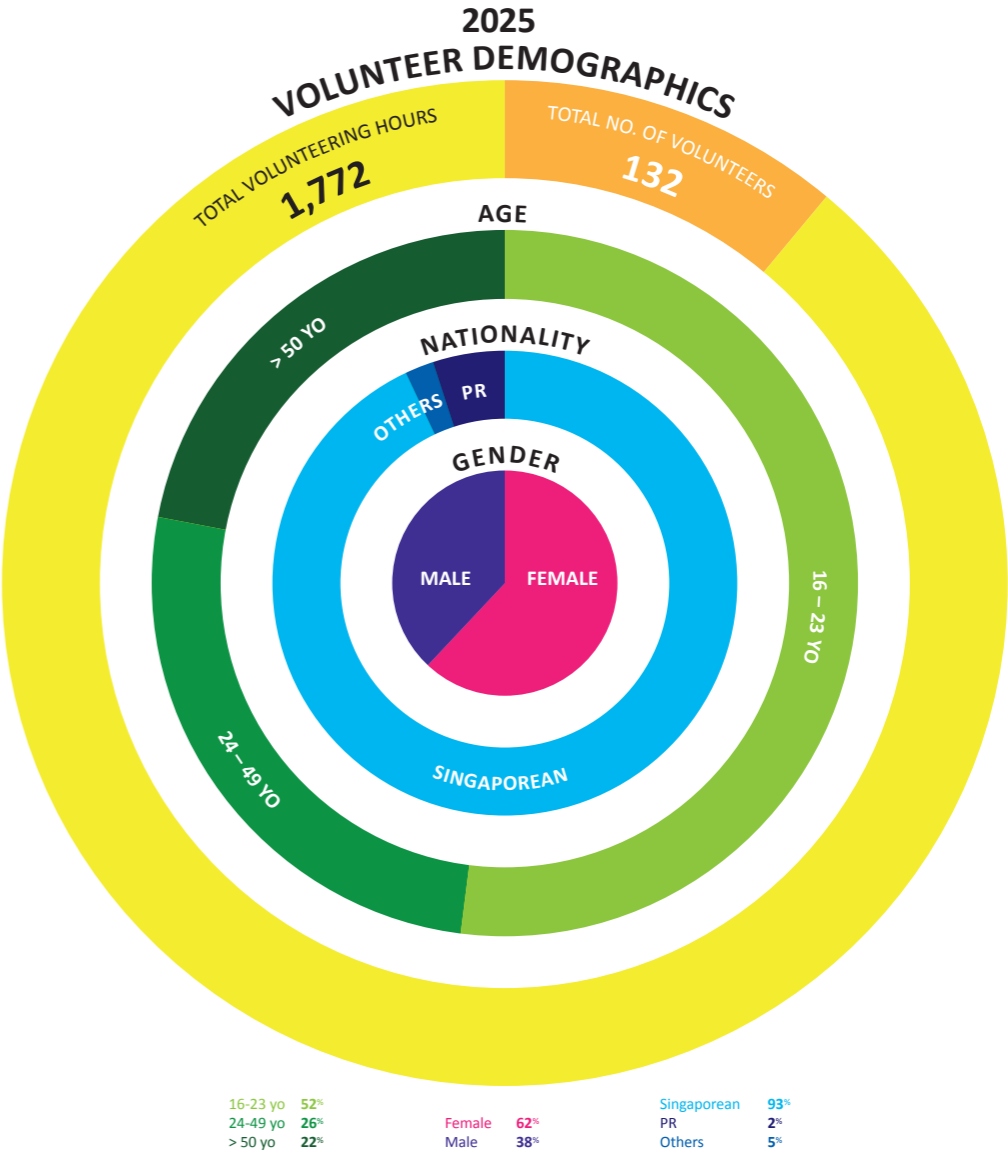
DCHMH Charity Walk 2025

On 30 April 2025, 22 DCHMH staff completed a 3.8km walk at Gardens by the Bay, culminating a campaign that successfully raised vital funds and strengthened awareness for mental wellness, dementia support, and caregiver empowerment. Our steps turned community solidarity and support into concrete, lasting impact.



COMMUNITY DEVELOPMENT

At the heart of the Division of Community Development's work is a commitment to fostering vibrant, resilient communities. We believe that lasting well-being is built through connection, mutual support, and shared purpose. In 2025, we focused on empowering individuals and groups by creating spaces for collective action, nurturing strategic partnerships, and mobilising the energy of dedicated volunteers.





Badminton Workshop by River Valley High School

Students from River Valley High School conducted a two-session workshop for children in the West as part of their Values-in-Action project. Through focused drills, footwork practice, and mini competitions, the participating children not only strengthened their badminton skills but also built confidence and camaraderie, enhancing both their physical fitness and social well-being.

ACCUMULATED PARTICIPATION: 6 CHILDREN

Partnership with CradleBless

In a three-month collaboration with CradleBless, a social initiative supporting low-income young families and single mothers, we facilitated the collection and distribution of over 1,300 essential baby items. These resources provided immediate relief and were further redistributed within the Nanyang community through our partnership with Nanyang CC, promoting both support and sustainability.



ArtVentures! School Holiday Programme

This programme meaningfully engaged children during the school holidays through a blend of creative art activities, games, and meaningful conversations. Supported by seven dedicated volunteers, the programme included a social outing to the National Gallery Singapore, enriching the children's holiday experience while strengthening our ties with key community stakeholders.

UNIQUE BENEFICIARIES: 15 CHILDREN

Volunteers Orientation

Volunteers' Orientation was held to train our new cohort of community volunteers. Our volunteers deepened their understanding of VCS' mission, explored pressing social issues through group discussions, and gained practical communication skills, equipping them to create greater and more empathetic impact within the community.

VOLUNTEERS TRAINED: 8



Scam Prevention Workshop by Digi-Up Studios

Our seniors participated in a three-part scam prevention workshop designed and led by Digi-Up Studios, a youth-led ground-up initiative. Using a customised, nostalgic Snakes & Ladders game, seniors learned to identify and prevent various scams in an engaging and relatable way, building crucial digital safety knowledge through reminiscence-based play.

UNIQUE BENEFICIARIES: 25 SENIORS

Intergenerational Programme by Cedar Girls Secondary School

Students from Cedar Girls Secondary School's badminton team facilitated a social engagement session for seniors at the Viriya Mental Wellness Hub as their Values-in-Action project. Through intergenerational activities like memory games and mindfulness colouring, they promoted positive mental health among the senior participants, fostering mutual understanding and connection.

UNIQUE BENEFICIARIES: 22 SENIORS



National Day Outing with National Gallery Singapore

Continuing our valued partnership, a special National Day outing was organised for Senior's Club members. Gallery volunteers led a guided heritage tour of the former Supreme Court building, sparking fond reminiscence and meaningful conversation.

UNIQUE BENEFICIARIES: 25 SENIORS



HAPPY Exercise Volunteers Training

To expand the reach of our flagship healthy ageing programme, community volunteers were trained to become HAPPY Exercise facilitators. The half-day session equipped them with knowledge of Singapore's community mental health landscape and hands-on facilitation practice. Five volunteers have since been successfully deployed to lead sessions, extending the programme's benefits across the community.

VOLUNTEERS TRAINED & DEPLOYED: 5



Prudential Financial Advisors CSR Event for Senior's Club

Corporate volunteers from Prudential Financial Advisors Singapore hosted a festive, half-day year-end celebration for Senior's Club members. Held at a nostalgic restaurant, the event featured games, sing-alongs, shared reflections, lunch, and a hands-on popiah-making activity, creating joyful memories for 25 seniors alongside eight corporate and three VCS volunteers.

UNIQUE BENEFICIARIES: 25 SENIORS



Coding Workshop by Kids Learn Code

Children from our West district participated in a half-day coding workshop run by Kids Learn Code, a ground-up initiative by students from the School of Science and Technology, Singapore. The participating children learned coding basics and created their own mini-games, while the young student volunteers developed valuable skills in group facilitation, teamwork, and adaptability.

UNIQUE BENEFICIARIES: 5 CHILDREN

Strengthening Our Ecosystem: Stakeholders Network Sessions

Following the success in 2024, our 2025 regional Stakeholders Network sessions continued to serve as crucial platforms for cross-sector collaboration, uniting partners to tackle complex community challenges and co-create innovative care solutions.

- **Stakeholders Network@Central East (20 June 2025)**

This session, attended by 20 stakeholders from 15 organisations, welcomed first-time participants from social enterprises Kizuna and Social Space. Discussions yielded actionable ideas: the Community Policing Unit proposed engaging delivery riders as ambassadors for mental health and abuse awareness. AIC emphasised embracing AI to keep youth services relevant, while SG Cares Volunteer Centre reinforced the critical role of volunteers. The dialogue concluded with a proposal for a joint community campaign, "It's OK to be KPO!" (Keen, Passionate, Observant).

- **Stakeholders Network@West (22 August 2025)**

Bringing together 18 participants from 11 organisations, this session facilitated meaningful engagement between young VCS leaders and representatives from MSF and other agencies. The WHFSC team presented a case study on building a "caring community" around a family. A key outcome was the collective focus on school-based issues, with partners invited to join the "Whisper and Brew" series to co-create targeted interventions.

- **Stakeholders Network@Central North (05 December 2025)**

This gathering of 10 stakeholders from 9 organisations focused on the foundational shift from professionalised services to relationship-based, community-led care models. Participants shared concrete insights on operationalising a truly "caring community," aligning the network on a shared vision for more connected, grassroots-driven support.

STAKEHOLDERS ENGAGED: 48 CROSS-SECTOR PARTICIPANTS



Commitment to Safety and Preparedness: VCS Fire Wardens

To systematically enhance our emergency preparedness, a dedicated group of staff from across VCS centres and divisions underwent professional training to become certified Fire Wardens. This strategic initiative embeds trained safety personnel throughout our organisation, ensuring we are equipped to protect everyone in our centres with confidence and competence.

STAFF CERTIFIED: 7 FIRE WARDENS

State of Play: Connecting with Corporate Purpose

VCS participated in State of Play, a sector-wide 'trade fair' organised by the National Volunteer & Philanthropy Centre (NVPC) to bridge the corporate and social sectors. The event convened social service agencies, charities, and ground-up initiatives with corporate representatives, creating a dynamic platform for dialogue. Our participation allowed us to showcase VCS' community programmes and explore meaningful avenues for volunteerism, skills-based contribution, and long-term partnerships with the private sector, expanding our ecosystem of support.

SLA Geoengage 2025: Charting the Future of Community Care

Our long-term vision to integrate technology into community work reached a significant milestone at SLA Geoengage 2025. Invited as guest speaker and panelist, we presented our pioneering Integrated Community Map (ICM) project. Assistant Director Yet Tun Hoong shared how this geospatial tool was designed to visualise community needs, optimise individual care journeys, and enable smarter sector-wide planning through principles of "Right-Siting" and "Right-Sizing." The discussion underscored a powerful "high tech, high touch" philosophy: using data and technology to manage systemic complexity, thereby freeing up practitioners to focus on human connection, empathy, and driving meaningful community change. This engagement on a national platform affirmed VCS' role as a thought leader in leveraging innovation for more compassionate and effective community care.



PROFESSIONAL PRACTICE AND DEVELOPMENT

The Division of Professional Practice and Development ensures our frontline teams are equipped, aligned, and supported to deliver consistent, high-quality, and integrated services. Through ongoing initiatives, we continue to enhance the quality and consistency of support for clients and contributed to a more resilient community, reinforcing a sustainable foundation for impact and innovation for the years ahead.



Launch of an Internal Quality Assurance (IQA) System

A significant step towards excellence was the launch of the Internal Quality Assurance (IQA) process in March 2025. This structured system reviews clinical practice against established standards and risk management protocols, embedding a culture of continuous improvement and readiness for sector-wide quality reviews.



Developing Future Supervision Leaders: Building a Sustainable Ecosystem

A structured leadership pipeline was established to build supervisory capacity. This included nominating senior staff to take on greater supervisory responsibilities, and supporting newly appointed supervisors through dedicated coaching and development programmes. Structured briefings and regular meetings helped refine the model for 2026.

Strengthening Practice with Technology: IntelliBot Integration

Professional dialogue and efficiency was enhanced by integrating IntelliBot's AI summarisation feature into the supervision process. Refresher training was provided to support staff in leveraging this tool to create concise case summaries, allowing supervisors and practitioners to focus more on analysis and intervention planning.



Embedding the Professional Practice Framework

The VCS Professional Practice Framework was moved from theory into active casework through peer-learning forums and small-group case discussions. These platforms enabled supervisors and practitioners to apply framework concepts to real cases, ensuring theoretical alignment in daily practice.

Advancing the YNWA Alliance with a Transdisciplinary Model

The YNWA Alliance evolved into a transdisciplinary case review platform. From mid-2025, clinical psychologists began co-facilitating monthly sessions, enriching case analysis with psychological perspectives. This model fosters deeper, multi-perspective reviews of complex cases across divisions, strengthening holistic client care.

Building the Future: Frameworks for 2026

Substantial progress was made on foundational frameworks set for full implementation in 2026. This included finalising the Supervision Framework and developing the Competency Integration Programme, which will systematically map and enhance staff capabilities across VCS.



APPRECIATION

Celebrating 25 Years of Service

As VCS marks 25 years of dedication to families and communities, we extend our heartfelt gratitude to all who have supported us along the way:

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 commitment has shaped 25 years of trusted care, compassion, and meaningful impact.

Together, we celebrate the milestones achieved and look forward to continuing our mission — transforming lives, uplifting spirits, and strengthening communities for many years to come.



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