



playbook for Well-Being Circles



Foreword

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Good mental well-being is the foundation of a resilient and thriving society. In Singapore, we believe that we all have a part to play in fostering mental well-being, by looking out for one another in our community. By building supportive communities, we will all get the support we need to thrive, particularly when we face challenges in life.

That’s why our SG Mental Well-Being Network introduced the Well-Being Circles (WBCs) in 2022. The WBCs aim to equip people with basic well-being skills, empowering them to manage their own mental well-being and support those around them. The WBCs also build a culture where everyone in the community can contribute to a supportive environment, so that no one journeys through life’s challenges alone.

This playbook is the culmination of the dedication and learnings of the 12 WBCs we have established so far. It highlights best practices and collective experiences we’ve gained through developing these circles. I hope the playbook will make it easier for more in our community to start a WBC of their own. Within these pages, you will find step-by-step guidance on how to set up and sustain a WBC in your community, supported by insights from those who have walked this path before you.

I would like to express my deepest appreciation to all the individuals and organisations that have contributed to the WBCs and the playbook. Thank you to the WBCs at Bukit Batok East, Cheng San-Seletar, Kolam Ayer, Marymount, Moulmein-Cairnhill (MoCa), Nee Soon South, Project Re:ground, Punggol West, Queenstown, Singapore Management University, Yuhua, and Zhenghua, for providing invaluable insights on your experiences. As Grassroots Advisor to my MoCa constituency, it has been a pleasure working closely with the team on our suicide prevention efforts, and building our network of peer supporters at MoCa.

As you read this playbook, please consider how you might contribute to this meaningful initiative. Whether you choose to start a WBC or join an existing one, you can make an impact by building a more mentally resilient Singapore. Together, we can strengthen our community’s mental health and well-being – one circle at a time.

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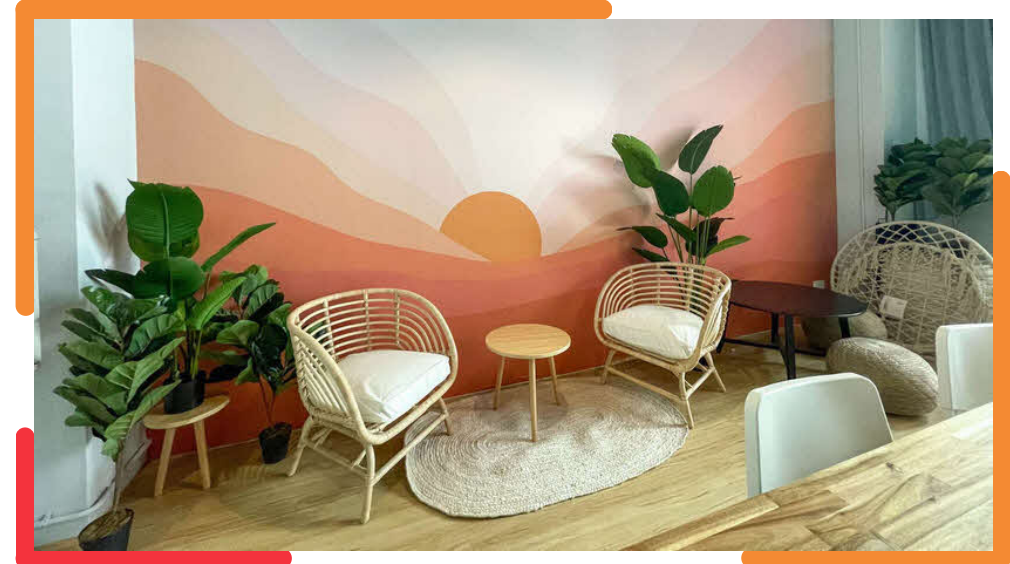
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Introduction

State of Mental Well-Being in Singapore: The Case for Well-Being Circles



Mental Well-Being in Singapore



From Project Re:ground: Creating a calming space

In recent years, mental health and well-being has emerged as an increasing concern in Singapore. The demands of modern life have created stressors that adversely impact mental well-being, and can lead to stress, anxiety, and depression if not managed well. Moreover, the COVID-19 pandemic further intensified some of these anxieties and stressors faced by individuals and families.

Even as we strive and work hard, there is growing recognition that individual well-being is just as important – encompassing both physical and mental health. Building a strong and mentally resilient society will support Singaporeans into becoming the best versions of themselves.



In the context of this playbook, mental well-being refers broadly to the everyday mental health of a person in the community.



Establishing the SG Mental Well-Being Network



From Bukit Batok East WBC: Celebrating World Mental Health Day 2023

The Interagency Taskforce for Mental Health and Well-being (TMW) was set up by the Ministry of Health (MOH) and Ministry of Social and Family Development (MSF) in July 2021 as the national-level platform to oversee the development, coordination, and implementation of efforts to enhance the mental health and well-being of our population.

The SG Mental Well-Being Network was subsequently established in 2022 as the partnership arm of the Interagency Taskforce on Mental Health and Well-Being, to promote collaborations that strengthen mental health and well-being outcomes within the community. The Network brings together a diverse range of stakeholders, including social service agencies, mental health professionals, community leaders, and individuals with lived experiences of mental health challenges. It was formed in the belief that the collective work of the Public, Private, and People sectors are needed to build a society where everyone feels supported and readily seek help when they face mental well-being challenges.



Want to keep up with the latest updates from the SG Mental Well-Being Network? Join us on LinkedIn to stay informed and connected with like-minded partners.

Scan the QR code to join us:



About the Well-Being Circles

What are Well-Being Circles?

The SG Mental Well-Being Network has two focus areas: Community and Peer Support, and Awareness and Engagement. A key initiative under the first focus area is the set-up of Well-Being Circles (WBCs) in the community. WBCs are made up of community leaders and volunteers who work with mental health and well-being organisations to conduct well-being programmes for their community. Each WBC has a different mix of programmes and partners to cater to the needs of the community.

WBCs help to promote a positive culture of mental well-being in the following ways:



As of September 2024, there are 12 WBCs across Singapore – each unique as they are bespoke and customised to the specific needs of each community. They differ based on the programmes offered, or the audience which the WBC addresses. The beauty of WBCs lies in their adaptability to address the needs of the specific community.



From BBE WBC: The Opening of Beyond The Label Pebble Path cum Mother's Day 2024

Bukit Batok East (BBE) WBC builds on existing initiatives (such as Mother's Day celebration) to share mental well-being initiatives and programmes (such as the pebble walk) to raise awareness of mental well-being in their constituencies.



From Yuhua WBC: Yuhua Mental Well-Being Event

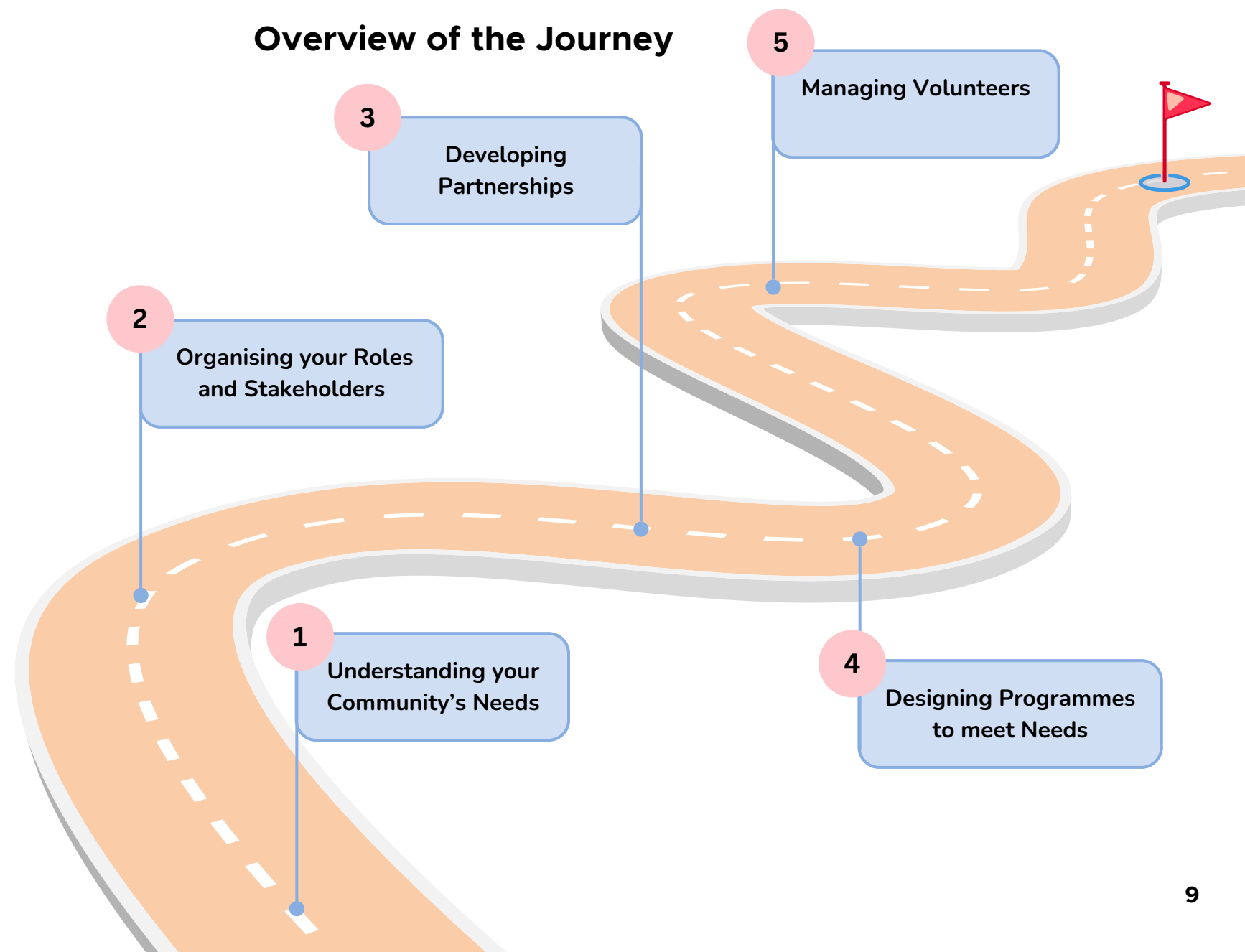
Yuhua WBC partners their local multi-service centre to provide a series of mental well-being programmes and initiatives to help different demographical profiles of residents (e.g. elderly and families).

Navigating the journey towards starting your Well-Being Circle

Anyone can kickstart a WBC – whether you are a grassroots leader or volunteer, your organisation's leader, or someone who is particularly keen and passionate about mental well-being. As long as you have the passion to drive mental health in the community, we welcome you to use this playbook to help you on your journey.

Informed by the experiences and practices from existing WBCs, this playbook equips you with practical tips, tools, and best practices to navigate this journey successfully.

Overview of the Journey



Chapter 1

Understanding your Community's Needs



Developing an understanding of community needs before starting

Before starting your WBC, it is important to take some time to understand the mental health and well-being needs of your target community. This usually involves identifying and learning more about the common challenges and issues faced by the community and the reasons or factors that are contributing to these challenges.



Why is it important to understand your community's needs?



Design the right programmes for the community

By understanding the specific needs of your target community, you can design programmes that directly address their concerns.



Match the right resources with the community's needs

We all have limited resources. Identifying the community's needs will help you direct and prioritise your resources to meet the most pressing ones.



Build trust

Spending time to understand and to build relevant programmes demonstrates commitment to helping them, thereby building and fostering trust.



Case Study on Moulmein-Cairnhill (MoCa) WBC



From MoCa WBC: Suicide Prevention Training with volunteers

Moulmein-Cairnhill (MoCa) WBC understood community needs through direct engagement with the community and data collection. They conducted surveys to identify the specific concerns of local residents, ensuring that the programmes they developed were aligned with the community's needs and desires.

By adopting a needs-based approach, MoCa WBC could effectively allocate resources and design relevant and targeted programmes. The process was iterative: at the start, MoCa WBC had general objectives they wanted to achieve when planning their programmes. This allowed them to evolve organically based on continuous feedback from participants. The dynamic approach enabled MoCa WBC to refine their offerings and better serve the community's evolving needs.



Case Study on Cheng San-Seletar WBC

Cheng San-Seletar WBC used various methods to understand and address the mental well-being issues within the community.

Conducting Surveys: Recognising an increase in suicide rates among seniors, they conducted surveys to gather detailed information on the specific mental health challenges and barriers faced by this demographic.

Collecting Qualitative (Anecdotal) Data: At the same time, volunteers used house visits and walkabouts to complement their understanding of the issues faced by residents. They also collaborated with local hawkers who frequently interacted with residents in Cheng San-Seletar to identify individuals who may need mental well-being support.

By analysing both quantitative and qualitative data, they identified critical areas of need and tailored their programmes accordingly. Additionally, the partnerships have allowed them to triangulate data and identify at-risk individuals, ensuring a comprehensive and responsive support system for community mental well-being.

1.3

How can I understand my community's needs better?

1

Gathering Information

You can use the following table to frame data collection on your community's needs:

Areas	Guiding Questions
Target Community	- Are there specific groups or age groups that face mental well-being issues? - Are there specific groups that may benefit most from mental well-being programmes? - What are the demographics in your community?
Location	- Is your target community concentrated in a specific area within your constituency? - Are there areas where people are already gathering?
Mental Well-Being Concerns	What are some of the mental well-being challenges shared by your target community? <i>Examples: anxiety, stress, work-life balance, self-esteem, family life, life transitions, burnout, sleep.</i>
Contributing Factors	What are some of the factors that might be contributing to the mental well-being concerns in your target community?
Current Availability of Support	What are some of the existing mental well-being programmes, initiatives or support offered?

2 Ways to Collect Information

You can use the table below to guide you in collecting information to understand your community and their needs better. This information will help you determine your goals and purpose when developing a WBC. These insights will also guide you on the capacity and resources needed to address these needs.



Informal conversations

You can have informal conversations with residents and members of the community within the location you have identified. Chat with residents, neighbours, shop owners, and even stall owners at hawker centres and markets! These conversations will help you understand and learn more about the experiences and potential struggles or challenges people in the community face.



On-the-ground observation

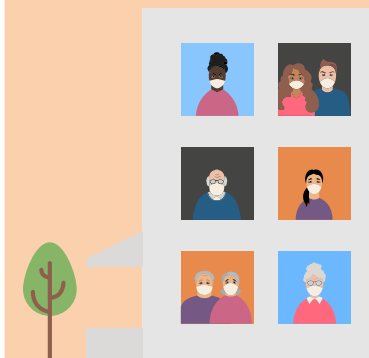
This involves observing and taking notes on the behaviours and interactions that take place naturally within the community. This approach is useful to pick out any underlying issues or concerns people might hesitate to share directly. By observing the people within the community, you might also be able to understand the existing support and help that is present, and what their sentiments towards these avenues of help are.



Have conversations with local community groups

Having a chat with your local community groups will help you to understand more about the members in the community as well as to learn about some of the existing initiatives run by them. If you are doing this as part of an organisation, you can either speak to departments or interest groups which are responsible for well-being initiatives.

If you would like to go further:



Focus groups

You can invite members of the community to join you in a focus group discussion. A focus group discussion is a structured way to gain in-depth information from members of the community that can enable you to learn and empathise with their situation better. Use the table in page 13 to help you when it comes to structuring your focus group discussion.



Surveys

If possible, you can also conduct a survey within the community to understand their concerns and needs. Conducting a survey is a good way to understand the top concerns faced by majority of the community, as well as to prioritise some areas which you can focus on to help the community. There are free survey tools that you can use (e.g. Google Forms, SurveyMonkey).

Chapter 2

Organising your Roles and Stakeholders



2.1

What are roles and stakeholders?

After identifying the needs, it is important to consider the essential roles as well as the stakeholders that you need to partner or work with to help your WBC thrive. This section will explore the various parties involved in a WBC, and how you can organise them in a way that best supports your community.



From MoCa WBC: Unlocking ADHD Brains 2024, with key stakeholders, partners, and beneficiaries

2.2

Why is it important to define who they are?

Establishing a successful WBC requires the coordinated efforts of multiple stakeholders, each contributing their unique expertise and resources. Different roles come together to create a powerful and impactful initiative. Understanding and appreciating these responsibilities will help you build a strong foundation for your WBC, ensuring its effectiveness and sustainability.

2.3

Key roles and stakeholders

1

Champion

- Overall person / persons overseeing the development and operationalisation of the WBC.
- Oversees the operations and programmes within the WBC, ensuring that they align with the goals and priorities set.
- Directs the design of the programmes for the target community.
- Works alongside volunteers to build partnerships with organisations that can play a role in shaping the WBC.
- Collaborates with volunteers to identify funding strategies and opportunities to support WBC initiatives.



2

Beneficiaries

- Community members who participate in the WBC activities.
- Benefit from the mental health and well-being support, skills, and social connections provided.



It is important to understand your beneficiaries, in order to know what kind of help will be useful for them and how programmes can help their mental well-being. Refer to Chapter 1 to read more about how you can understand their needs.

”

“It comes down to who you’re trying to serve. Know what they want and prefer. For example, what are the changes in space. Different types of youth and different types of elderly has different preferences and considerations. We need to do market research to understand our beneficiaries and conceptualise our space and programmes.”

3

Volunteers

- Community members who contribute their time and skills to support the WBC.
- Assist in organising, promoting, and delivering the WBC’s activities.
- Support the Champion in designing programmes, developing partnerships with various organisations, or identifying funding opportunities.
- Provide peer support to individuals who need mental well-being support
- Undergo training to develop facilitation and peer support capabilities.



Volunteers form an important core as they provide support for programmes and contribute towards the success of these initiatives. Hence, it is important for WBCs to continually engage your volunteers to ensure that they are doing well, and explore how they can help with your WBC activities.



Case Study on Project Re:ground

Recognising that mental well-being is important to youths, Youth Corps Singapore started Project Re:ground to advocate for mental well-being and provide youths with a space for peer support. At Project Re:ground, the staff understands that in order for volunteers to be effective in executing their role as peer supporters, volunteers themselves need to be taken care of. Given that mental well-being is a sensitive area of work, all volunteers undergo training to be properly equipped with skills to handle mental well-being issues. Staff also arrange bi-monthly check-in sessions with volunteers, facilitated by a professional, to understand how they are coping and learn of any challenges or hurdles they are facing. If volunteers face serious challenges while peer supporting, the staff will activate professional counselling services to help the volunteers process, unpack, and cope with the situation.

Project Re:ground also understands the importance of building a community amongst volunteers so as to provide stronger support to the youths. There are small-group and mass cohesion activities planned for fellow volunteers to bond with one another. Volunteers are also encouraged to pop by Re:ground @ Dungeon to take part in the activities with beneficiaries and have fun!

”

“We are always trying to engage our volunteers and thinking how do we make things for exciting, interesting, more meaningful for them? How can we maintain that spark or ignite the spark. That’s one thing we consider when we think of partners and the space and what things to procure to sustain their interest.”

4

Partners

- Collaborating organisations, such as social service agencies, mental health organisations, and educational institutions.
- Provide expertise, resources, and access to target populations.
- Some partners can provide additional mental health support (e.g. counselling, psychotherapy) when tackling cases that require referrals to professional services.
- Expand the reach and impact of the WBC.



Case Study on Punggol West WBC

Given the beneficiaries (youths and children) that Punggol West WBC works with, the leaders focus on supporting the well-being of children and youths, with an approach that is science-based and research-driven, offering evidence-based community programmes to strengthen socio-emotional competencies and building resilience among our young. Suncare SG leads the efforts at Punggol West, and they carefully considered partners that were aligned to the approach and outcomes that they wanted to achieve. For instance, Suncare SG partnered with Campus PSY, Singapore Association for Mental Health, and Samaritans of Singapore for their You Matter peer support training programme. The appointment of the right partner that was aligned to Suncare SG's philosophy saw the youths and children benefitting from the after-school programmes and initiatives conducted at Punggol West's youth-centric space – The Lighthouse.



Find out more about the role Partners play in the next section on "Partnership Development".

2.4

Possible WBC Structures

There is no "right" structure in terms of how you should organise your WBC – it depends on what works best for you. Learning from the existing WBCs, there are generally two structures you can consider.

Leader-Committee Structure

- **Individual leadership:** There is a clear, designated leader (i.e. the Champion) who will oversee and manage the WBC. The Champion might either be someone who intends to start the WBC, or an individual who is appointed to the role.
- **Decision-making and management are done by the Champion:** The Champion determines how to organise the work for the planning of the WBC and its initiatives. The Champion also provides overall direction to the WBC and decides on the initiatives to steer the WBC in achieving its objectives.
- **Delegation of resources and tasks:** The Champion manages the resources available and distributes responsibilities and tasks to ensure that the initiatives are conducted effectively.
- **Main liaison:** The Champion helps ensure that the WBC is plugged into nation-wide mental well-being movements (e.g. Beyond The Label, World Mental Health Day). This helps the WBC to align their efforts to the national strategy and allows them the opportunity to tap onto the resources of these larger movements.

Shared Leadership Structure

- **Collective ownership:** This model operates without a designated leader. A committee or taskforce may be set up by bringing together a group of individuals from within the organisation, or a group of individuals could come together to start the WBC as a team.
- **Decision-making and management are done collectively:** Decisions are made collaboratively, and leadership and accountability are shared across the committee. Leadership is viewed at the project-level where a member of the committee may be the leader of a specific project which they oversee, while other members or volunteers support in the organising and running of the project.
- **Flexibility in organisation:** There will be different programmes which different members are passionate about. Once there is agreement on the types of programmes to run, there is a call for members to volunteer to organise specific activities. Roles and responsibilities within this structure can also be adjusted or defined based on the needs of each project.
- **Collective respect and collaboration:** Having shared leadership recognises a shared understanding of respect and collaboration with one another. Members in the committee are able to share openly with one another any feedback and concerns they might have which might influence other activities.



"I believe in formalising it in order to run things if it's from top down...Without formality and structure, no team structure, no funding, no regular meeting, a lot of dependency is on the individual to drive the circle."



"...It comes down to everyone's passion. There are certain activities that some of us are passionate for, and that is when certain activities get proposed to the entire time. There will be discussions with the team to see if they are feasible. Once the activity is passed, people who are interested can help out to organise."

Chapter 3

Developing Partnerships



3.1

What is partnership development?

Establishing and sustaining impactful WBCs within a community requires a collaborative, multi-stakeholder approach. Partners can supercharge your WBC's impact and elevate your well-being initiatives. This chapter explores the crucial role of partnerships in supporting both existing WBCs and those aspiring to start new well-being initiatives.



From Zhenghua WBC: Mental Well-Being Initiative 'Lean On Me' at Holland-Bukit Timah GRC & Bukit Panjang SMC 2

3.2

Why is partnership development important?

No individual can do everything on his or her own. Partnerships are not just about getting help – it is about building a stronger well-being ecosystem in Singapore. Identifying and building strong partnerships with partners who are aligned to your goals allow you to build meaningful programmes for the community.

3.3

What can partners provide?

1

Leverage the expertise and experience of partners in programme design and capability building for your WBC

Partners are essential to the success of a WBC. Partners can improve your programme design, run programmes, or provide additional help when it comes to mental health support.

- Programme Design**
- As experts in the field of mental health and well-being, partners will already have existing programmes, initiatives, and resources.
 - Consider partnering them to help you conceptualise and design programmes and initiatives for your target community's needs. You can also partner them to seek their guidance on how such programmes and initiatives are best run.
- Capability Building**
- Invite partners to share their knowledge and expertise either through training and development of new volunteers, or a simple sharing session for the community. This helps to raise awareness amongst the community and enhance the skills and knowledge of individuals who wish to render peer support.



From MoCa WBC: Community of Practice (Embracing the Power of Qimen using Manifestation with Amy Kang) 2024, Peer Support Training 2024



Case Study on Zhenghua WBC

Zhenghua WBC's effective use of partnerships allowed them to design and run diverse programmes tailored to the community's needs. Collaborating with various organisations, they provided specialised programmes and services that target specific community needs. For instance, they partnered Dads for Life and the Centre for Fathering to run an initiative to bring fathers together to support each other. Recognising that these partners might not fully grasp the unique nuances of the local community, Zhenghua WBC played a crucial role in bridging this gap, ensured that the programmes were contextually relevant and effective for their residents.

Zhenghua WBC also collaborated closely with several social service agencies to deliver effective mental well-being training for volunteers and committee members. After training their volunteers on theoretical knowledge, they recognised the need for practical, on-the-job training to ensure that the volunteers could apply their new skills. Volunteers from Zhenghua WBC were attached to social workers from Thye Hua Kwan Family Service Centre, where they navigated administrative, logistical, and operational challenges such as obtaining consent from clients, adhering to



Ministry of Social and Family Development's guidelines, and ensuring appropriate case matching. Zhenghua WBC also benefited from proactive partners who regularly offered additional training opportunities for their volunteers and expressed a strong desire to support their efforts. This collaboration enhanced the quality of training and fostered a committed network of partners dedicated to improving mental well-being within the community.

From Zhenghua WBC: Zhenghua Befrienders collaborated with THK FSC @Bukit Panjang at rental Block 646A Senja Road 1

2

Tap on their resources and funding

- Given that some partners already have established models and know-how, they might be able to provide resources that can support your programmes.
- In some cases, certain partners (such as social service agencies and mental well-being associations) may be set up specifically to help the community in building mental well-being awareness. You can reach out to them to support your initiatives. Some may provide resources such as venue, learning materials, and logistical support.



Case Study on Nee Soon South WBC



From Nee Soon South WBC: First community Growth Circle

As a relatively new WBC, Nee Soon South WBC wanted to increase the level of awareness in mental well-being within their community. Given their limitations in knowledge and resources, having partners such as Growth Collective, SG Assist, and People's Association (PA) helped them kickstart some of their initiatives. These partners provided initial guidance, support for mental health initiatives, and use of community venues. Additionally, the Community Volunteer Enabling Grant from PA enabled Nee Soon South WBC to implement more community programmes.

3

Tap on their network for outreach and marketing

- Some partners have established connections and ties with your community. You can tap on their networks, together with their communication channels, to promote and raise awareness of your WBC initiatives.



Case Study on Kolam Ayer WBC

Recognising the diversity within the community, Kolam Ayer WBC was established by bringing together a group of different social service agencies and organisations that specialised in providing mental well-being services for different groups of people. One of these organisations is O'Joy Limited, which aims to provide both general and specific mental well-being support and aid to seniors within the community.

Adopting such an approach to forming the WBC enables the WBC to tap on different specialisations and expertise to address different groups.

3.4

Types of partners to engage in your WBC

Partners provide services and help that can guide you in kickstarting your journey to building a WBC in your community. Refer to the following chart to know what kind of support partners can provide:

Partners that provide mental well-being training

E.g. Mental Health First Aid course, Mental Health and Wellness Course, Tier 1 Mental Health and Well-Being support*.



Partners that organise community mental well-being sessions

E.g. Mental well-being roadshows, community events, mental health and well-being talks, masterclasses.



Partners that are involved in raising awareness on mental well-being issues

E.g. Conducting mental well-being campaigns, creating content and publicity via print, digital or social.



Partners that can provide extended / specialised mental well-being support

E.g. Providing mental health and well-being support that are beyond Tier 1, which might involve specialised care and treatment.



* Tier 1 support looks at promoting mental well-being. These include community-led mental health promotion, self-help and peer support.



Find out more about the partners under the SG Mental Well-Being Network in the Annex.

Chapter 4

Designing Programmes to Meet Needs



4.1

What is programme design?

Once you have understood your community's needs and identified suitable partners for your WBC, you should work with your partners to design programmes that address these needs. When it comes to this, consider how you can use the information gathered in Chapter 1 to design activities that can support your target community.



From Marymount WBC: Art jamming session

4.2

Why is programme design important?

Programmes are at the core of the WBCs – having effective activities helps your WBC thrive and sustain for the long run. By aligning activities with your community's needs and interests, members will feel engaged and derive maximum benefit. WBCs will then remain relevant in serving the target community.

4.3

Types of programmes WBCs can consider

1

Programmes that raise awareness

- Initiatives that aim to destigmatise mental health and increase understanding of mental well-being.
- These could be educational workshops, talks, panel discussions, mental health literacy campaigns, social events, fun fairs, learning journeys, and field trips.
- Such programmes can also be tagged on to existing programmes or initiatives to leverage attendance and marketing (e.g. World Mental Health Day, Mother's Day, Edusave Awards Presentation)



Case Study on Bukit Batok East WBC

For Bukit Batok East (BBE) WBC, they found that it was important to create an identity for their WBC so that people within the community would be aware of the WBC's existence. They created a logo that was used to brand all the events and activities done by the WBC.

During their flagship event, around 20 community partners came together to promote what they were doing in mental well-being space. BBE WBC also made use of occasions like Mother's Day Celebration or Edusave Awards Presentation to organise activities such as their Pebble Walk opening ceremony or mental well-being talks to raise the awareness of mental well-being in the community.



From BBE WBC: World Mental Health Day Celebration 2023, Pebble Painting and Exhibition at BBE Mid-Autumn Celebrations 2023

2

Programmes that help to provide stress relief and management

- These programmes help participants de-stress and reflect on their feelings. They can promote self-care and identify ways to improve mental well-being.
- Examples include art therapy sessions, card discussion games with positive prompts, drawing sessions, and light sports games.



Case Study on Singapore Management University WBC



From SMU: Students relaxing in the 'Exam Angels' space

Understanding that students can face stress and pressure as a result of managing schoolwork, relationships as well as worries about their future prospects, the Singapore Management University (SMU) Student Care & Support Services team explores and experiments with different activities and initiatives geared towards helping students manage their anxiety and identify stresses that they face. The activities are carefully curated and designed to help students re-focus and re-centre themselves from their worries, and adopted a reflective approach in considering what

the stress points are and how they can move forward. This approach allowed students to pause amidst the busyness and deadlines, enabling them to recalibrate their priorities. The activities also provided opportunities for students to interact and forge meaningful friendships. Some activities included playing board/card games, art jamming, craft activities and writing of encouragement notes. Every session was intentionally facilitated to elicit reflections from participants. The activities have seen healthy take-up by the students with students who welcome the variety of activities organised.



From SMU: Students de-stressing by playing a fish game, and writing notes

3

Programmes to create a network of support

- Initiatives that aim to create peer-to-peer connections and eventually develop a sense of community and support within individuals with similar needs.



Case Study on Zhenghua WBC

Seeing the need to support fathers to safeguard their mental well-being so that they can better support and provide for their families, Zhenghua WBC created a network of support through their 'Just for Papa' session. The initiative targeted fathers in the community and drew over 60 fathers to attend. The sessions provided a space for men to share their coping mechanisms, and ideas on how they can improve their mental well-being. Following the success of the session, the fathers formed a chat group where they were able to continue in communicating to and supporting each other organically.

Key to this was not only the activities and space provided, but the gathering of individuals with similar profiles or experiences. They were able to share candidly, relate empathetically to one another's experiences, and affirm each other's journey in building stronger mental well-being. Inspired by the success of 'Just for Papa', the WBC is now considering a similar initiative for caregivers, aiming to extend the benefits of peer support and connection to other groups in need.



From Zhenghua WBC: 'Just for Papa' initiative at Bukit Panjang Town

4

Programmes to raise capability

- Initiatives that aim to strengthen volunteers' abilities to be able to provide peer support or to take care of themselves.
- For cases which are complex or beyond the capability of volunteers, they should be referred to social service agencies and mental well-being agencies.



Case Study on Yuhua WBC

In an effort to raise more volunteers to be peer supporters within the community, Yuhua WBC partnered Loving Heart, a local multi-service centre, to deliver foundational mental well-being training to residents and members of the community who were interested in becoming peer supporters. They were equipped with basic knowledge on how to identify symptoms for mental well-being, as well as the courses of action they could take to help residents in need. At the same time, this knowledge was used to raise awareness on the importance of mental well-being and avenues of mental health support in their outreach events (e.g. launching a Mental Well-Being Awareness Series, mental well-being booths at Edusave Awards Presentation).



From Yuhua WBC: Mental well-being training and roadshow at Yuhua

4.4

Knowing your audience

The success of any mental well-being programme hinges on how well it can engage its target community. Even with a strong demand for mental well-being support, programmes still need to be designed in a way that encourages your target community to participate.

In Chapter 1, we showed how it was important to know your target community's needs. In addition, you will need to know what their behaviours and tendencies are. Based on our research, we have identified a few principles that can attract your target community to take part in your programmes.

1

When mental well-being initiatives are tagged on to other larger community events

- Mental well-being might still be a taboo issue for some. You can use existing events as opportunities to talk about mental well-being. By normalising such conversations within a familiar setting, the stigma may be reduced, and participants may feel more comfortable to explore these conversations further.



Case Study on Cheng San-Seletar WBC



From Cheng San-Seletar WBC

Riding on the spirit of World Mental Health Day, Cheng San-Seletar WBC conducted an annual mental well-being campaign, where they planned for a series of events and initiatives to raise awareness on mental well-being. As part of this campaign, the WBC distributed care packs to all residents in the Cheng San-Seletar area and organised a Candlelight Concert as part of a wellness event, where residents were able to enjoy the performances and showcases presented, as well as food. The WBC also organised a Sensory Experience initiative where participants engaged with their five senses and discovered how their senses could help them to feel relaxed.

2

Having an accessible and attractive location helps to nudge people to participate in events

- Offering programmes that are in accessible locations can help to ease any concerns or inertia when it comes to travelling, thereby motivating people to join programmes.
- Consider where your target community usually hangs out or goes to. Knowing their frequent hangout spots or travels can help to nudge them towards participation when they know it is “along the way”.
- It is also important to understand factors that can attract and drive your target community to your space to attend programmes. This can include the aesthetics of the space or the facilities it has.



Case Study on Punggol West WBC

Having a suitable venue is as important as the programmes run to promote mental well-being for youths. When the Punggol West team started to design their youth-centric hub – The Lighthouse, they were mindful that the space had to be welcoming to youths. This meant the location had to be accessible and convenient, and the aesthetics of the space had to be something that youths could relate to. Within the Punggol West area, space is limited and most of the youths perceive community spaces as places where seniors gather, making them feel unwelcomed. However, when the opportunity arose to repurpose the container library, the Punggol West team seized the chance to create a youth-friendly space.

The team was mindful of the aesthetics and functionality of the space, ensuring the design was hip and trendy while also being comfortable. Since the opening of The Lighthouse, youths have enjoyed coming to the space to hang out and participation in the programmes have been over-subscribed. This provides an opportunity for the team to engage and interact with them, supporting their mental well-being.



From Punggol West WBC - The Lighthouse

3

When initiatives and programmes are fun and enjoyable

- Lively and engaging programmes are more likely to attract and retain participants. Such activities will usually help participants relax, unwind, and remove any potential stressors. Consider what might click with your target audience, or what they enjoy.



Case Study on Singapore Management University WBC

At the Singapore Management University (SMU) WBC, the team recognised that when examinations and deadlines are around the corner, it is important that their students have a source of stress-relief. One of their initiatives, Exam Angels, took place at one of SMU's libraries over a period of two weeks before examinations. Stress-relieving activities (e.g. mindfulness colouring, card games) and a mini cafe distributing beverages and snacks were set up for students to take a breather from revision and share encouraging messages with one another on the Encouragement Wall. Faculty and staff also penned notes of encouragement on the Wall. Student Care Officers also went around the school's libraries to distribute encouragement cards and snacks to students who were studying.

The team at SMU WBC demonstrated an understanding of the specific needs of the student community during periods of high pressure, and addressed them by organising fun and engaging activities to help them relax.

”

“For me, sometimes it's so stressful – all I do is come to school and study in a library. But in a very stressful season you see a fun activity that is also held in school, it can help relieve stress and is also very encouraging.”



From SMU WBC: Various fringe activities conducted to help students with their mental well-being

4

When there is a safe and secure space for participants to share and feel comfortable

- To encourage open sharing of mental well-being challenges and struggles, WBCs should prioritise creating a relaxed and supportive atmosphere. This means ensuring that the environment feels safe, confidential, and encouraging. By creating this sense of security and support, WBCs can help individuals feel more comfortable to share their concerns.



Case Study on Project Re:ground



From Project Re:ground: Providing safe and conducive spaces for sharing.

In identifying the crucial role of peer support in addressing youth mental well-being needs, Project Re:ground's sought to create a safe space for sharing. Recognising that youths often prefer confiding in peers rather than authority figures (such as parents, teachers, and counsellors), the WBC created a safe space where young individuals could openly discuss their challenges with peers without the fear

of escalation. Equipped with at least Tier 1 mental well-being training from the Health Promotion Board, peer supporters were able to provide empathetic listening. This approach not only filled a gap in traditional support systems but also empowered youths to support each other within their community, promoting mental wellness through peer interaction and understanding.

5

When the programme is framed positively to destigmatise mental well-being as something negative

- Although conversations around mental well-being have shifted towards greater awareness and acceptance, this topic is still seen as taboo to talk about, or still contains negative ideas and perceptions. Consider framing the programmes and messages in a way that is positive and empowering, emphasising self-care, personal growth, and resilience. Highlighting mental well-being as a journey of growth, rather than a problem, can empower individuals to participate in your programmes.

4.5

Assessing whether programmes have met the needs of your audience

The success of your mental well-being programmes depends on whether the programmes have effectively addressed the needs of your target community, as well as any other objectives that you may have set out to at the start of your WBC journey. These goals should have been informed by your needs analysis and understanding of your community.

It is important to record the programmes and activities that you have conducted, as well as to track and note the outcomes and impact. You can explore using the following to help you to evaluate and assess the effectiveness of your programmes.



Tip!

When you are collecting feedback for your outcomes, you can use the methods listed in Chapter 1 on “Gathering Information” to help you gather feedback from your participants as well!

In most cases, it is better to gather feedback by having conversations with participants on the ground, or have volunteers to ask participants to complete a short 1-2 minute survey.



What is the difference between Outcomes and Impact?

Outcomes are the measurable changes that occur as a result of an activity or programme. They are often focused on improvements in knowledge, skills, attitudes, or behaviours of participants.

Impact typically refers to long-term, broader effects as a result of your activities to your target community. These effects are typically at the systemic or community level, and they are linked to your WBC’s overall goals and objectives.

Activities

Record the programmes and activities you conducted as well as the logistical and manpower that were involved.

E.g.

Mother’s Day Mental Well-being Celebration (May 2024)

- Flower arrangement workshop for mothers (raise awareness of how flowers can help to promote positive emotional and mental well-being)
- Mental well-being walkabout in the neighbourhood
- Wellness talks by Singapore Association of Mental Health on symptoms of stress and mental well-being warnings
- Roadshow by social service agency partners

Outcomes

Record the feedback that you have gathered from the participants. The questions asked in this feedback should relate to the objectives set for your activities.

Questions you can consider asking to evaluate your activities:

- Did the participants enjoy the activities conducted?

Awareness

- Do participants still feel that mental well-being is a taboo topic to discuss?
- Did the participants gain more information and awareness on what mental well-being is?
- Do participants have a better understanding on the warning signs and symptoms of mental well-being?

Mental well-being

- Did the activities help participants feel more relaxed and less tense?
- Did the activities help to promote positive emotional support and well-being?

Impact

Reflect on the goals and objectives set by your WBC. Looking at the outcomes, did the activities help to achieve your goals and objectives you set for your WBC?

List down your WBC’s goals and objectives, e.g.:

- De-stigmatise mental well-being as a topic
- Generate and increase awareness on ways to nurture mental well-being
- Create an encouraging community of peer supporters

Looking back at the feedback gathered in your “outcomes” and now referring to these goals and objectives, ask yourself these questions:

- Did the activities help to address one or more of the goals and objectives I have listed?
- Which of these other goals and objectives has the WBC not addressed yet?
- Is there a need to calibrate our WBC’s goals and objectives based on the engagement on the ground?

4.6

Resources

When you are designing programmes, it is also important for you to conduct a stocktake on the resources and funding available to you to support the event. You should consider the following, especially in evaluating whether or not to continue with a specific programme:

- Overall budget and source(s) of funding;
- Venue;
- Resources required;
- Manpower to resource the event;
- Speakers and partners, and;
- Other requirements for your event

4.7

Bringing it all together

Read more about three different examples and understand how each of the WBCs developed different types of well-being initiatives and activities for their communities. As you do so, reflect on how they tapped on the knowledge of their communities, their needs analyses, as well as the use of programme design to guide their planning and execution of well-being programmes.



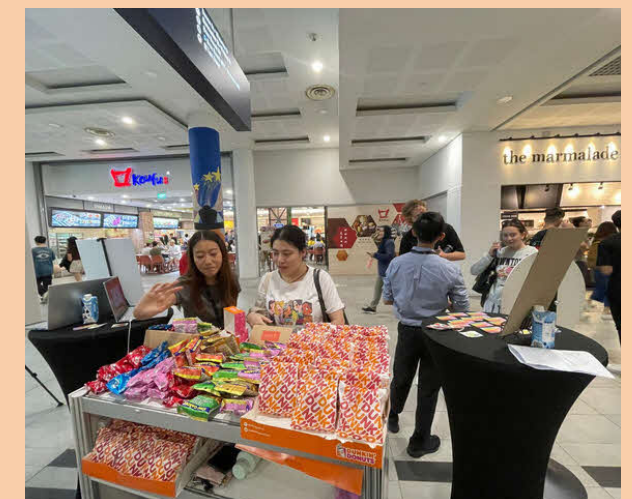
Case Study on Singapore Management University WBC

Example 1: Using various tools and open spaces to run roadshows and programmes for mental well-being support and awareness building

To foster a more robust and resilient student community, the Singapore Management University (SMU) WBC tasked its Student Care and Support Services with promoting holistic well-being and proactively addressing mental health concerns.

To tailor suitable initiatives to meet students' needs, the team observed student behaviour and gathered feedback through regular campus walkabouts, social media engagement, and student pulse surveys. These insights revealed specific concerns and stressors which the team then took into account when designing programmes and initiatives. Recognising SMU's diverse student body, the team aimed to offer a range of initiatives to cater to various preferences and needs. For example, some students prefer smaller and more intimate settings for open sharing. This made resource planning easier – SMU WBC used smaller spaces around campus rather than large ones, and the need for less set-up and fixtures made it more economical as well. On other occasions, the SMU team held larger-scale mental well-being initiatives such as the Digital Well-being Roadshow, Social Resilience Roadshow, and Welfare Drives. These offerings often involved using simple materials (e.g. creating roadshow games using recycled materials), reducing the need for complex logistical planning, while achieving the objective of engaging students and providing them with useful mental well-being tips.

The SMU WBC maintained a focus on creating inclusive and supportive environments where all participants, regardless of event size, could benefit from their tailored mental well-being programmes. Additionally, the SMU team acknowledged the diversity in programming types. While roadshow-style events were more fleeting in engagement, they served the purpose in broader outreach and education efforts. Thus, it is important to consider the objective of the programme when choosing the appropriate format for different initiatives.



From SMU WBC: Various fringe activities conducted to help students with their mental well-being

Case Study on Yuhua WBC

Example 2: Raising capability to create a network of support

“During COVID, mental well-being was a concern in Yuhua. We wanted to create certain activities to support the community and give our residents soft training so that our residents will be aware of certain signs of mental well-being need in their family or neighbours, and show them the right channels of help.”

Recognising a rising concern for mental well-being among Yuhua residents, particularly the elderly, community leaders from Yuhua WBC partnered with Loving Heart Multi-Service Centre to establish the Sound Mind Soft Heart (SMSH) initiative. SMSH sought to enhance mental well-being awareness, challenge negative perceptions surrounding mental health issues, and foster a supportive community network.

Yuhua WBC identified a pressing need for residents to recognise early signs of mental health difficulties among family and neighbors. To address this, they initiated free training programmes based on Loving Heart’s existing model. By equipping residents with the skills to identify potential issues, Yuhua WBC aimed to create a community of mental health champions who can direct individuals towards appropriate support channels. The partnership with Loving Heart allowed Yuhua WBC to conduct these trainings for free. Moreover, Yuhua WBC leveraged on the facilities within the community clubs, or public spaces to host their events at minimal to negligible cost too.



Yuhua WBC hopes to continue engaging these trained residents in organising activities and events to further reduce the stigma associated with mental health and promote well-being within the community.



From Yuhua WBC: Various training programmes conducted for the community



Case Study on Bukit Batok East WBC

Example 3: Using fringe activities to raise awareness of mental health programmes

“I see it as part of the broader grassroots initiatives we are doing...Because organising these things require funding resources, actual mobilisation of resources...This scale is not possible if you are not leveraging on grassroots resources to do this”

Bukit Batok East (BBE) WBC effectively made use of fringe activities to raise awareness of mental well-being. During World Mental Health Day, instead of organising a standalone event, BBE WBC planned to collaborate with active ageing and senior citizens executive committees to explore partnership opportunities. These collaborations raised awareness about mental well-being and also provided valuable mental well-being resources to the community.

Despite the availability of free diagnostics in the community for dementia, depression, and mental well-being, the WBC observed low participation due to a lack of general awareness. By embedding mental well-being initiatives within larger community events, BBE WBC aimed to increase mental well-being visibility to a wider audience. This ensured that critical mental health resources can reach those who need them.

This approach allowed BBE WBC to integrate mental well-being initiatives into broader events without requiring separate budgets. By doing so, BBE WBC delivered bite-sized messages to more groups of people, creating maximised exposure and engagement.



From BBE WBC: Leveraging on community events to promote and raise awareness on mental well-being

Chapter 5

Managing Volunteers Meaningfully



5.1

What is volunteer management?

Volunteers play a crucial role in the success and sustainability of WBCs. Volunteer management involves recruitment of members to help with your cause, training of volunteers, managing how volunteers will be deployed to support your well-being initiatives, and the provision of regular care and engagement with volunteers to aid them in performing their duties for the WBCs. As the backbone of WBCs, they contribute their time, skills, and passion to deliver programmes effectively, creating a positive impact on the lives of participants.



From Project Re:ground: Volunteers from Project Re:ground

5.2

Why is volunteer management important?

By having good practices and measures to recruit, onboard, and deploy your volunteers, WBCs can build a dedicated and skilled volunteer base that is essential for the long-term viability and impact of their community-driven mental health initiatives.

Very often, volunteers themselves may suffer from burnout or from taking on the emotional baggage of those whom they help. Effective volunteer management supports the operations of WBCs and directly contributes to the well-being of the volunteers themselves, creating a positive feedback loop that strengthens the entire programme.

It is therefore important to continually engage volunteers – to support them when there are challenges or fatigue in providing support to others, to train them to stay current, and to connect with them to support them in doing good for the community.

5.3

How can I manage volunteers meaningfully and with intention?

Volunteer Management Process

Most organisations will adopt the following four steps when it comes to managing volunteers and engaging them to gain their long-term commitment.

1

Volunteer marketing and recruitment

Volunteers are important in ensuring that you have enough manpower to help you manage and run your programmes and initiatives.



From SMU WBC: Mental well-being roadshow

a

Understanding your volunteering needs

Prior to recruitment, you will first need to identify the types of volunteers needed to support your programmes and initiatives. This will also help you to target the right profiles of volunteers needed for your WBC.

b

Channels for recruitment:

Once you have identified your volunteering needs, you will need to market and reach out to individuals to invite them to volunteer with you. There are several ways in which you can do so:



Social media: Consider using social media platforms to share your volunteering opportunities. Some of these social media platforms can also allow you to boost your posts to reach to a wider audience using a small budget as well!



Work with Community Centres: Community Centres are great hubs for communities to share the latest information and updates on programmes, as well as opportunities for individuals to take part in. You can work with the Community Centre in your area to help you publicise on volunteering opportunities for your WBC.



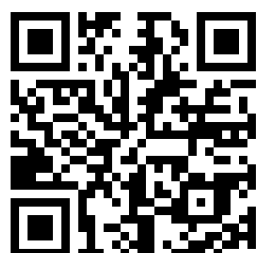
Community Networks (Residents Network / Schools / Companies' Human Resource teams): You can also leverage your community or organisational leaders to help in identifying suitable volunteers



SG Cares Volunteer Centres: There are volunteer centres in each town and your local SG Cares Office serves as part of a national movement to encourage and facilitate volunteering in Singapore. The SG Cares Volunteer Centre can help you connect with volunteers based on your needs and opportunities.



Scan the QR code to find out more about the SG Cares Volunteer Centres.



c

Recruitment process:

When it comes to recruiting volunteers, it is important to meet your potential volunteers to find out more about them before accepting them as a volunteer with your WBC. Here are some questions you can ask when having a chat with your potential volunteer:

- What are some of your motivations for volunteering in the WBC?
- What are some of the skills that you currently have?
- How much time can you commit? Once a week? Once a month? As and when there is an ad-hoc project?

2

Orientation

Once you have identified suitable volunteers who can help you in supporting your WBCs, you should welcome them into the team, share more information on the WBC with them, and equip them with the necessary skills to support your programmes.

Conduct a Welcome and Orientation session

It is important to start off on the right foot. Having an initial orientation session will allow your new volunteers to feel a sense of belonging to the team, which will help when it comes to maintaining volunteers' motivation and morale. During this session, it is important for volunteers to get to know one another better, as well as about the WBC.

Here are some aspects to consider when it comes to the Welcome and Orientation session:

- Ice-breakers to get to know one another better
- Introduction to the WBC: Purpose, Goals, Values, Code of Conduct, and Ways of Working
- Introduction to programmes and initiatives that volunteers can help with: this allows volunteers to anticipate and look forward to what is coming up and what they can take part in

Conduct necessary skills training workshops:

Your volunteers will need to be equipped with basic mental well-being support skills so that they can effectively provide peer support to individuals who need mental well-being help. You can work with partners in delivering these courses.

3

Deployment

There are various ways in which volunteers can help and support, depending on the programmes you have designed. For any programme or initiative, consider the kinds of skills and support needed from the volunteers, as well as the number of volunteers required to assist in these programmes.

If you are running a programme to raise awareness on mental well-being (e.g. a talk, campaign, or field trip), consider the following volunteering roles:

- Volunteers who can help you with the planning and coordination of the programme;
- Volunteers who are able to manage the logistical requirements of the programme;
- Volunteers who are able to do registration and other administrative tasks; and
- Volunteers who will conduct outreach and engage with participants who have signed up.



From Bukit Batok East (BBE) WBC: Parent-Child Wellness Talk at the BBE Edusave Merit Bursary 2024

Case Study on Project Re:ground

Volunteer Marketing and Recruitment

Project Re:ground recognised that youth volunteers were motivated by opportunities for peer engagement and personal growth. To that end, the team at Project Re:ground provided opportunities and roles where youths could volunteer and learn to support others effectively, even beyond Project Re:ground.

”

“I think (youths) are very interested in volunteering for mental well-being and this is a place that provides them with this space to contribute. This is also a space that (youths) feel that they can try and explore what they can learn from this volunteering.”



From Project Re:ground: Volunteers from Project Re:ground

Orientation

Emphasising the importance of community building, Project Re:ground took advantage of their structured onboarding process to create a shared journey among volunteers. Through activities that create awareness on Peer Supporting and Self-care conducted during onboarding, this approach strengthened volunteer knowledge and enhanced their sense of belonging and commitment to Project Re:ground's mission.

In addition, for community peer supporters to be effective in facilitating and helping their fellow peers with their mental well-being issues, all community peer supporters underwent a mandatory foundational mental well-being training to gain relevant skills and know-how for their roles. Project Re:ground partnered with the Health Promotion Board to conduct this training.

They also structured their volunteer programme with trainings and engagement opportunities, including partnering with other organisations, such as Limitless, SHINE Children and Youth Services, and MOH Office for Healthcare Transformation (MOHT) for joint programmes.



From Project Re:ground: Various activities held at Project Re:ground

Deployment

To foster a welcoming environment, Project Re:ground organised regular nights where peer supporters facilitated activities such as art jamming and conversation cards. They also implemented curated programmes and themed nights in collaboration with partners like Growthbeans. By providing a variety of activities and opportunities for both structured and informal engagement, Project Re:ground effectively nurtured a dynamic volunteer base.

At Project Re:ground, apart from the main volunteering duties at the WBC, volunteers were also encouraged to consider taking up other volunteering opportunities, expanding their skill sets and experiences beyond their main responsibilities within the WBC. Beyond contributing to the WBC's initiatives, volunteers also benefited from personal growth and community involvement, reinforcing their commitment to the WBC's mission of supporting mental well-being in the community.

Regular bi-monthly check-in sessions were also conducted to support volunteers facing challenges, fostering a supportive community environment. Importantly, the WBC allocated a budget for professional support where volunteers could reach out to professional counsellors to seek help if they felt a need to from the cases they manage.

Conclusion

This guide aims to provide you with a step-by-step process to kickstart your journey in building your WBC. WBCs can take place anywhere – within your neighbourhood, school, workplace, and organisation - as long as it benefits the mental well-being of a community.

Beyond this playbook, there are other resources and networks that you can tap on to help you on this journey. Feel free to reach out to the SG Mental Well-Being Network for any support, or to the partners in the Annex.

Your WBC Journey: A Recap



Annex

We would like to express our thanks to the following WBCs for taking the time and effort to share their insights with us. Their valuable contributions have helped greatly in the development of this playbook.

List of Well-Being Circles

1. **Bukit Batok East:** pa_bukitbatokeastcc@pa.gov.sg
2. **Cheng-San Seletar:** pa_chengsancc@pa.gov.sg
3. **Marymount:** pa_marymountcc@pa.gov.sg
4. **Nee Soon South:** neesoon.mentalhealth@gmail.com
5. **Singapore Management University:** alvinsim@smu.edu.sg
6. **Project Re:ground:** projectreground@nyc.gov.sg
7. **Punggol West:** contact@suncaresg.com
8. **Kolam Ayer:** hello@ojoy.org
9. **Moulmein-Cairnhill:** verlin_lee@pa.gov.sg
10. **Queenstown:** pa_queenstown@pa.gov.sg
11. **Yuhua:** leeyeehern@gmail.com
12. **Zhenghua:** pa_zhenghuacc@pa.gov.sg

Here are the Well-being Circles partners that you can consider working with:

Organisation	Link to webpage
Health Promotion Board (HPB)	https://hpb.gov.sg/healthyliving/mental-wellbeing
Limitless	https://www.limitless.sg/
TOUCH Community Services	https://www.touch.org.sg/
Growth Collective SG	https://www.growthcollective.sg/
Happiness Initiative	https://www.happinessinitiative.sg/
Campus PSY	https://www.facebook.com/campuspsy/
Calm Collective Asia	https://www.calmcollective.asia/
Singapore Anglican Community Services (SACS)	https://www.sacs.org.sg/psychiatric-services.html
Total Wellness Initiative Singapore (TWIS)	https://www.totalwellnesssg.com/
SHINE Children and Youth Services	https://www.shine.org.sg/
Allkin Singapore	https://www.allkin.org.sg/
Caring for Life	https://caringforlifeg.org/
Samaritans of Singapore	https://www.sos.org.sg/

Partners that organise community mental well-being sessions:

Organisation	Link to webpage
TOUCH Community Services	https://www.touch.org.sg/
Singapore Association for Mental Health (SAMH)	https://www.samhealth.org.sg/our-services/creative-services/samh-creative-hub/
Growth Collective SG	https://www.growthcollective.sg/
Happiness Initiative	https://www.happinessinitiative.sg/
Calm Collective Asia	https://www.calmcollective.asia/
32CM	https://www.thirtytwocm.com/

Partners that raise awareness of mental well-being issues:

Organisation	Link to webpage
Health Promotion Board:	https://go.gov.sg/hpbitsokaytoreachout
TOUCH Community Services	https://www.touch.org.sg/get-assistance/counselling-and-mental-wellness/beyond-the-label.html
National Council for Social Services (NCSS)	https://www.ncss.gov.sg/our-initiatives/beyond-the-label
Singapore Association for Mental Health (SAMH)	https://www.samhealth.org.sg/our-services/outreach/samh-community-education-engagement/
Agency for Integrated Care (AIC)	https://www.facebook.com/MentalHealthAwarenessSG/

Partners that provide extended/specialised mental well-being support

Organisation	Link to webpage
O'Joy Limited	https://www.ojoy.org/mental-health-services
Allkin Singapore	https://www.allkin.org.sg/services/mental-health-service
Fei Yue Community Services:	https://fyys.org/community-mental-health/
Care Corner	https://www.carecorner.org.sg/service_category/mental-health-counselling/
Limitless	https://www.limitless.sg/
Club Heal	https://www.clubheal.sg/
Montfort Care	https://montfortcare.org.sg/services/mental-health/
Viriya Community Services:	https://www.viriya.org.sg
AIC's Community Resource, Engagement and Support Teams (CREST)	https://www.aic.sg/caregiving/emotional-support-and-referrals-for-mental-health/
AIC's Community Intervention Teams (COMIT)	https://www.aic.sg/caregiving/mental-health-assessment-and-counselling/

Useful resources you can consider referring to

Resource	Information
Community Mental Health Wayfinding Tool by Agency for Integrated Care (AIC)	This tool allows individuals to find mental health services based on their needs, age, and location.
Mental Health Awareness e-Learning by Agency for Integrated Care (AIC)	These e-learning modules on Mental Health Conditions equip the general public and caregivers with knowledge and skills to identify signs and symptoms, and to know where to go for help.
Volunteer Management Toolkit 2.0 by National Council of Social Service (NCSS)	This toolkit provides social service agencies with practical tools and guidelines on volunteer management.
National Mental Health & Well-being Strategy	The National Mental Health & Well-Being Strategy was launched in October 2023, and it outlines the approach to achieve a mental health ecosystem where people with mental health needs can seek help without stigma and are readily supported for their recovery.
MindSG by Health Promotion Board (HPB)	This is a one-stop online portal for national mental health resources to address the challenges of Singaporeans having to navigate numerous online resources on mental health and well-being.
mindline.sg by MOH Office for Healthcare Transformation (MOHT)	mindline.sg is a digital stress management platform that aims to empower and equip individuals with tools, knowledge, and pathways to self-care and seek out professional help when needed.

Available funding schemes you can consider referring to:

Funding scheme	Information
Our Healthy Singapore Fund (OHSF) by Health Promotion Board (HPB)	This fund aims to support individuals and organisations to drive not-for-profit health promotion initiatives for the community. These initiatives may include the promotion on one or more of the following areas of health within the community: • Physical activity • Nutrition • Mental wellbeing • Smoking cessation and prevention
National Youth Fund (NYF) by National Youth Council (NYC)	This fund aims to support initiatives that address the needs of youths, provide opportunities for personal development, and inspire positive change in Singapore. NYC seeks to champion and catalyse community and social causes through partnerships with Youth Sector Organisations including youth social enterprises, schools, Institutes of Higher Learning, and other community partners. NYC also welcome applications from youths who have a strong track record of community involvement NYF supports the following types of projects: • Youth Programmes • Capability Development • Youth Leadership Development • Research