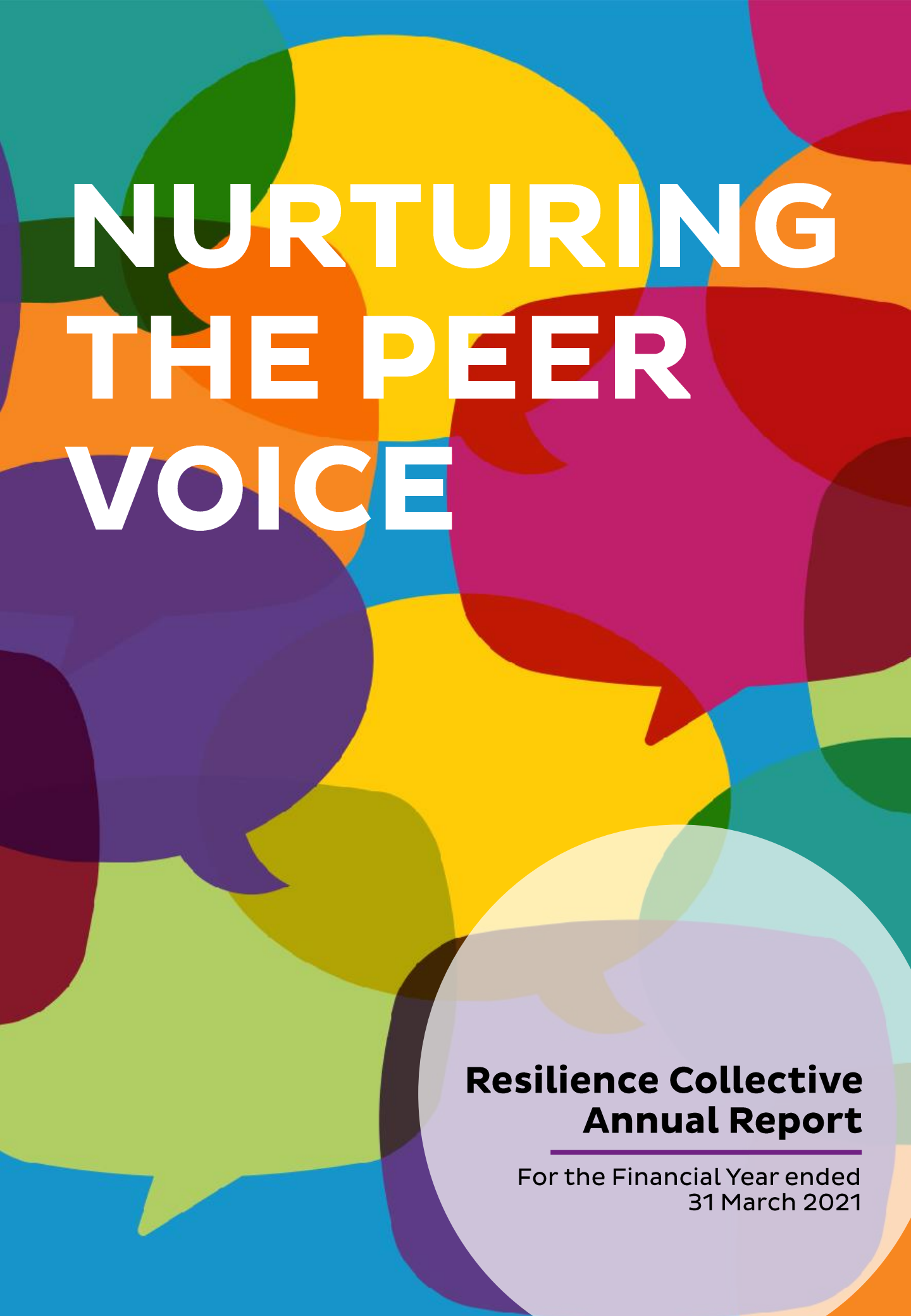




NURTURING THE PEER VOICE

Resilience Collective Annual Report

For the Financial Year ended
31 March 2021

Our Heartfelt Thanks

The Board and team at Resilience Collective would like to extend our heartfelt gratitude and appreciation to the Agency for Integrated Care and National Council of Social Service for their continued support towards our initiatives and programmes.

We would like to acknowledge our donors, partners, friends and volunteers for their dedication and commitment to the value of the lived experience.

Most of all, we would like to thank our peers for their acts of courage, tireless efforts and passion for our cause. Your voices of resilience and empowerment will continue to inspire and empower all in the community.

#PowerofWE

resilience COLLECTIVE

Resilience Collective (RC) is powered by peers, for peers. We nurture the voices of persons with a lived mental health experience, or peers, and together, draw on the first-hand knowledge of the lived experience to support mental health recovery, promote help-seeking behaviour, build inclusivity and remove the damaging mentality of “us and them”.

Our core initiatives include:

1. Resilience Education which equips peers with strategies and coping mechanisms for sustained recovery.
2. Peer Support Programmes such as Virtual Coffee and Circle of WE, which see peers supporting each other as they progress along their recovery journeys.
3. Peer Empowerment Outreach such as PhotoStory and human libraries where peers use their voices to engage, as a form of self-empowerment and to inspire hope in recovery. Our outreach efforts also aim to raise literacy that mental health needs the active participation of an inclusive society.

Initiatives and programme content at RC are co-produced by peers and other community stakeholders as equal partners, ensuring that shared knowledge, perspectives, and wisdom are harnessed for a holistic approach in mental health.

RC is an Institute of Public Character (IPC) and a member organisation of NCSS. We were founded in 2018 by BinjaiTree, Caregivers Alliance and Ms Chan Chia Lin.

Journeying Alongside Peers

Our vision and mission guide us as we walk alongside our peers on their recovery journeys and nurture their voices to cement the value of the lived experience in mental health solutioning.



Vision

An inclusive community where persons in recovery from mental health or trauma experiences are empowered to build resilience.

Mission

To equip and empower persons in recovery through education, peer support, and stigma reduction.

To drive the peer support movement in Singapore.

To provide a platform for persons in recovery to co-develop solutions for the mental health community.

DNA of Resilience Collective

Our initiatives and programmes are built and centered on our DNA.

Person/s with the lived experience of a mental health condition



Peers at the core of RC

Peers, professionals and others coming together as equals for mental health solutioning



+

PEER VOICE



Highlights value of the mental health lived experience

+

PEER SUPPORT



Peers using own recovery experiences to support others in recovery

Message from the Board

In late 2019, we first heard news of the Covid-19 outbreak. Close to two years on, we are still grappling with the uncertainties and widespread stress caused by the pandemic.

These have surfaced the importance of mental health to the forefront, giving rise to greater attention on this in Singapore. The government, social service agencies, community groups, and corporates have come up with a profusion of mental health initiatives in response. These initiatives clearly take into account the social dimension of care.

This is a very important step as mental health needs to not only consider the clinical aspect in the continuum of care, but be balanced with “social prescribing”, namely care from greater social care, support and solutions. Collaboration across the full spectrum of professionals, caregivers, peers and social service partners needs to be fostered to better support recovery and act as safety nets to prevent mental health from worsening.

As a Board, we believe in dedicated and specialised support services such as peer and community support for impactful, holistic and sustained mental health recovery. In this regard, Resilience Collective (RC) was established in 2018. RC is a young charity. But the impact it has made in the past year has been meaningful. Against many challenges, RC made strides that brought the voices of peers, or persons with the lived experience of mental health conditions to the forefront. Through initiatives such as PhotoStory and human libraries, empowered peer voices which resonate with the community spoke to the value of the lived experience and the resilience built through peer support recovery.

It is our hope that RC continues to make sustainable impact in creating an inclusive society with a shared belief in the value of peer support, and where peers build resilience, not only in themselves, but in others. We are and continue to be inspired by what we see.

Resilience Collective Board Members

Mr Hsieh Fu Hua

Ms Chan Chia Lin

Dr Fidah Alsagoff

Associate Professor Chua Hong Choon

Ms Jennifer Fan

Ms Goh Shuet-Li

Ms Goh Swee Chen

Ms Tina Hung

Ms Hayley Sharratt

Dr Julian Hong

Message from Executive Director

It would be an understatement to say that it has been a challenging year. In so many ways, and at so many different levels. But the year has passed, and we are still here. Challenges were met face-on, and with resilience, Resilience Collective (RC) has emerged stronger.

As our work evolved through the year, it was evident that the role of peer support in recovery is not just important but crucial. A peer's lived experience is a key piece of the jigsaw in the complex world of mental health solutioning. Our role at RC is to enable the peer voice to be heard, more loudly, and through it, provide support to our peers and others at-risk.

The peer voice is fundamental in RC's recovery-based workshops. This programme provides not just a transfer of information, but the sharing of practical and first-hand applied knowledge. Group peer support sessions – Circle of WE and Virtual Coffee – were timely additions to our programmes, initiated by the RC peer community. Co-produced by peers, for peers.

Following on the success of previous year's human libraries, RC rolled out fresh iterations, expanding its library of human books and developing depth in the topics covered. The National University of Singapore edition was especially impactful as students stepped up to participate as human books. Truly peers speaking to their peers.

The power of safe and open conversations catalysed "How to Communicate with Us", a panel-style dialogue to foster a deeper understanding of mental health issues and what forms supportive communications with peers. It was particularly meaningful when peers engaged with the Achievers Club, a volunteer group at IMH, and then mental health professionals at Sengkang General Hospital. RC peers also engaged with the Public Transport Council, to highlight some challenges faced by peers when using public transport.

RC is very grateful for such partners who have been proactive in being inclusive and providing support to peers.

The icing on the cake was the exhibition PhotoStory: From Darkness to Light, a visual expression of peer experiences of recovery and resilience. The inaugural launch in January 2021 at Raffles City drew an overwhelming response of close to 1,200 visitors. The second showing in March 2021 at Plaza Singapura drew more to the exhibition. PhotoStory showed the commonality between the emotional difficulties faced by many of us, brought on by pandemic-related factors, and mental health issues. The difference lies in the depth and complexities of mental health issues, how they are more severe by multifold.

The past year's learnings will transition into exciting times of growth ahead. Programmes will expand to include resilience building and peer support initiatives, for youths and young adults. Plans are in place for curriculum to support youths, and separately, young adults in the workplace. A podcast series and a digital-based recovery roadmap resource are also in the works.

Peer stories will be reflected through all of these, because they are not just stories. They are testimonies of the strength and bravery of ordinary people, like you and me. With resilience they have learnt to cope with and manage their mental health challenges and today, contribute the knowledge of their lived experience to provide and hold the hope for others at-risk and in recovery.

We hope that you will continue this journey with us, as our peers are empowered to have their voices and perspectives heard, even louder.

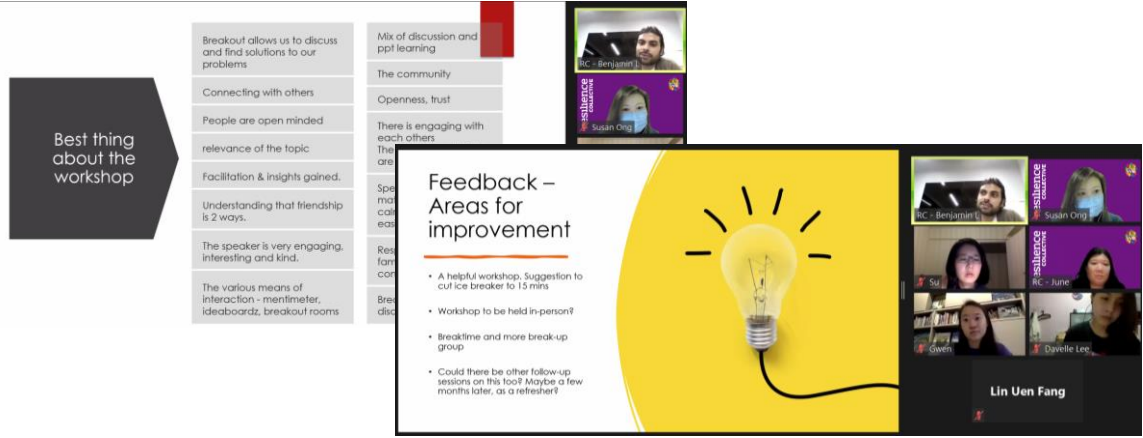
Ms Goh Shuet-Li
Executive Director



VALUE OF CO-PRODUCTION

Co-Production

Co-production is core to the initiation and development of RC’s programmes and initiatives. At RC, co-production is a strengths-based approach in which peers collaborate with professionals, experts and other stakeholders in an equal partnership, to harness the shared knowledge, perspectives and wisdom of all involved and co-create new approaches in the design, development and delivery of sustained mental health solutioning.



Co-production sessions held throughout the year saw direct engagement opportunities between peers, professionals and the community while contributing to the development of holistic initiatives and programmes.

During the year we also developed a Co-Production Toolkit which guides and supports the development of mental health co-production approaches within an organisation.

 **Over 189 direct engagements between peers and the community**

 **62 co-production sessions held for 17 co-production projects**



PEER STORY – CLEMENT

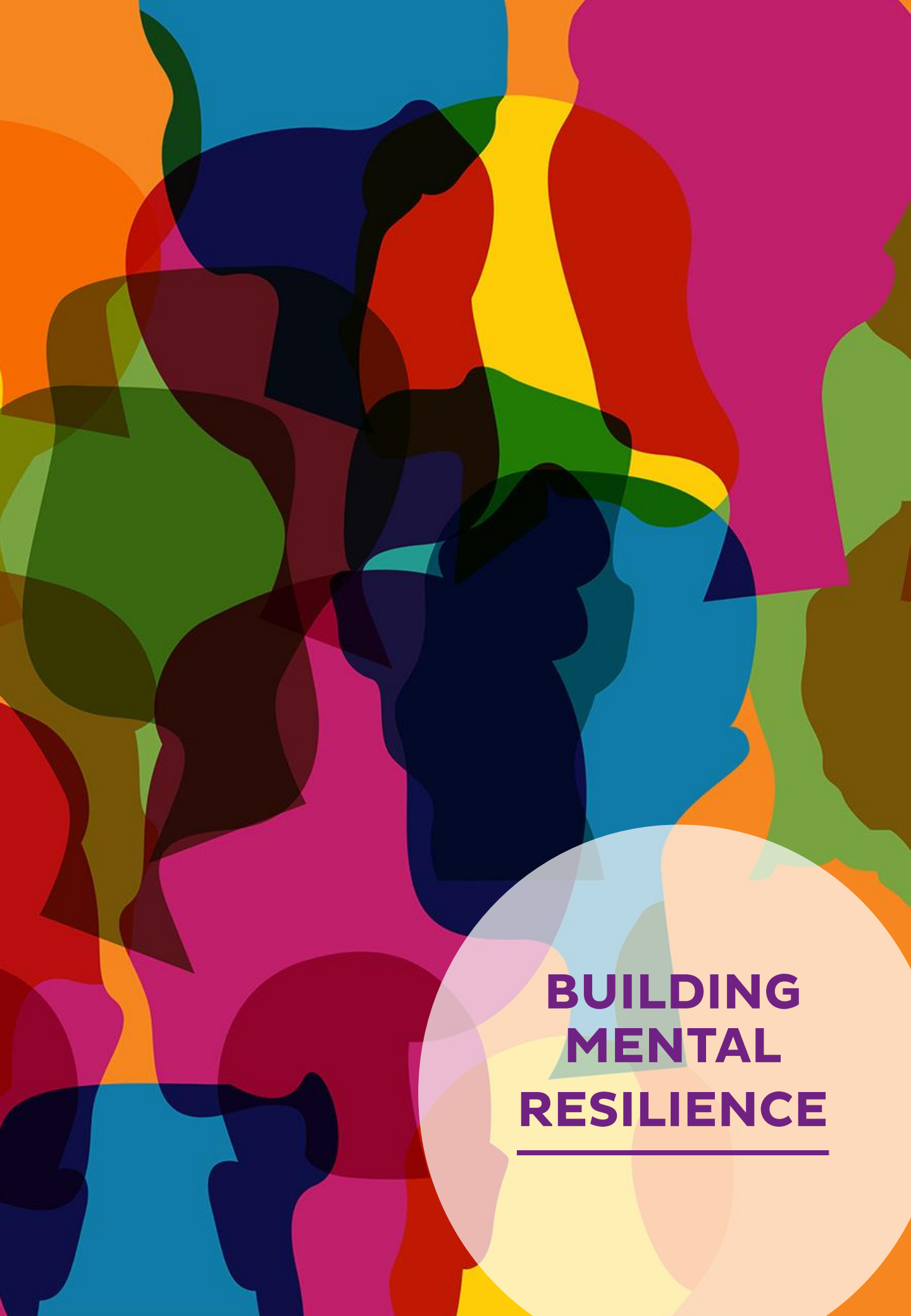
When I first heard about the work Resilience Collective did, I was instantly drawn to its core identity of being peer-driven and taking a creative ground-up approach to their initiatives.

It resonated with me as I have a lived experience with a mental health condition and was interested in making a difference in the mental health sector. Resilience Collective is a unique organisation that is receptive to the contributions and views of peers, while amplifying the peer voice.

Subsequently, I joined a co-production team to co-produce Resilience Collective's first peer support initiative – *Circle of WE*. It gave me the opportunity to contribute my lived expertise and creative ideas to develop peer support group sessions.

I am excited and passionate about being a community member and how RC has grown in such a short period. I am grateful for the opportunity to continue journeying with the peer community. It warms my heart to see many peers and stakeholders who are truly passionate about raising awareness of mental health and contributing to the cause.

Even though we might have a different lived experience with a mental health condition, I believe that we remain united in the cause of wanting to make a kinder and inclusive world for all.

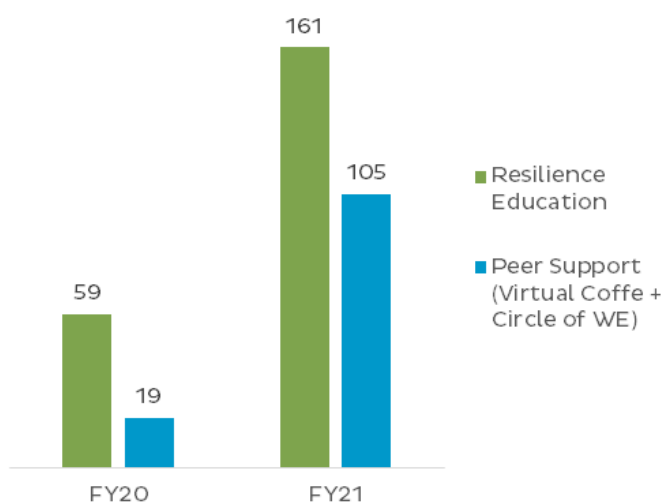


BUILDING MENTAL RESILIENCE

Programme Impact

RC is committed to empowering the peer voice through co-produced programmes and initiatives that promote sustained recovery, mental resilience and stand for the value of the lived experience.

Unique peer attendees of Resilience Education and Peer Support initiatives



Resilience Education

Resilience Education (RE) comprises seven co-produced workshops focused on sustained recovery and self-empowerment. RE will equip peers with coping mechanisms, nurture the peer voice and affirm the value of the lived mental health experience.

Resilience Education workshops are led by trained peer facilitators and certified peer support specialists from RC.

Note:

- FY20: 1 April 2019 – 31 March 2020
- FY21: 1 April 2020 to 31 March 2021

Resilience Education

Exploring Recovery

Embarking early into their recovery journeys, peers may ask themselves, where do I want to be in my recovery? Exploring Recovery encourages peers to take initial steps towards self-help through a variety of resources.

Exploring Recovery

Explore what recovery means to you on January 23rd, 10am - 1pm

Visit <https://tinyurl.com/ER-23Jan> to book.
Hosted by Resilience Collective via Zoom

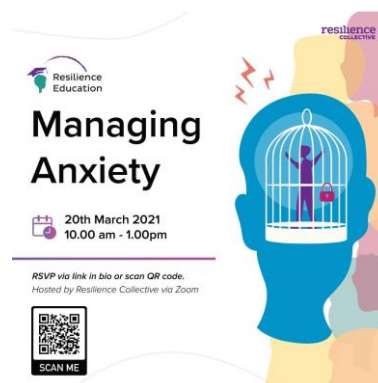


Managing Self-Stigma

Often, peers are stuck in a rut of disempowerment. Managing Self-Stigma introduces practical approaches and positive strategies to re-establish a kinder view of oneself and nurture self-confidence.

Managing Anxiety

As a peer's social circle widens, they are faced with a conundrum. Do I evade meeting new people or brave this new reality? Managing Anxiety explores strategies to manage anxiety in such experiences and more.



Wellness Planning

A mental wellness plan is a safety net for recovery. Wellness Planning introduces a clearer understanding of one's triggers and explores intervention strategies.

Resilience Education

Art of Friendship

In recovery, peers might struggle to grow and maintain relationships. Art of Friendship focuses on rapport building, boundary setting and conflict management, all towards building a supportive and healthy social network.



My Story, Our Journey

Being empowered means not letting your mental health define you and having the courage to tell your story. My Story, Our Journey helps peers champion the value of their lived experience and lend support to others during their recovery.

Coping with the Year-End Holidays

The year-end holidays are a time of celebration and gatherings. Coping with the Year-End Holidays helps peers manage emotions that arise during these times and provides steps to safeguard their mental wellness.



Camaraderie & acceptance through the group and hope by sharing my story

Articulating my emotions with fellow peers was cathartic and helped me cope better

Overcoming self-stigma is not easy but now I know I am not alone

I learnt to build sustainable friendships and how to be a friend to others

I find it helpful hearing people's experiences and the impact when peers come together



PEER STORY – AMOS

When I first experienced serious mental health challenges, I had suspected it to be depression, but my fears and doubts kept me in denial. Speaking openly about mental health seemed insurmountable because of a conservative family background and the prevailing culture of toxic masculinity, that I had hidden behind.

A turning point was when I revealed my mental health condition to a small group of fellow students. It was the first time I spoke up and received support. That was when I saw the power of sharing, and how we can support one another.

My Story, Our Journey was the first Resilience Collective workshop I attended, and I have not looked back since. I learned to confidently share on my recovery journey. As a human book, I have shared my lived experience of a mental health condition and encouraged peers to speak up and share practical solutions to help one another.

As a co-production member and facilitator for Resilience Education, I felt empowered as I could offer suggestions and create a positive impact in the recovery journeys of peers.

I endeavor to continue taking charge of my life while pursuing my aspiration to be a mental health professional. Today, I can say with absolute certainty that I am not only living but thriving in recovery.



FOSTERING PEER SUPPORT

Peers need a listening ear and at other times, to connect and gain insights from each other on how best to deal with real-life situations and emotions.

Virtual Coffee



A safe space where peers or persons-at-risk can openly share their thoughts and struggles while staying socially and emotionally connected.

Through Virtual Coffee, peers engage:

- In a safe space on their mental health
- On sustainable mental health coping mechanisms through shared personalised resources
- With a supportive community that accepts you for who you are



Circle Of WE

At Circle of WE, peers come together for ongoing peer support, and participate actively in discussions on real-life examples of applied skills and coping mechanisms for daily situations, mostly gained from Resilience Education workshops.

A PEER SUPPORT INITIATIVE

resilience COLLECTIVE

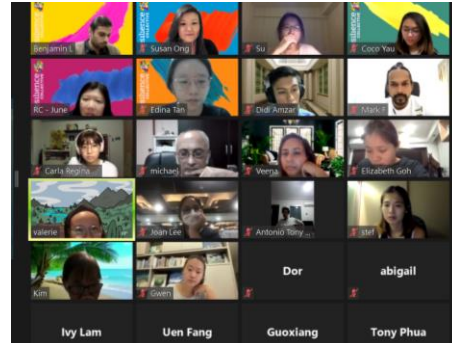
CIRCLE OF WE

Coping with Loneliness & Holiday Seasons

Our next Circle of WE session will provide a safe space for peers to share and understand why we may experience loneliness, especially during festive seasons, and to explore ways to cope more effectively with it.



Date: Thursday, 19 Nov 2020
Time: 7.00pm to 8.30pm
Venue: Online via Zoom
Register by 16 Nov at <https://tinyurl.com/joincw7>

Through Circle of WE, peers would be supported by:

- Diving deep into mental health discussions led by peers, for peers
- Finding a community to foster accountability for persons in recovery
- Practising mental health coping strategies in a supportive environment



How has Circle of WE supported peers in their recovery?



resilience COLLECTIVE



How has Circle of WE supported peers in their recovery?



resilience COLLECTIVE

The background is a vibrant, abstract composition of overlapping organic shapes in various colors including orange, blue, red, yellow, green, and purple. In the bottom right corner, there is a large, semi-transparent circle with a light beige and cream-colored gradient. Inside this circle, the text "EMPOWERING OUR COMMUNITY" is written in a bold, purple, sans-serif font. A thin purple horizontal line is positioned directly beneath the word "COMMUNITY".

**EMPOWERING
OUR
COMMUNITY**

Community Impact

RC is committed to building and nurturing a community of empowered peers who speak to the value of the lived experience for holistic mental health recovery and resilience building.



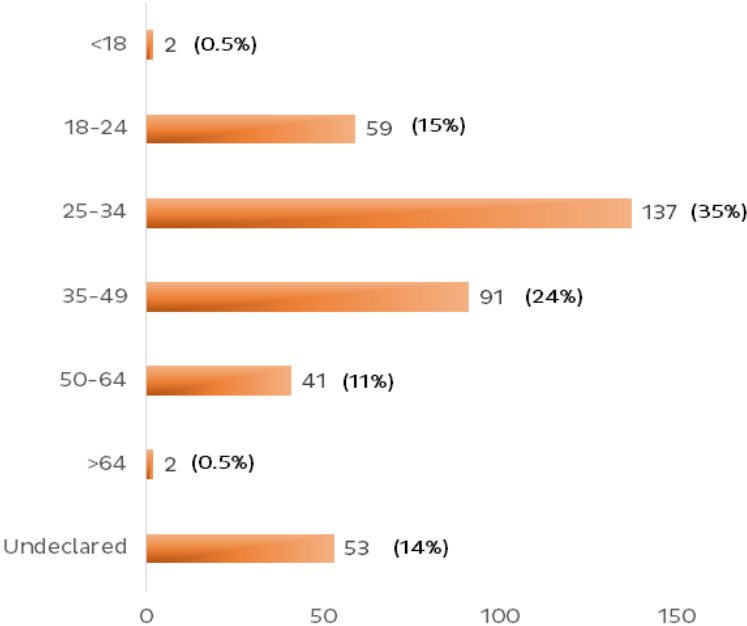
Community Impact

(As at 31 March 2021)

Growth in RC Community



Peers by Age Groups

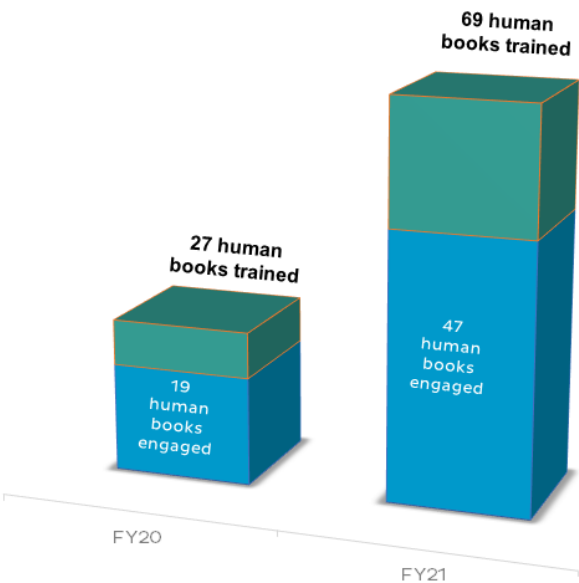


Note:
FY20: 1 April 1919 – 31 March 2020
FY21: 1 April 2020 to 31 March 2021

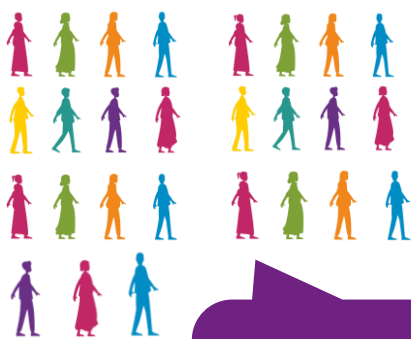
Community Impact

(As at 31 March 2021)

Peers trained and engaged as human books



Members who became RC facilitators and peer support specialists



27 community members progressed to be trained facilitators.



4 community members applied for peer support specialist training and 2 were accepted into the current cohort (Run #7). As at 31 March 2021, 2 members are certified peer support specialists.

Note:
FY20: 1 April 2019 – 31 March 2020
FY21: 1 April 2020 to 31 March 2021

Train-the-Trainer

A skills-based training session for peers to become trained facilitators and lead Resilience Collective's initiatives and programmes.

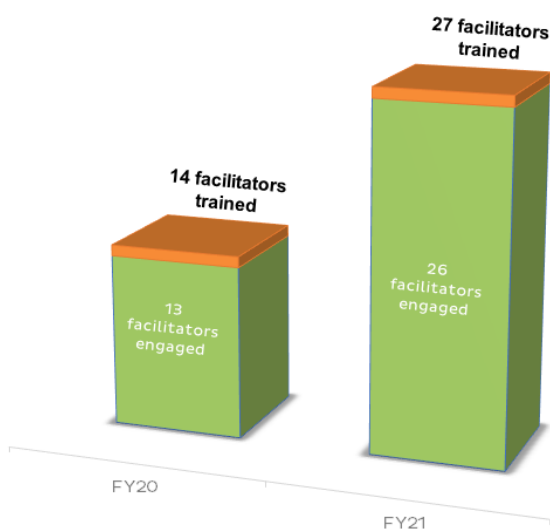
Between 1 April 2020 and 31 March 2021, 27 facilitators were trained and equipped with the competencies and skillsets needed to engage participants in our Resilience Education workshops and co-production sessions.

Through Train-the-Trainer sessions, participants will learn:

- Applied facilitation skills
- Ways to mitigate disruptive behaviors
- Methods for participant engagement



Growth in peers trained and engaged as facilitators



Note:

FY20: 1 April 2019 – 31 March 2020

FY21: 1 April 2020 to 31 March 2021

PhotoStory

PhotoStory is one of Resilience Collective's signature peer empowerment initiatives which celebrates mental health recovery and resilience building.

PhotoStory sees peers participating in a series of hands-on workshops conducted by volunteer professional photographers. The workshops culminate in a visual exhibition of photographs taken by the peers and accompanying narratives that chronicle personal recovery journeys as expressions of the peer voice, while inspiring hope in mental health recovery.

The PhotoStory exhibition was launched on 27 January 2021 at Raffles City Shopping Centre by Guest-of-Honour, Speaker of Parliament, Tan Chuan Jin who actively engaged with the peer photographers to understand the inspirations and messages of hope behind their photographic works.

A second run of PhotoStory was held at Plaza Singapura for two weeks from 18 March 2021.



**Exhibition visitors
at Raffles City:
1,114**

**Exhibition visitors
at Plaza Singapura:
2,000**





PEER STORY – STEFANIE

It was at the darkest point in my life where I chanced upon Resilience Collective.

PhotoStory: From Darkness to Light was a Resilience Collective initiative that I could strongly relate to. Volunteering for this event came at an opportune time. I met like-minded persons in recovery, and this helped me to better understand and cope with my mental health struggles.

The more time I spent with the people from this peer community, the more it grew into a safe space for me.

Participating in Resilience Education workshops expanded the coping resources needed to help me adopt personalised coping strategies. I also found confidence to participate in a Train-the-Trainer session where I could be more active in the role of peer support and facilitation.

Recovery is an ongoing journey and I see the opportunity to facilitate the workshops as an achievement. It is where I find comfort and hope that as peers, we are growing together as a community.

This experience has inspired me to apply for the Peer Support Specialist programme offered by the National Council of Social Services and I am confident that the programme will equip me with the practical skills to support other peers in recovery.



ENGAGING OUR YOUTHS

At least 1 in 5 youths experience a mental health condition, yet many suffer in silence and delay help-seeking. Resilience Collective is addressing this imperative through a two-pronged strategic approach.

The first strategic pillar sees the engagement of youths, their families and community in honest conversations on mental health. The second draws on the knowledge garnered from those conversations for the development of holistic peer-delivered programmes and peer support networks.

In the past year, engagement work was undertaken in Institutes of Higher Learning (IHLs) and tertiary institutions to gain deeper insights into the recovery needs of youth peers and the barriers to help-seeking.

Youth Conversations Without Stigma

Accendo

At this youth-focused mental health webinar, our youth peers shared their perspectives on mental health recovery and ways to forge mental resilience.

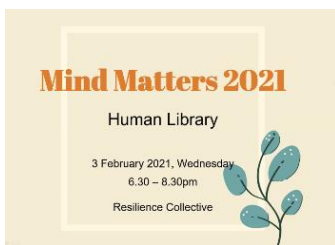
How To Communicate With Us @ NUS

Our peers provided insights at a panel discussion on how to better communicate with and support youth peers in recovery and break down barriers that prevent effective communication.



A Library Of Unspoken Stories – Youth-focused Themes

We brought our signature human library experience to two IHLs – National University of Singapore (NUS) and Nanyang Technological University (NTU). Almost 150 students benefited from the honest and up-close conversations with our Human Books, gaining deeper insights into support seeking for personal mental health and supporting peers who might be in distress.



The books were very honest and mature about their experience. It really demonstrated their level of self awareness on the road to recovery.



Sharing creates awareness of mental health in society. It should not be taken lightly or dismissed.

I like that I was in a space to share my story without judgement or fear.



It's a really good to put a face to mental health issues and know the real experiences of people and peers who are coping with it.

I felt very empowered by the experience, how as a survivor, I could help those going through it.

It's very meaningful and gave me a bigger exposure to mental health.



PEER STORY – TAS

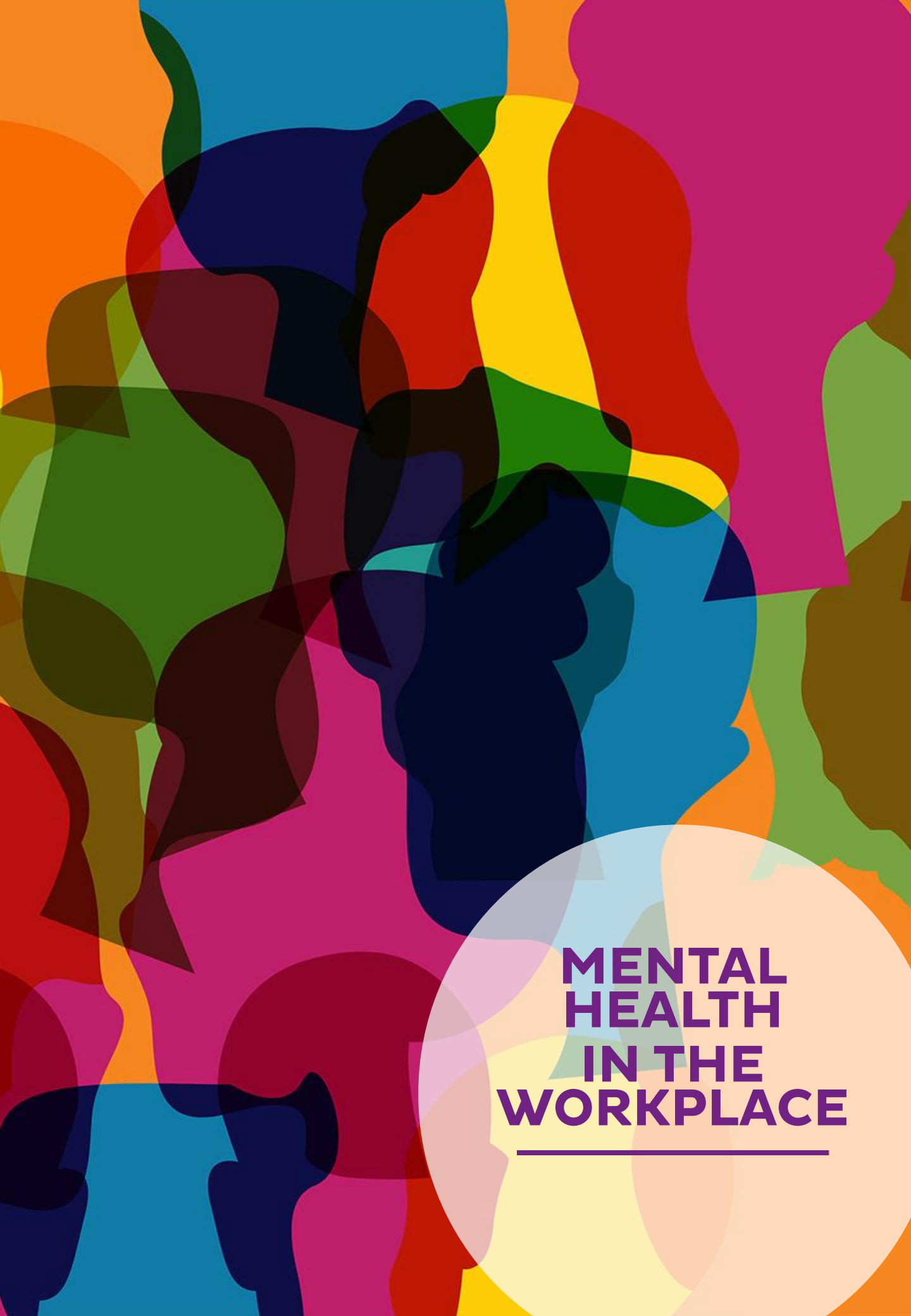
At a young age, I struggled with moments of anxiety, depression, and caregiver burnout.

Presenting my own story to the world was relatively new and a first for me. I participated in *My Story, Our Journey* under the Resilience Education workshop series, where I reflected and penned my story of recovery and resilience.

Another memorable event which I participated in was as a human book with Resilience Collective at A Library of Unspoken Stories in my university campus. I found it to be a truly exhilarating moment where I plucked up the courage to share my recovery story for the first time.

This was not easy, as given a couple of years back, I saw little happiness in my life. By sharing my recovery story, I aspire to empower peers in recovery to know that their mental condition is nothing to be ashamed of.

I am thankful for the outreach opportunities with Resilience Collective. They have encouraged me to step out of my comfort zone and spurred me to use the power of the peer voice as a catalyst for mental health awareness and solutioning.



MENTAL HEALTH IN THE WORKPLACE

Mental Health Matters in the Workplace

Positive mental health in the workplace benefits both employers and employees. A supportive and empathetic work culture translates into higher productivity in the longer term.

Resilience Collective's engagements bring the peer voice into the corporate space, as peers share openly about their lived experience as employees.

By raising awareness and bringing a better understanding of mental health issues into the workplace, organisations can be supportive of peers in the workplace, and help others stay healthy.

Corporate engagements include:

TAG Heuer - How to deal with a pandemic

Deutsche Bank – A safe space for conversations on mental health

Deutsche Bank – How to support someone who might need help?

Deutsche Bank – How do I know when my stress is no longer normal stress?

Deutsche Bank – Watercooler” sessions – group check-in sessions



Deutsche Bank – *How to support someone who might need help?* workplace mental health sharing with RC staff



PEER STORY – MIN HUI

On World Mental Health Day in 2019, Resilience Collective was wrapping up a talk at my workplace on *An Insider's Guide to Mental Health and Self-Awareness*. Inspired by the peer sharings, I also shared that I had a mental health condition.

This was the start of my involvement as a mental health champion at the workplace, and volunteering with Resilience Collective where I used my lived experience with a mental health condition to foster understanding and reduce mental health stigma.

I was really humbled by the opportunity to champion good mental health practices in the workplace. It is a cause close to my heart and was a call to start building a culture of empathy, kindness and encourage safe spaces for intentional mental health conversations.

My own recovery has always been fraught with fear and trauma. Even though my struggles are still present, by reaching out and being heard, I see the future as a celebration of life filled with richness and colours.

The background is a vibrant purple field filled with abstract, colorful silhouettes of people in various poses, rendered in shades of orange, yellow, green, blue, and pink. Interspersed among these silhouettes are numerous short, radiating lines in yellow and orange, creating a sense of energy and movement. In the bottom right corner, a large, light purple circle partially overlaps the background elements.

CORPORATE GOVERNANCE

For the Financial Year
ended 31 March 2021

We uphold the belief that good governance is fundamental to our success. It enables and supports compliance with the law and relevant regulations. It also promotes a culture which ensures focus and clarity on fulfilling the vision and mission of Resilience Collective.

As at 31 March 2021, the Board of Resilience Collective comprised of 10 members. The Board met 3 times between 1 April 2020 and 31 March 2021 and will be meeting once more at the AGM to approve the publication of this Annual Report and Financial Statements.

The Board provides strategic direction and oversight of the Charity's programmes and objectives and oversees governance of the Charity. The Board is responsible for upholding the Charity's values and steers the charity towards fulfilling its vision and mission. The Board also guides and supports the Executive Director (ED) and approves annual budgets.

Resilience Collective Board for FY21*

Position	Name, Key Directorships & Appointments	Attendance at Board Meeting in FY20/21
Chairman	Mr Hsieh Fu Hua Chairman, Board of Trustees, National University of Singapore; Founder, Binjaitree	3/3
Board Member	Ms Chan Chia Lin Director, Holywell Private Limited	3/3
Board Member	Dr Fidah Alsagoff Senior Managing Director, Temasek International Pte Ltd	2/3
Board Member	Associate Professor Chua Hong Choon Chief Executive Officer, Khoo Teck Puat Hospital and Yishun Health	3/3
Board Member	Ms Jennifer Fan Head of Asia, Freemont Capital	3/3
Board Member	Ms Goh Shuet-Li Executive Director, Resilience Collective Ltd	3/3
Board Member	Ms Goh Swee Chen (Appointed Director from 7 Sep 2020) Chairman, Nanyang Technological University	2/2
Board Member	Ms Tina Hung Senior Consultant, National Council of Social Service	3/3
Board Member	Ms Hayley Sharratt Financial Management and Strategic Engagement Professional	3/3
Board Member (Alternate)	Dr Julian Hong Resident Physician, Dr Tan & Partners	3/3

*FY21 refers to the period from 1 April 2020 to 31 March 2021

Resilience Collective (RC) Board Committees for FY21*

Audit Committee

In carrying out its functions as specified in its terms of reference, the Audit Committee (AC) reviewed the overall scope of the external and internal audit and met with the RC's independent external auditor to discuss the findings of their audits. The AC also reviewed the financial statements of the charity and the auditor's report for the financial year ended 31 March 2021.

Chairman

Dr Fidah Alsagoff

Members

Ms Jennifer Fan

Quality Assurance for Programmes Committee

The Quality Assurance for Programmes Committee (QAPC) provides strategic advice and has oversight of the programmes and initiatives of RC. The committee provides guidance for the effectiveness of RC's programmes and ensures they are meeting the goals and objectives.

Chairman

Associate Professor Chua Hong Choon

Members

Ms Tina Hung

Ms Hayley Sharratt

Dr Julian Hong

Human Resources Committee

The Human Resources Committee (HRC) approves the charity's human resource policies for staff that cover areas such as recruitment, remuneration, benefits, training and development, performance appraisal, and disciplinary actions. The HRC ensures there is a system for setting the remuneration of staff. Any performance-related element in the remuneration package is linked to fulfilling measurable and clearly defined targets in line with the charity's objectives.

Chairman

Ms Tina Hung

Members

Mr Hsieh Fu Hua

Ms Hayley Sharratt

*FY21 refers to the period from 1 April 2020 to 31 March 2021

Resilience Collective (RC) Board Committees for FY21*

Finance Resources Committee

The Finance Resources Committee (FRC) supports the Board in fulfilling its oversight responsibilities in the financial resources necessary to sustain the strategy and operations of Resilience Collective. Its core responsibilities include reviewing and endorsing budget and funding requirements aligned with RC's goals, guiding and establishing funding options to develop a finance resourcing strategy and an annual action plan, and reviewing the adequacy of the organisation's financial reserves to fund operations.

Chairman

Ms Goh Swee Chen

Members

Mr Hsieh Fu Hua

Ms Chan Chia Lin

Policies

Conflict of Interest Policy

All Board members and staff are required to comply with the charity's Conflict of Interest Policy. The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

Whistle-Blowing Policy

The Whistle-Blowing Policy stems from RC's commitment to developing a culture of openness, accountability and integrity. Procedures enable employees, members and the public to raise concerns about suspected serious misconduct or any breach or suspected breach of law or regulation that may adversely impact the organisation. Reports can be made against acts that are not in line with the organisation's values, deviating from RC's code of conduct and ethical standards. The policy also enables the Board to be informed at an early stage about acts of misconduct.

Financial Matters Policy

The Financial Matters Policy provides principles and guidelines pertaining to the supervision, operation and management of RC's financial matters. These include internal control systems for matters including but not limited to, procurement, receipt, payment, delegation of authority and limits of approval. It also states the organisation's policy with regards to approval for any loans or other financial assistance provided by the charity which are not part of the charity's core charitable programmes.

*FY21 refers to the period from 1 April 2020 to 31 March 2021

Related Party Transactions for the Financial Year ended 31 March 2021

Director's remuneration and key management personnel compensation is analysed as follows:

	2021 \$	2020 \$
Salaries and other related costs	110,635	89,958
Contribution to defined contribution plans	10,465	8,445
	121,100	98,403
Number of key management personnel	1	1
Number of executive in remuneration bands		
- Above \$100,000	1	–
- Below \$100,000	–	1

The key management personnel of the company is also the director of the Company and the director has received remuneration and benefits from the Company for the financial years ended 31 March 2021 and 31 March 2020 as disclosed above.

Other than this, none of the directors and their close family members have received any form of remuneration and benefits from the Company for the financial years ended 31 March 2021 and 31 March 2020.

The background is a vibrant purple field filled with abstract, colorful silhouettes of people in various poses and colors (yellow, orange, green, blue, pink, red). Radiating from the center are numerous thin, elongated shapes in yellow and orange, resembling stylized sunbeams or confetti.

GOVERNANCE EVALUATION CHECKLIST

For the Financial Year
ended 31 March 2021

The Governance Evaluation Checklist (GEC) covers the key guidelines in the Code of Governance for Charities and IPCs. Resilience Collective, as an IPC with gross annual receipts or total expenditure from \$500,000 to less than \$10 million, is required to submit under the Enhanced Tier of principles and guidelines.

Submission Form for Governance Evaluation Checklist (Enhanced Tier)

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff ¹ appointments? (skip items 2 and 3 if “No”)		Yes	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5	Complied	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		No	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13		
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	The charity has a Conflicts of Interest Policy.
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Not Complied	The charity is in the process of developing its volunteer management capabilities. It is the intention to have a Volunteer Management Policy in place within the next 12 months.
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	This is documented in a Financial Matters Policy.
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	This is documented in a Financial Matters Policy.
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Not Complied	The Board will take steps to study and put in place a risk assessment process, and that this will be regularly monitored and reviewed. This process will be put in place within the next 12 months.
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		No	
21	The charity has a documented investment policy approved by the Board.	6.4.3		
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		No	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3		
Disclosure and Transparency				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		Yes	
25	No governing board member is involved in setting his own remuneration.	2.2	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	Complied	The exact remuneration and benefits received by a governing board member is disclosed in the organisation's Annual Report.
	Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	Information is disclosed in the Annual Report with regards to a paid staff who also serves as a governing board member of the charity and received remuneration exceeding \$100,000 during the financial year.
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	The charity confirms that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.
	Public Image			
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes:

¹ Staff: Paid or unpaid individual who is involved in the day-to-day operations of the charity, e.g. an Executive Director or administrative personnel.

² Volunteer: A person who willingly serves the charity without expectation of any remuneration.

³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —

- (a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
- (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependant of the Executive Head or governing board member.
- (d) the dependant of the Executive Head's or governing board member's spouse.

⁴ Executive Head: The most senior staff member in charge of the charity's staff.

Declaration

I declare that my charity's / IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf.

All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact.

The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.



Goh Shuet-Li
Executive Director
31 August 2021