

SUPPORTING YOUNG ADULTS IN A SAFE SPACE



Resilience Collective Annual Report

For the Financial Year ended
31 March 2023

Resilience Collective (RC) is a mental health charity focused on supporting peers, or persons with lived mental health experience, in their recovery journeys. Empowering peers is the core driving force behind what we do. Here, we believe in nurturing one's voice to support one's mental health journey, where drawing from personal experiences and living an authentic life is crucial for promoting an inclusive and accepting society.

Our core initiatives include:

1. **Circles of Resilience (CR)**, a Peer Support Programme for young adults where peers of all lived experiences come together to support each other and promote leading authentic lives. Each session is structured around a mental health topic, where participants are encouraged to share their personal experiences and recovery journeys.
2. **Resilience Education**, structured workshops designed to equip peers with strategic resources and coping mechanisms for sustained recovery.
3. Peer Empowerment Outreach such as **The Human Library Experience**, where peers use their voices to engage, as a form of self-empowerment and to inspire hope in recovery. Our outreach efforts also help to raise mental health literacy, and encourages others to actively participate in creating an inclusive society.
4. **Co-production** – the involvement of community members in our planning – is a cornerstone of RC's programmes and initiatives, encouraging a holistic approach to mental health that harnesses the wisdom, knowledge and perspectives of our peers and stakeholders; the approach ensures that our programmes are authentic in presentation, while also catering to the pressing concerns of the community. Other initiatives, such as our Community Leadership Training: Facilitators Training, give agency to peers looking to step up and facilitate our support group sessions and workshops.

Resilience Collective 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.

Vision

A community where persons living with mental health conditions **thrive** and lead **authentic** lives.

Mission

To drive a movement where persons living with mental health conditions build **resilience** and **empower** each other through education, peer support, and co-production.

WHAT WE OFFER TO THE COMMUNITY

Resilience Collective serves and welcomes young adults with mental health lived experience, and those at-risk, all of whom who are our community members. The value proposition in which we help our peers is **RESET**:

RESOURCE

We leverage on **peer and professional knowledge** as a unique resource.

EMPATHY

We practice **active empathy to enable** each other's recovery.

STRENGTH-BASED

We **build and leverage existing personal strengths** of individuals.

EMPOWERED

Empowered as a **community**, we can **influence positive change** in our lives, the **lives** of others, and **perceptions** of mental health.

TRUST

We **trust and support** the **safe space** of our community.

Through **RESET**, we have developed a range of initiatives that aim to support our peers on their mental health recovery journeys.

MESSAGE FROM THE BOARD

Since our inception in late 2018, Resilience Collective has been providing various platforms to offer support to people in recovery, or “peers”, from mental health conditions. These platforms ranged from PhotoStory – a photographic expression of our peer’s recovery story; Circle of We – an informal support group where peers came together to share and encourage others along their recovery journeys and Human Libraries – where peers expressed how they dealt with their own mental health conditions and shared their struggles and how they overcame, with the audience, also known as “readers”. These platforms helped peers to journey with others and express their own thoughts and aspirations in their personal recovery.

Drawing from the personal lived experiences of our ED, staff and our peers, we revisited our programmes and developed and launched our anchor programme called “Circles of Resilience” in December 2022. The Circles of Resilience or CRs, are a series of structured peer support groups, where peers participate in structured facilitated conversations and discussions revolving around topics which are selected by peers. These CRs are safe spaces in which staff and members of our peer community journey alongside one another to support each other in their mental health recovery journeys.

Developing, managing and sustaining these CRs is not an easy task – staff and members of our peer community constantly look into the needs of the different groups as we run these CRs. This is important as we aim to provide our peers with content that is directly in line with the challenges they face in life. Within these CRs are peers from different walks of life and various life stages who come together and form a close-knit group, which we believe, will be instrumental in providing a safe space to support our members in their recovery journey.

MESSAGE FROM THE BOARD

Since we started the CRs, we now have more than 150 registered members in the CRs and we also have 19 trained facilitators to lead these CRs. We recognise the bravery of our members who have joined our CRs – taking the first step in seeking help in the journey of mental health recovery is not easy and it continues to be a challenge we seek to overcome and normalise.

RC is able to start these CRs with strong support from the Agency for Integrated Care. In November 2022, RC also hosted our first fundraising dinner to establish the foundations to grow the CRs – we are extremely grateful for our supporters with whom we raised more than \$450,000!

We are grateful to our community partners, friends and volunteers for their unwavering support for encouraging others to join our CRs. This is key to inspiring persons with mental health lived experiences to join us in the journey for sustained recovery.

We are very encouraged that each member of the RC community continues to show up for one another and help develop a vibrant community of peers.

Resilience Collective Board Members

Mr Hsieh Fu Hua

Ms Chan Chia Lin

Dr Fidah Alsagoff

Professor Chua Hong Choon

Ms Jennifer Fan

Ms Goh Shuet-Li

Ms Goh Swee Chen

Ms Tina Hung

Ms Hayley Sharratt

BUILDING A SUPPORTIVE COMMUNITY



THE IMPORTANCE OF A COMMUNITY



***Zen Lin** came across Circles of Resilience (CR) while seeking supplementary support to eventually replace medication and therapy. He found RC and the CR, which he has been attending!*

Forming Meaningful Connections

The connections I've built in CR have really added warmth and colour to my social circle. I find the open discussions with other peers who've been through similar journeys to be helpful for my mental health recovery. We can resonate with each others' feelings, challenges, and thought processes.

Supporting One Another

I also really like that we check in with one another on our mental well-being before the start of every session, and we encourage each other to share throughout the discussions.

Building Self-Confidence

Seeing the other members show up for one another, even during their low periods, fills me with confidence. It brings home the message that many challenges are surmountable.

Joining a Supportive Community

Personally, I haven't had the need to go back to medication or therapy, and have stabilised in my journey. If you're looking for a wholesome group to supplement your recovery journey, come join us!

CIRCLES OF RESILIENCE



A Circles of Resilience support group session

RC piloted the Circles of Resilience (CR) since May 2022. The pilot was part of the charity's renewed commitment to a dedicated, structured peer support framework focused on empowerment. The programme was officially launched on 1 December 2022. To date, we have established 6 CR support groups, where members come together monthly to support one another in leading authentic lives.

The support groups are designed to create tight-knit communities where connection and community are highly valued. Here, the peers are empowered to support and uplift one another, encouraging camaraderie among peers.

A crucial aspect of creating a safe space & environment is consistency. As such, peers are all assigned to a circle comprising a consistent roster of members to provide familiarity, encouraging vulnerable conversations where peers can share their experiences and insights.

The sessions are held in person to reinforce everyone's commitment to recovery; members uphold a committee agreement to be accountable and show up for each other. Additionally, face-to-face interactions help reinforce the emphasis on creating a safe space where intimate conversations – and the nuances accompanying them – can be experienced in their entirety.

POWER OF PEER SHARINGS

Members of individual Circles of Resilience groups are given the agency to poll each month's mental health topic. Topics covered in the past year include: Managing Boundaries, Unmasking Imposter Syndrome, Communicating our Mental Health Needs, and Building Self-Compassion amongst others.

Snippets of peer sharings from the sessions

“

What makes it **difficult** for me to **communicate my mental health needs**?

”

“I am fearful that speaking up will jeopardise my reputation”

“I felt the need to protect myself from feeling invalid and thus I avoid talking about my feelings even though it is necessary”



“

Write down one action to **communicate your mental health needs** better in future.

”

“Find the courage and seek professional help, so that I can rely less on my friends and family”

“Not listening to my critical inner voice, but to accept and acknowledge that I need support”



WHAT HAPPENS IN A CIRCLE?

Mental Health Check-In

Each session begins with a mental health check-in, where members will share their current mental state. For example, members can share that they are either struggling or doing well. This encourages an open, friendly discussion with one another about their mental health before the session begins proper.



Personalised Character Goal Cards

Mental Health Goal Cards

Our goal cards, designed by one of our peers, encourages everyone to take ownership of their recovery journeys by setting their goals into tangible & actionable steps. Peers are actively encouraged to share their progress during CR sessions to foster a sense of accountability in their recovery.

Bonding Sessions

The CR support & community goes beyond the walls of our meeting rooms too! Bonding sessions are an opportunity for peers to socialise and form friendships beyond their assigned circles. Peers are able to plan these activities themselves. Past activities have ranged from art walks, to group volunteering sessions for other causes.



'CR Gives Back' Bonding Session

IN CONVERSATION WITH HUI LI



Hui Li is actively involved in the Circles of Resilience as a trained facilitator and member. She has also been supporting young adults on their recovery journeys!

As a facilitator, what impact did you feel you brought in supporting others?

Being a facilitator has allowed me to better understand and show compassion towards others. By showing up, I can provide a safe space for them to feel accepted and process their feelings.



What made you want to step up & become a Circles of Resilience Facilitator?

I see myself as able to hold space for peers through authentic sharings and that where everyone can grow together as a group.

Being a facilitator has allowed me to give back to Resilience Collective who has supported me on my mental health journey. I would like to step up and offer a helping hand and listening ear for peers for might be going through similar or difficult situations.

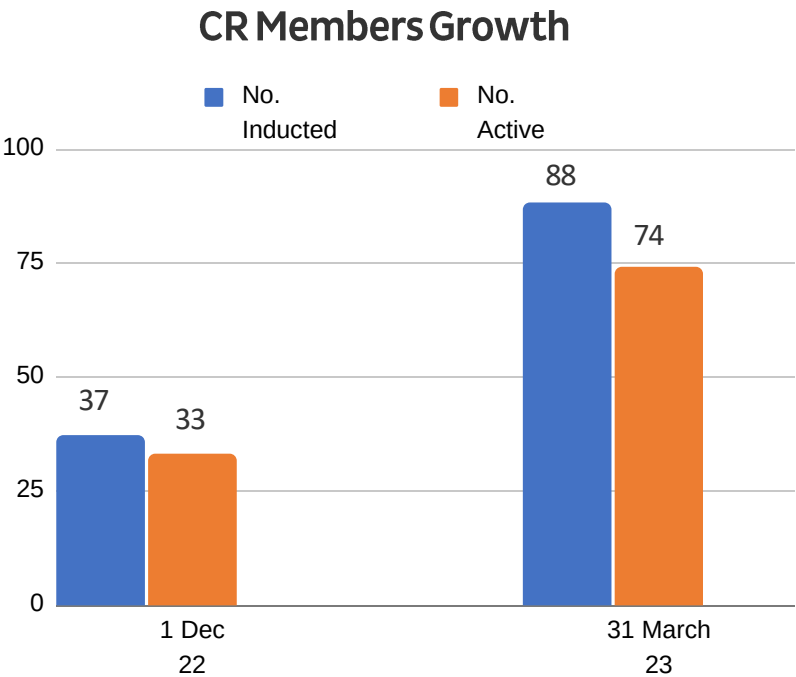
IMPACT OF CIRCLES OF RESILIENCE

Piloting the Circles of Resilience

Circles of Resilience (CR) was piloted from 17 May 2022 to 1 December 2022. During this period, we inducted 37 Circles of Resilience members, of which **89%** (33 members) remained active after six months.

Growing & Scalability of the Circles

In a span of three months, we continued with outreach efforts, and this resulted in a **138%** growth in members being inducted*. Of these mentioned 88 members, 84% (74 members) of them remained active at the end of March 2023.



Our CRs also invites peers to be visitors where they can experience being part of a peer support group, before committing to become a member. One in two visitors* choose to become a CR member after three sessions, leading to a **50% conversion rate**.

Across 10 months, through four info-sessions and eight induction sessions, we **doubled** the number of CR groups to six, now comprising of more than 74 active young adults receiving peer support.

**Induction: Persons in recovery who decides to become a CR member are onboarded into the peer support group.*

**Visitor: Persons in recovery who are allowed to attend a maximum of 3 sessions of the CR.*

COPING THROUGH EDUCATION & CONVERSATIONS



BUILDING RESILIENCE IN RECOVERY



***Hiral Sanghrajka** contributes actively and has benefited from such workshops. She is also active in the Circles of Resilience where she continues to support persons in recovery.*

How was your experience when attending the programme?

I attended the Wellness Planning workshop under Resilience Education, and the experience was fantastic. I met like-minded people, and we collectively felt a sense of belonging when sharing our personal anecdotes in our recovery journey.

What motivated you to join the programme?

I wanted to learn more about wellness planning, and how to integrate it as part of my self-soothing ritual.

What was your most meaningful takeaway?

The Wellness Planning workshop has an activity called 'The Permission Pledge', and it was the most meaningful takeaway for me. It's a good positive reinforcement, and I refer to it time to time; especially whenever I'm feeling anxious or stressed!

How participating in the Resilience Education workshop supported your recovery?

I've learnt how to process my emotions better and validate my feelings. Also, I'm now more aware of the resources I have around me that I can tap on to cope during difficult situations.

RESILIENCE EDUCATION

The programme consists of workshops — co-produced by peers, for peers — and other professionals such as clinical professionals and youth leaders.

Each workshop focuses on equipping peers with relevant coping strategies, using relevant theoretical frameworks to guide the activities. The result is an engaging and educational curriculum that supports peers through the different stages of their recovery journey.

Managing Self-Stigma Co-Production Session

Community members and other mental health professionals were engaged in this co-production session to develop and produce the workshop content.

"The community allowed me to learn and also provided a safe space for me to voice my views," Xin Yang, one of the participants, noted. She further elaborated that it reflected in the thoughtful and enjoyable discussions between the peers and invited professionals.

Here's what our peers had to say about the co-production experience!

"It's great to be surrounded by like-minded people working towards the same aim" – Aishah

"Come try it out! It's always worth taking on something new, and you might learn about yourself too!" – Justin



Co-Production members enjoying the process during the planning session

RESILIENCE EDUCATION

Managing Self-Stigma Workshop

The resulting Managing Self-Stigma Workshop provided a space for self-reflection for participants. One participant shared, **"I should try to challenge my self-stigmatising thoughts and validate my reframed thoughts,"** reflecting the workshop's objectives.

Participants openly expressed their experiences with self-stigma amongst each other; the interactions enabled them to socialise, develop and practice practical coping strategies in real-time.



(Left) Participants sharing their insights on the whiteboard



(Right) Group discussions during the workshop

See how our young adults have learned to manage self-stigma in recovery!

"I am able to recognise self-stigmatising thoughts, learning about self-awareness, and interacting with peers who have shared similar experiences." – Rafiqah

"I found ways to anchor negative thoughts we might have and how to find support to challenge self-stigma" – Tricia

RESILIENCE EDUCATION

Wellness Planning Workshop

In the wellness planning workshops, participants were encouraged to connect with their peers, with facilitators present to kickstart meaningful conversations.

Our community member Hiral shared that she still looks back on this segment whenever she's stressed or anxious, noting its impact on her. Since the workshop, she has learned to **process her emotions more effectively**, to be more **self-compassionate**, and to be much more **aware of the various mental health resources** available. The workshop and the meaningful connections built through it inspired confidence in Hiral and her peers, with participants learning first-hand the importance of prioritising their mental wellness.



(Left) Participants discussing their thoughts & experiences (Right) A participant filling out a worksheet

See how our young adults have benefited from planning for their own wellness!

"I am able to design a cohesive wellness plan. Interacting and connecting with others is meaningful and it improves my mental health"
- Nursyazwani

"I learned different coping mechanisms on how to cope with mental health challenges"
- Jeremy

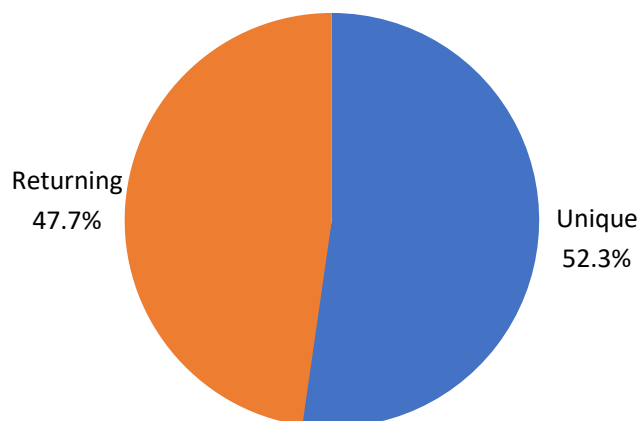
RESILIENCE EDUCATION IMPACT

Educating and building resilience for young adults

To cater to the diverse mental health needs of young adults, we revamped our workshops' curriculum through feedback from our community and co-production efforts.

During this period, our three workshops that were co-produced by peers and professionals saw a turnout of 88 participants. Approximately half of participants were **new (48%)** and had never attended a Resilience Education (RE) workshop before while **52% were returning participants**.

RE Participants as of 31 March 2023



"I joined the Managing Self Stigma Co-Production sessions to be involved in the mental health scene. Being autistic with a history of anxiety, I can relate to self-stigma firsthand. I've also gained skills and knowledge to identify signs of self-stigma and practice emotional first aid."

— Justin Lai, RC Community Member

HUMAN LIBRARY EXPERIENCE

Everyone has a story to tell — that's the core driving philosophy behind the Human Library Experience. Within our Human Library, each peer — also known as 'Human Books' — is provided the platform to introspect and reflect on their mental health journeys and the value of finding support through fellow peers, all within the confines of a safe space.

The Value of Lived Experiences at the Beyond The Label Festival

Our Beyond the Label Festival event was one of many opportunities for peers to share their experiences. The featured Human Books were community members Xiu Wen and Bernadette. They stepped up to inspire others by sharing their stories of recovery and resilience.

The shared stories sparked crucial conversations surrounding mental health stigma, with each sharing session followed by a short conversation with their Readers. Such interactions are crucial, as they provide readers access to honest and authentic conversations, normalising conversations surrounding mental health.

Amy Kang, a Reader, shared, ***"I like listening to human books as it really helps to evoke more discussions on mental health-related topics. Hopefully, it will reduce social stigma on mental health in our society"***.



Community members participating actively during the Human Library Experience at the Beyond The Label Festival

IN CONVERSATION WITH XIU WEN

*As a young adult who actively volunteers with Resilience Collective, **Xiu Wen** shares her thoughts on the impact of volunteering as a Human Book and the value of coming forward to share during the Human Library Experience (HLE).*



What made you decide to be a Human Book and share your recovery journey?

I was not comfortable sharing about my mental health journey to others. After participating in the Human Library sessions, I gained better understanding that sharing your mental health journey do not necessarily mean that you would be exposing your vulnerability to others. It can be an empowering experience for books and readers by encouraging authenticity and sharing unique perspectives from one's mental health journey.

How does sharing your lived experience help you in your recovery?

During the HLE, I gained new opportunities to challenge outdated notions of my mental health recovery through open discussions with the readers. I realised that there will always be room for improvement in my understanding of living with mental health conditions despite my decade long experience.

What do you hope to achieve by being a Human Book?

As a Human Book, I hope that I can help others to realise that there are no prescribed expectations that one must adhere when coping with their mental health. Everyone is free to chart their journey in ways that are suitable to their life circumstances and personal values.



HUMAN LIBRARY EXPERIENCE IMPACT

Breaking down mental health stigma through lived experiences

During this period, 11 sessions of HLE saw a total of **231 participants** learn about mental health challenges directly through the lived experiences of RC's peers. These included sessions conducted at corporate settings and Institute of Higher Learnings (IHLs) such as DBS Singapore, Yale-NUS College, Deutsche Bank, and Nanyang Technological University (NTU).

Across 12 months, RC has trained a total of 14 Human Books from our RC community and 11 Librarians.

We are thankful for the continued support and collaborative efforts by workplaces in prioritising employees' mental health and providing a platform for our peers to develop ownership over their lived experiences.

Here's the impact of the Human Library Experience!



*"The Human Library Experience shines a light on the hidden such that there can be healing and from there, growth. **Such conversations are very important steps for us all to understand mental health better for ourselves and for those in our midst.**"*

— Ethan Pang, Director, NTU University Wellbeing Office

*"I would really recommend organisations to host the Human Library Experience, as it really brings the topic much closer to home. **And it makes us realise that we are not alone in our struggles, and it's okay to share and support each other.**"*

— Akash Mohapatra, Managing Director and Associate General Counsel, Deutsche Bank AG, Asia Pacific Head Office



HOW TO COMMUNICATE WITH US

How to Communicate With Us Panel Dialogue with NUS Staff and Peer Supporters

Our **How to Communicate with Us** panels complement the Human Library Experience, focusing the discussions on effective ways to support and communicate with peers about their mental health.

Between April 2022 and March 2023, we saw another successful run of the 'How to Communicate with Us' panel dialogue session at the National University of Singapore (NUS). The panel audience consisted of NUS staff, peer supporters, and Resilience Collective community members at the Duke-NUS Medical School.

The sharing session encouraged open and transparent conversations surrounding mental health while highlighting the impact of peer support for those struggling mentally.

Between April 2022 and March 2023, the panel sessions at NUS saw **215 participants** across 13 sessions.



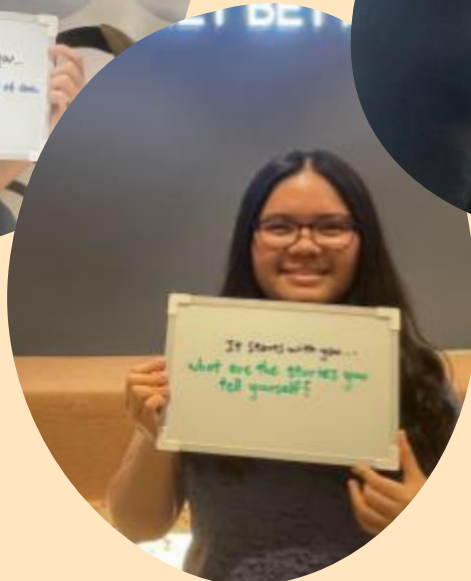
How to Communicate With Us panel dialogue with RC community member and NUS staff



*“The panel sharings by RC has been integrated as a core component within the NUS peer supporter training programme. Many of the participants shared that the panel sharings were powerful and insightful and gave impactful perspectives from their lived experiences. **They were also helpful in destigmatising mental health at the workplace.**”*

— Katherine Koh, Associate Director & Team Lead, Programme Management Team, NUS Health and Wellbeing

EMPOWERING OUR COMMUNITY



HELPING OTHERS, HELPING MYSELF



Debra Low actively volunteers her time with the Resilience Collective community where she has taken part in co-production opportunities and advocated for mental health through the different initiatives.

Why do you choose to volunteer with Resilience Collective?

RC is organised, receptive to ideas, and the team was very genuine. During one of the sharing sessions, one of the staff checked on my well-being to see if I was alright to continue. Things like this do matter, and these were one of the many things that showed that they walk the talk on mental health wellness. There is also diversity in the participants coming from all walks of life. This allows a broader perspective and an open sharing in a safe environment.

What have you learnt from your experience as a volunteer?

I started off wanting to help others, but little did I know I was helping myself too. There comes a time where we enter different stages in life, and we crave to do more to seek purpose, and that led me to look inward. I grew to cultivate better self-awareness, learned how to hold space for others and be open to receiving different perspectives.

What motivates you to keep volunteering as a community member?

In Singapore, we are just starting to tackle mental health stigma. Our mindset is still rooted to believe that being vulnerable is a weakness, and sharing vulnerabilities is a big no-no. Volunteering enables me to be open about my mental health journey and convert this weakness to a strength.

COMMUNITY LEADERSHIP TRAINING

Seven peers from RC's community stepped forward as peer facilitators, and were equipped through RC's Facilitators Training to conduct group sessions across various programmes like Circles of Resilience, Induction, Resilience Education.

As of end March 2023, we have successfully trained **11 facilitators** and will continue to train more peers as we collectively build a peer-driven community.

Here are some thoughts about the training session from our two newly trained facilitators:



Tasneem & Pei Rong (left of image) during the Community Leadership Training workshop

"Through the training, I have learnt how to trust myself, and at the same time, trust the group that I am facilitating."

—Tasneem

"The training was good and meaningful; I was able to see the growth in myself and other members!" — Pei Rong

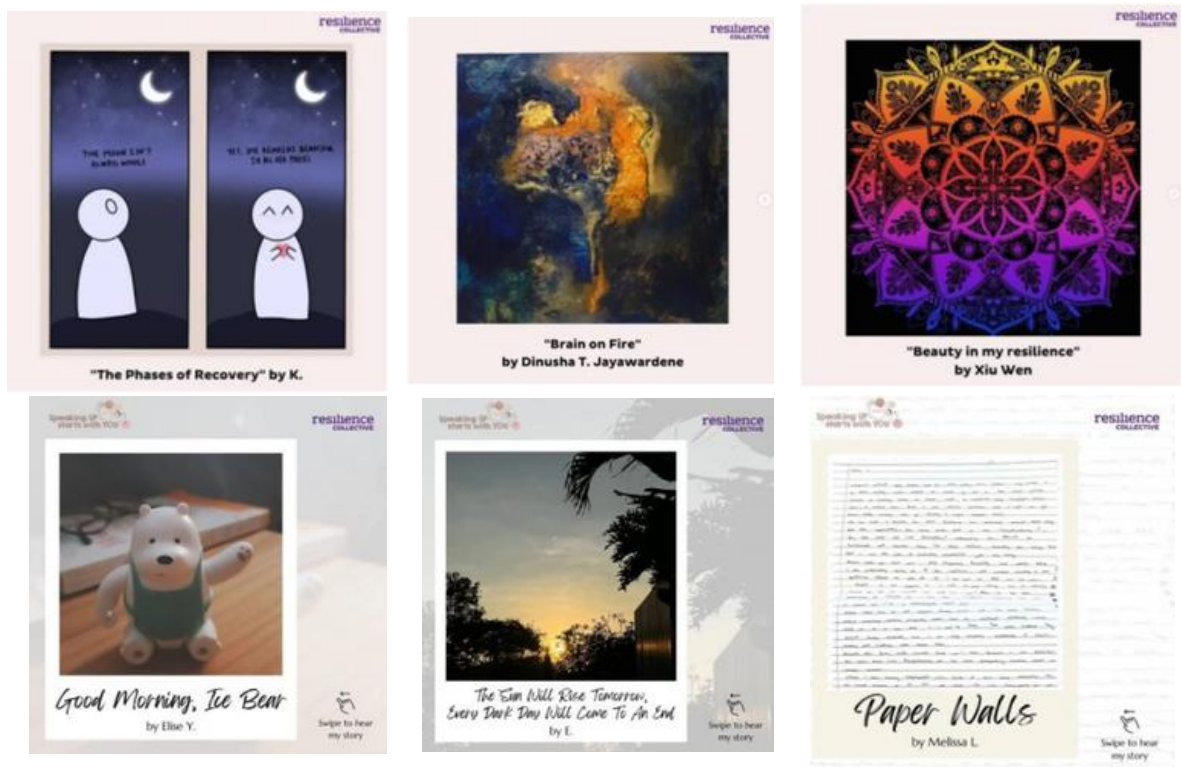


The first batch of facilitators from the Community Leadership Training workshop

'IT STARTS WITH YOU' MENTAL HEALTH RESOURCE

"It Starts With You" documents the authentic reflections of peers in their mental health recovery journey. The submissions from our peers come in various mediums — illustrations, photographs and videos — providing a visual representation of their journeys, a testament to their courage and resilience in openly sharing their stories.

The campaign is part of ongoing efforts where community members are continually encouraged to contribute and grow this community-driven repository of experiences.



A selection of submissions from the "It Starts With You" mental health resource

The community-driven content fosters a sense of comfort and support among peers; the transparent and vulnerable stories rally the community together in a safe digital environment.

[Click to access the resource](#)



‘IT STARTS WITH YOU’ FUNDRAISING DINNER



Our first fundraising dinner was met with fanfare, with inspiring discussions driven by our community members and guests. This year's theme was "It Starts With You", with insights shared by our special guest, Mr J.Y. Pillay, and community members Desmond, Tasneem and Velda.

Mr J. Y. Pillay shared the makings of a good leader and mental health awareness in Singapore with Chairman Mr Hsieh Fu Hua. Our community members shared their thoughts on Singapore's mental health landscape and contributions to the Resilience Collective community while interacting with guests during the lively sharing session.

We would also like to thank The Teng Company for creating a lively atmosphere with their performance featuring renditions from the Music for Mindfulness Project.



The fundraising dinner raised a net value of **\$450,000**, and we are grateful for our supporters, donors and community members who contributed to the success of this event.

Top: Chairman Mr. Hsieh Fu Hua & special guest Mr. J. Y. Pillay

Middle: The Teng Company

Bottom: Resilience Collective members involved in the fundraiser

IN CONVERSATION WITH JUNKO OTA



Junko Ota's passion to create impact in the mental health space encouraged her to volunteer with Resilience Collective. During her study break at UCLA where she is a Psychology major and Asian American Studies minor, she travelled from the United States to Singapore to gain new perspectives!

How did you find out about Resilience Collective?

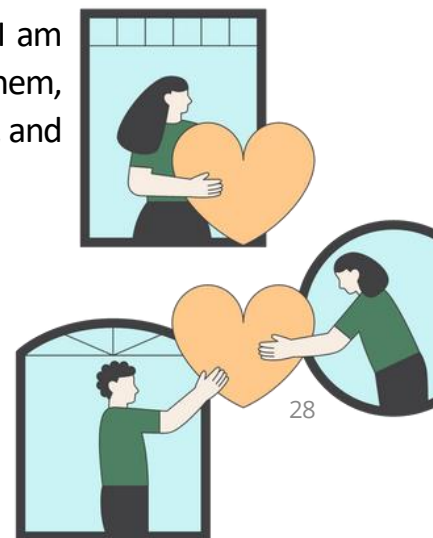
In high school, I volunteered at various non-profit organisations aimed at normalising mental health conversations. Soon, I chanced upon RC, and their values and goals aligned with mine, and I wanted to be involved in building a strong support system and help destigmatise mental health.

What was your most memorable experience?

It was when I was a librarian for the Human Library Experience. Seeing such an initiative being held in a corporate setting showed me RC's impact. I was greatly inspired by the amount of effort put into this initiative and how it paid off. I felt very valued during my time here, and I also learnt what a healthy work environment is like.

Why should people volunteer with Resilience Collective?

RC is an incredibly safe space that cultivates personal growth. I am extremely grateful to the team for allowing me to learn from them, and more about myself. I loved every second of my time with RC, and definitely recommend volunteering with them!



CREATING IMPACT IN THE COMMUNITY

Cross Your Ts by The Colour Fool, a collaboration with RC Community Members



The Colour Fool (far right) with RC community members (image credit: Velda Wong)

We're proud to share the efforts of our community members who further advocate against mental health stigma in their niche areas of interest. 'Cross Your Ts' by the Colour Fool featured two of our community members, Stefanie and Amos, who are also Beyond the Label ambassadors.

The song's name, 'Cross your Ts' references Obsessive-Compulsive Disorder, with its lyrics exploring the many facets of mental health, such as schizophrenia, anxiety, mania and depression. The Colour Fool said, "The song aims to destigmatise mental illness and speaks about the importance of community when it comes to mental well-being. I hope it encourages people seeking help and reminds us to support our struggling loved ones."

The music video was supported by Resilience Collective and Binjaitree. The music video is available on [YouTube](#). It is also available on music streaming platforms such as Spotify, iTunes and Amazon.

CREATING IMPACT IN THE COMMUNITY

Supporting the Mental Health Film Festival Singapore Outreach Efforts



Left: RC at the Mental Health Film Festival with Dr Jade Kua, Director, Mental Health Film Festival and Dr Wan Rizal



Right: Dr Wan Rizal leaving a word of encouragement at the Mental Health Film Festival

We are grateful for the continued support from the team behind the Mental Health Film Festival Singapore. They have continued to provide an avenue for people to learn about the nuances of mental health through films, panel conversations and workshops.

Dr Wan Rizal, a Member of Parliament, also attended the event to lend his support. He participated in a mental health check-in at our booth, a feature of our peer support group programme, the Circles of Resilience. Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development, was also in attendance.

BUILDING A NETWORK OF SUPPORT

Mental Health Awareness at NTU Mind Matters 2023



Participants sharing the value of a Human Library Experience

Four community members from our Circles of Resilience took part in the Ask Me Anything (AMA) where NTU students could ask any mental health related questions through RC's Instagram story.

A total of 29 questions were answered in a day. The AMA was insightful, highlighting key mental health concerns and questions. Several questions sought advice on topics such as seeking help or identifying deteriorating mental health.

Right: Circles of Resilience AMA with NTU

Our Human Books, Justin and Bernadette bravely shared their lived experiences and inspired the readers through their authenticity and vulnerability.

Here's what the student participants felt:

"Sharing your thoughts and feelings is the hardest, but the most important step."

"I resonated with the stories told, and felt that we don't need to be harsh on ourselves for having a tough day."



BUILDING A NETWORK OF SUPPORT

Partnering with DMK in breaking down barriers to reduce mental health stigma

DMK is a local retail brand specialising in women's shoes and bags. In proud support of their continuous commitment to mental health and wellness, we collaborated on a joint marketing effort that emphasised the importance of prioritising one's mental well-being and how persons in recovery continue to be empowered through the sharing of their mental health lived experiences.

As part of International Women's Month, Bernadette, our community member, shared with DMK how she practised self-care and compassion to prioritise her well-being.

Her lived experiences with depression and ADHD serve as her strength — she actively advocates the belief that with the right support and resources, anyone with a mental health condition can thrive.

We want to thank our community partners for their support and effort towards creating a compassionate and inclusive space for persons in recovery.



A post in collaboration with DMK, featuring RC community member, Bernadette

BEING INVOLVED AND GIVING BACK

“This can also be a strength” – 25-year-old trainee lawyer opens up about her ADHD and depression

Bernadette Loh, a community member and Circles of Resilience member opened up about her ADHD and depression in a feature by [AsiaOne](#). She emphasised how mental health conditions, such as ADHD and depression, can and do manifest differently in different people, and that these people can have varied triggers and experiences. As for her ADHD, it manifested in the form of hyperfixation.

But her conditions were never really seen as a massive obstacle she had to overcome to achieve her childhood dream of becoming a lawyer. Instead, “This is something that can also be a strength,” giving us the example of how her hyper-fixation tendencies have helped her to focus better and how having gone through rough moments growing up has helped her empathise with her clients better.



Bernadette Low relaxing at the book store on her off day.

This has encouraged Bernadette to open up about her mental health and her journey, even speaking up about it at work, though she has expressed that it can be quite challenging, especially when the work environment and its perception of mental health is a bit more “traditional”. She has found a workaround though, gently giving her insights and opinions in casual workplace conversations kindly and politely.

Her advocacy for mental health has continued to expand to build the community where she actively supports young adults in recovery.

CORPORATE GOVERNANCE

For the Financial Year ended
31 March 2023

At Resilience Collective, we continue to uphold strict compliance with all necessary regulations, even as we continue to make RC a dedicated and safe space for peers in their recovery journey.

As at 31 March 2023, the Board of Directors at Resilience Collective comprised 9 Directors. The Board met 3 times between 1 April 2022 and 31 March 2023.

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 FY22/23*

Position	Name, Key Directorships & Appointments	Attendance at Board Meeting in FY22/23
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	3/3
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	2/3
Board Member	Ms Goh Shuet-Li Director, La-Putri Pte Ltd	3/3
Board Member	Ms Goh Swee Chen Chairman, Nanyang Technological University	2/3
Board Member	Ms Tina Hung Senior Consultant, National Council of Social Service	3/3
Board Member	Ms Hayley Sharratt Financial Management and Real Estate Professional	2/3

Resilience Collective (RC) Board Committees for FY22/23

There are now 3 board committees:

1. Executive Committee

The purpose of the Executive Committee (EXCO) is to support the Board of Directors by providing direction and guidance to management on strategy, operational plans, policies and procedures, compliance matters pertaining to government instruments, laws and regulations, and the prioritisation and allocation of resources.

Chairman

Ms Tina Hung

Member

AP Chua Hong Choon

2. 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 2023.

Chairman

Dr Fidah Alsagoff

Member

Ms Jennifer Fan

3. Finance Resource Committee

The Finance Resource 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

Ms Goh Shuet-Li

Policies

Resilience Collective has developed the following Policies to provide guidance to the Charity:

- **Governing Board's Duties, Responsibilities & Code of Conduct**
- **Conflict of Interest Policy**
- **Whistle-Blowing Policy**
- **Finance Policy**
- **PDPA Policy**
- **Risk Management Policy**
- **Staff Handbook**
- **Communications Policy**
- **Data Governance Policy**
- **ESG Policy**
- **Fundraising Policy**
- **Investment Policy**
- **Volunteer Management Policy**
- **Anti-Money Laundering & Counter Terrorism Financing Policy**

GOVERNANCE EVALUATION CHECKLIST

For the Financial Year ended
31 March 2023

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 staff¹ appointments? (skip items 2 and 3 if “No”)		No	
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		Not Applicable
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

S/N	Code guideline	Code	Response (select whichever)	Explanation (if Code guideline is not followed)
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	
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")			
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
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	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	
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	Complied	
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")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Yes	
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		Not Applicable
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")		No	
25	No governing board member is involved in setting his own remuneration.	2.2		Not Applicable

S/N	Code guideline	Code	Response (select whichever)	Explanation (if Code guideline is not applicable)
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		Not Applicable
	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	
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	
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.



Mr Nicholas Lee
Executive Director
31 August 2023