



Resilience Collective

ANNUAL REPORT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020



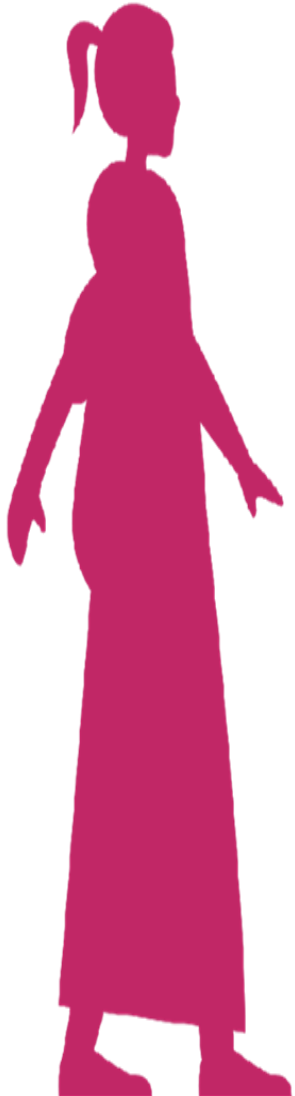
“RC is a collective. We are only whole with the support of donors, partners, friends, volunteers and peers.”

The Board and team at Resilience Collective (RC) would like to give our heartfelt gratitude to the Agency for Integrated Care and National Council of Social Service for their unwavering support for our programmes, our funding needs and for bringing forth opportunities for collaborations and community engagement. Not forgetting too, the Institute of Mental Health for the professional advice and invaluable contributions during our co-production sessions.

To our volunteers, thank you for your selfless commitment and tireless efforts in supporting our programmes and initiatives.

But most of all, we would like to thank our peers for their acts of courage and immeasurable efforts towards our cause. By stepping forward in your own unique ways, you give purpose to our existence. Your stories of recovery and resilience have and will continue to inspire and empower.

#PowerofWE

A white silhouette of a woman with a ponytail, wearing a long, flowing dress, standing on the left side of the image against a white background.

resilience COLLECTIVE

Resilience Collective is a mental health charity, IPC and member organisation of NCSS. We were co-founded in 2018 by BinjaiTree, Caregivers Alliance Limited and Ms Chan Chia Lin.

A peer-powered platform, we place strong value on a peer's knowledge from the lived experience of a mental health condition and the benefits of peer support towards the betterment of mental health and anti-stigmatisation.

Through co-production, we harness the shared wisdom and perspectives of persons with the lived experience of mental health conditions and those with professional expertise, to create new approaches to mental health solutions.



2 July 2018
Incorporated as a
Company Limited by Guarantee

31 October 2018
Registered as a Charity under
Charities Act (Chapter 37)

1 August 2018
Full member of the
National Council of Social Service

21 October 2019
Accorded Institution of a
Public Character status



resilience COLLECTIVE

VISION

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

MISSION

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

To lead the peer support movement in Singapore.

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

Our core values shape the Resilience Collective culture.

They help give purpose, improve team cohesion, and create a sense of commitment to our vision and mission.

They remind us of our promise to our stakeholders to add value to what we do.



INTEGRITY

WE act with honesty and authenticity and we practice responsibility and accountability in all our actions



RESPECT

WE practice open-mindedness, humility, and mutual respect



EMPATHY

WE use the diversity of our lived experience to support others and foster hope



POTENTIAL

WE believe in recovery and support every individual's strengths and potential to learn and grow



UNITY

WE work in harmony by collaborating as a team and as a community in building connections and co-producing solutions

At Resilience Collective, we strongly advocate the PowerofWE.

Through leveraging positive synergies between individuals with different perspectives, experiences, and expertise, we are poised to create sustainable mental health solutions which are co-produced and holistic.



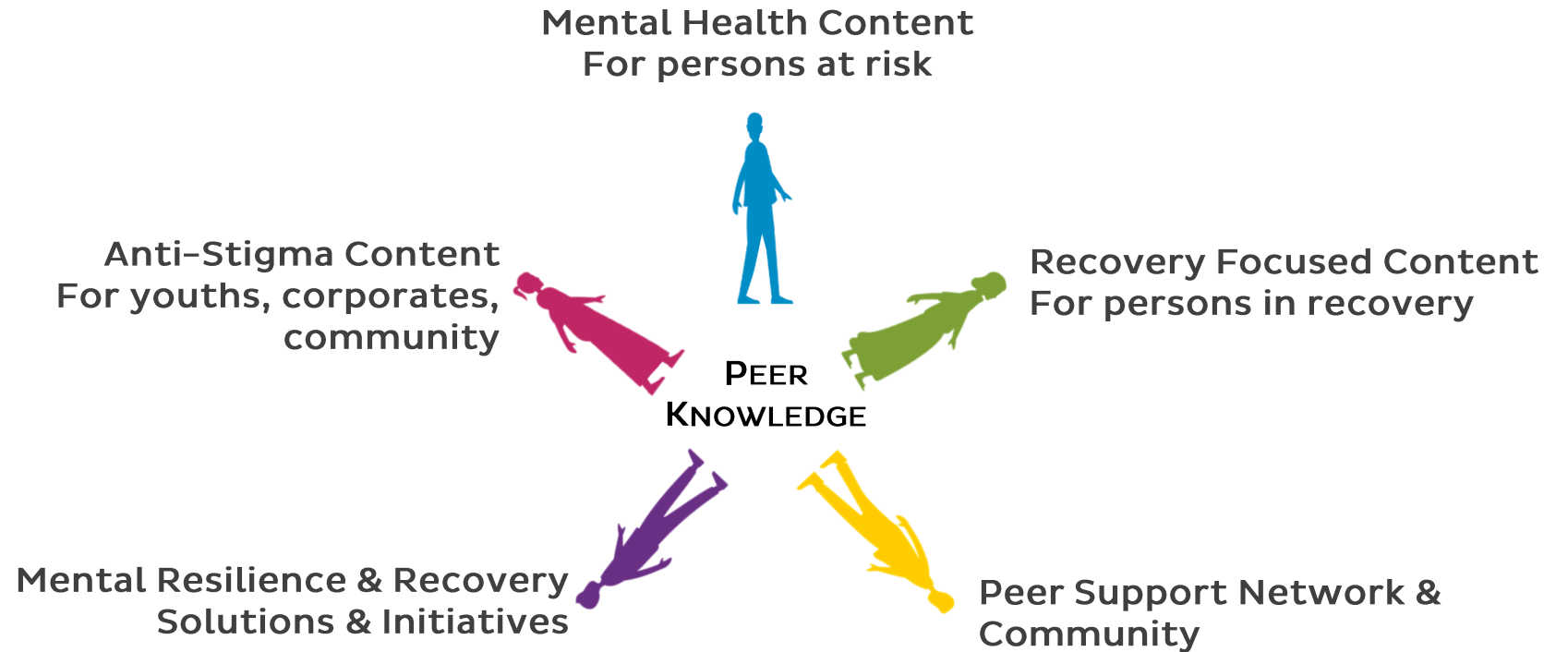
By harnessing and applying lived experience, we **CO-PRODUCE** personal and sustainable solutions for mental wellness, together with professionals and community



Peers are unique and equal **PARTNERS** in delivering ideas and being a support for a peer's recovery journey



The lived experience is not a burden, but an asset. It is a resource of unique and invaluable knowledge which we call, **PEER KNOWLEDGE**



We harness knowledge from the lived experience of a mental health condition for peer recovery and support initiatives, and community-focused outreach.

“Mental illness carries a stigma in our society. A person who has mental illness is seen as someone who is weak. I can't say that I didn't use to have this way of thinking, especially before my own personal experience of therapy and caregiving. What I have learnt is that life exerts its pressures on all of us and this puts a lot of strain on our mental health.”

Chairman's Message

In 2011, I signed up for psychotherapy at the Institute of Mental Health (IMH). I wanted to understand first hand, the dynamics at play for a person, under treatment for a mental health condition. Because, at an earlier stage of their lives, my children suffered from depression.

The one and a half years of regular sessions at IMH gave me new perspectives that primed me for my efforts in mental health at Caregivers Alliance (CAL). CAL was established to provide support and training for caregivers of persons with a mental health condition. Through the work CAL does and the ensuing conversations, it surfaced that voices of persons with the lived experience of a mental health condition were not heard when solutioning for mental health. This lack of a peer voice led to the birth of Resilience Collective (RC), in collaboration with CAL and Ms Chan Chia Lin.

RC represents a shift from traditional clinical support to an inclusive approach which integrates the first hand perspectives of peers. A shift where the lived experience of a peer is valued as a unique resource of knowledge, where peer support is recognised for its positive impact on both the giving and receiving ends, and where peers are seen as equal partners in co-producing mental health approaches and solutions.

RC and CAL are cornerstones of the effort to bring sustained contributions for the improvement of mental health by BinjaiTree, which I founded. Both are synergistic and natural progressions in the mental health sphere. Mental health is not just about clinical care. It needs the whole of society to come together to provide holistic care and support.

My hope is for RC to make a sustainable impact. In this regard, the efforts of our team at RC led by Shuet-Li are invaluable and much appreciated.

As a young charity, RC has a big vision to create an inclusive society where peers are empowered to build resilience in themselves and others, acting as beacons of hope. The seeds sowed have only just begun to sprout, but I am, and continue to be encouraged by what has and will be achieved.

Hsieh Fu Hua
Chairman

“Fundamental to our work is to recognise the unique value in the lived experience of our peers. And who better to share lessons learnt from these experiences than those who have themselves journeyed through them.”

Message from our Executive Director

It was just over a year ago, on 8 June 2019, that we held our inaugural public outreach event.

With just 2 full-time employees and a borrowed windowless room for an office, we were very much a fledgling organisation, but one with great ambitions and aspirations.

Our message then, as it still is today, is that we pride ourselves as an organisation which is peer-driven and peer-led, with a focus on our community of persons in recovery from mental health conditions.

Fundamental to our work is to recognise the unique value in the lived experience of our peers. And who better to share lessons learnt from these experiences than those who have themselves journeyed through them.

Supporting the Recovery Journey

Guided deliberately by co-production principles, the relevance and value of peer knowledge was brought to the fore in the context of Resilience Collective's (RC) signature Recovery Education programme, a series of six educational workshops - Exploring Recovery, Managing Anxiety, Wellness Planning, Art of Friendship, Managing Self-Stigma and My Story, Our Journey. To date, the program has run a full cycle, with some workshop titles having run multiple times.

After 42 co-production sessions which saw the creation of content that reflects contributions from peers, professionals, and community, RC held 12 workshops under the programme, engaging over 130 participants.

“Throw away the bad experience, but save the lesson”

- Frank Sonnerburg

My Story, Our Journey – Anti-Stigma Advocacy

My Story, Our Journey - the workshop which guides peers on how to share their stories safely - extended itself into standalone human library events. A Library of Unspoken Stories was held at the Singapore Management University (SMU) and then at Temasek Shophouse. Condensed versions were held separately at Nanyang Technological University (NTU), CAL Caregivers Conference, CPA Australia's "Fiesta! International Accountants Day 2019", and the Beyond The Label Fest 2019.

More than 270 readers were engaged by the inspiring stories of our 26 human books. As the stories of recovery and resilience unfolded, the “me too” conversations started to take place. Peers realised they were not alone in their journey, and that there is hope for everyone.

“...peer knowledge...is a unique resource that can be tapped into for the development of preventive measures, to help maintain good mental health and to develop resilience, in the general community and for those at-risk.”

RC's outreach extended into the community, by way of presentations at corporate offices and other organisations. The sharing of peers' first hand experiences is integrated into RC's presentations, thereby lending an authentic dimension to the RC engagement.

Participants received practical and first hand narratives of how mental health related strategies and learnings can be applied, a more holistic approach to the topic of mental health.

Photostory – Recovery Through the Lens

RC's sharing of stories of recovery and resilience has developed further, into the form of *Photostory - Darkness to Light*.

Peers and volunteer photographer professionals have worked together, through Zoom, through circuit-breaker and into Phase 2, to craft stories through the medium of photography supported by narratives, and a mini-video series. We are very excited by the coming microsite to host this project, scheduled to launch in early November 2020.

Peer support and recovery-based activities can and has brought empowerment, enabling peers to not just survive but to thrive.

Adapting to the COVID Pandemic

When the COVID pandemic hit, multiple planned events and schedules were all but aborted. We scrambled, but we adapted. The Recovery Education workshops transitioned onto digital platforms, as has some of our community outreach work.

Zoom is now our default work platform, as are webinars, supported by Padlet and other digital tools.

Circuit-breaker amplified the need to make peer support accessible despite social distancing. Hence, we adapted our peer support platforms digitally, launching 2 versions – Virtual Coffee and Circle of WE. They quickly evolved into a safe space for sharing, fostering support and connectedness for more than 50 peers over close to 150 cumulative engagements. Over and above providing social and emotional support, and allowing peers to share stories and coping strategies, the peer support sessions allowed some participants to step forward to co-facilitate.

Extending our Reach to the At-Risk

Peers are deemed a vulnerable segment of the community, especially in these challenging times. Thankfully, many have in fact fared reasonably well. Peers have proven their resilience as they apply coping strategies and techniques learnt as part of their recovery process. This highlights again, the value of the peer knowledge. It is a unique resource that can be tapped into for the development of preventive measures, to help maintain good mental health and to develop resilience, in the general community and for those at-risk. This lays the foundation for RC's purpose.

As the pandemic runs its course and we adapt to the new way of living and working, mental health related incidents are on an uptrend.

“We are grateful that RC has provided the platform for our work in the mental health space. But, this could not have happened without our peers stepping forward.”

The importance of mental health is relevant not just to those in recovery, but increasingly so to persons at risk and by extension, the general community.

Two groups in particular, are currently in our purview – youths, and the working community. We hope to work towards establishing more safe spaces for them, so that conversations on their mental health can be had.

With more normalised conversations, we can raise mental health literacy and reduce the stigma which prevents these conversations.

Work is already in progress to enhance and develop further the scope of RC’s Recovery Education programme, explore more impactful peer support initiatives, bring peers’ perspectives into RC’s community work, and to empower peers and their voice.

Power of WE

We are now a team of 6 full-time staff, supported by about 50 regular volunteers. Our modest numbers belie the passion and commitment of each of these individuals.

Our community, particularly, our peers, through their dedication, strength, bravery and resilience are the heart and engine of RC. Their efforts and work are the clearest evidence of peer empowerment.

So on behalf of my team at RC, we would like to extend our sincerest thanks and gratitude to our peers. We are grateful that RC has provided the platform for our work in the mental health space.

But, this could not have happened without our peers stepping forward.

We look forward to more wonderful things happening in the year ahead. **#PowerofWE**

Goh Shuet-Li
Executive Director



Highlights Of The Year

During the year, we launched several initiatives across the three strategic pillars which guide our programmes and outreach.

1. Recovery Education
2. Peer Support
3. Community Engagement

Activities such as workshops, events, and talks were held, either directly by Resilience Collective or in collaboration with partners.

RECOVERY EDUCATION

Recovery Education is a series of modular workshops largely for peers with the lived experience of a mental health condition. The curriculum was co-produced with peers and other professionals, with each module focused on supporting the peer through the various stages of the recovery journey. Our workshops are led by peer facilitators with Peer Support Specialists from Resilience Collective.



Exploring Recovery

Workshop which explores the initial steps toward a peer's unique and personal journey of recovery

Workshops held on: 25 May 2019 & 21 Mar 2020



Managing Anxiety

A holistic workshop that touches on important knowledge and skills to better understand anxiety and how to manage it for the long term

Workshop held on: 7 Dec 2019



Managing Self-Stigma

Self-stigma can occur when a person internalises the myths, stereotypes and prejudices society has about mental illness. Our workshop hopes to tackle this by boosting understanding and empowering participants to address self-stigma.

Workshop held on: 30 Nov 2019



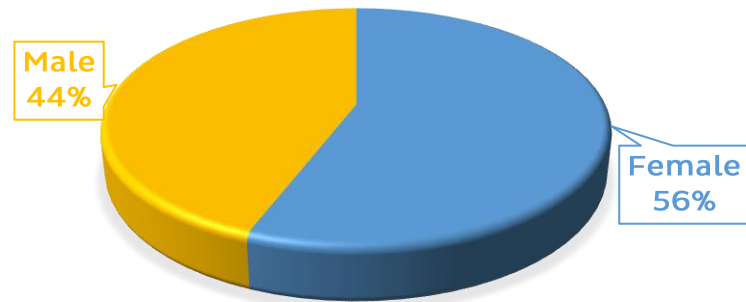
My Story, Our Journey

A hands-on, skills-based workshop where peers learn to shape their lived experience in a compelling way and frame their personal recovery journey to empower others and transform lives.

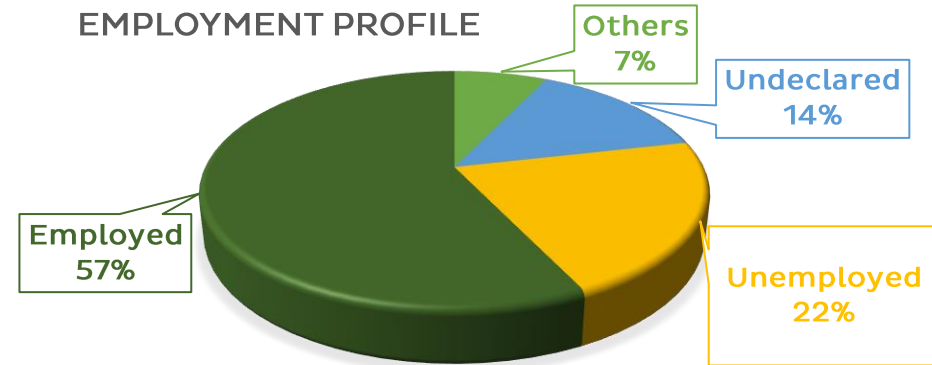
Workshops held on: 25 May 2019 & 1 Jun 2019

Programme Updates – Recovery Education

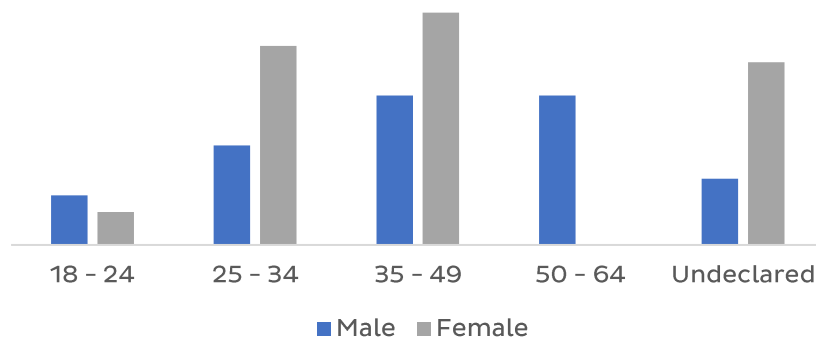
PARTICIPANTS BY GENDER



EMPLOYMENT PROFILE



AGE GROUP BREAKDOWN BY GENDER



WORKSHOP EFFECTIVENESS

Based on 70 feedback responses

- 88% agreed that they could apply what they learnt in the workshop to help their recovery
- 89% said they would recommend the workshop to others

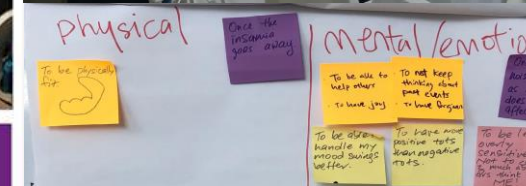
Data as at 31 March 2020 . Data is based on unique count of 66 participants. Total attendance count is 86, including repeat participants



My Story, Our Journey workshop



Exploring Recovery workshop



Managing Self-Stigma workshop



Managing Anxiety workshop



I attended this workshop to help and understand others and wanted to help them come out of it. It really helped me to do the same.

It has strengthened my belief that persons in recovery have experiences that are incredibly valuable; and that far from making people weaker, having an experience with mental health gives people very unique perspectives that come through saliently.

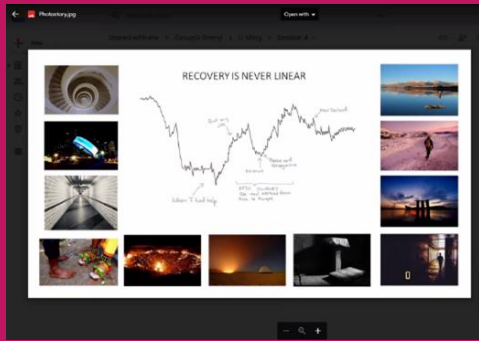
I am more certain of what my version of recovery is.

Very close-knit and warm environment. Comfortable to speak freely. Precious opportunity to share without being afraid!

I have a plan to fall back on but most importantly to not beat myself up if I make mistakes

That I am not alone with feeling self-stigmatism

I value the honesty and open sharing of the personal shared stories of the peer support group. It uplifted me and I'd recall the important words of affirmation



Photostory

- Peer stories of recovery and resilience will bring hope to other peers to step forward and seek help.
- Reaffirms relevance of a peer's knowledge of coping strategies and resilience building to the general community.
- Visual exhibition, together with sound and video series will take viewers through the experience of peers' journeys of recovery and resilience building.

PEER SUPPORT

We launched our first peer support initiative, Photostory on 24 Mar 2020 with the objectives of self-healing through reflection, self-expression and sharing using photography and narratives. Through the experience, we hope peers are encouraged to become advocates by sharing their journeys of recovery and resilience. With Covid-19 restrictions, an online exhibition is now targeted for Nov 2020, and a physical exhibition for Jan 2021.

A LIBRARY OF UNSPOKEN STORIES (Unspoken Stories)

A key community outreach and advocacy initiative, Unspoken Stories offers a unique, honest and up-close experience with our Human Books, as they bare their pages for readers, sharing innermost thoughts about their journeys of mental health recovery, self-empowerment and resilience building.

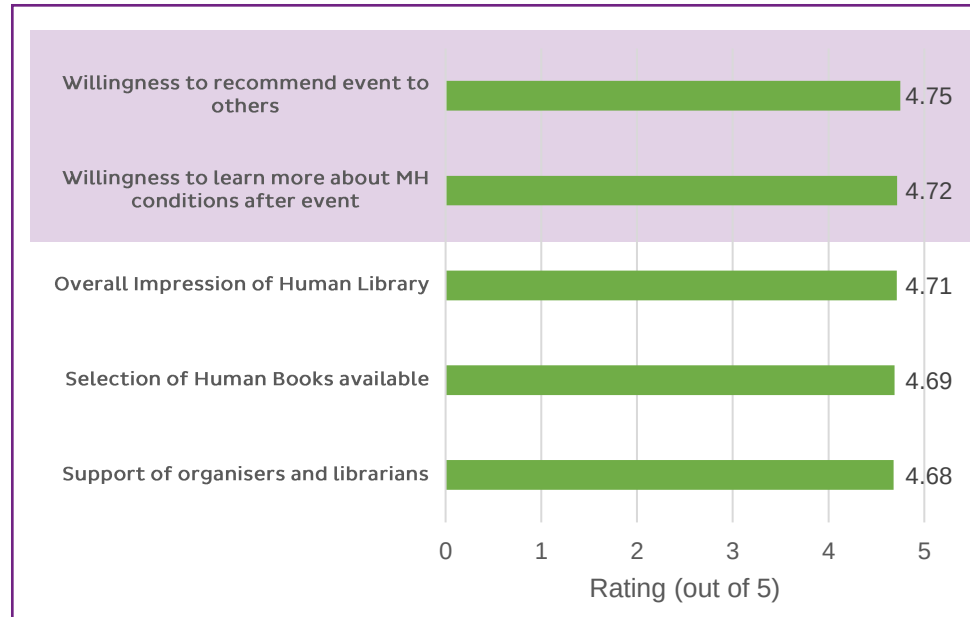
Unspoken Stories has proven to be cathartic for both peers and readers, empowering them as advocates, opening them to new perspectives and providing hope for those among us who might be facing a mental health situation in the shadows. The Unspoken Stories 2019 series was made possible by the Tote Board Mental Health Public Education Grant and is in support of NCSS's Beyond The Label Movement.



MY STORY, OUR JOURNEY – A LIBRARY OF UNSPOKEN STORIES

This cornerstone initiative has effectively raised the value of peer knowledge and is a yardstick for true and open conversations between peers and society. It is also proven to be a positive step towards anti-stigmatism.

“It was definitely an eye-opening experience and has changed my perceptions. Thank you to all the books for your courage to be vulnerable and share your stories. I’m sure you have inspired countless today, me included! Thank you so much! Press on with hope!”



Note: Statistics are based on 104 evaluation responses from readers who attended the SMU & Temasek Shophouse Unspoken Stories events

Readers' Evaluation Of Unspoken Stories Experience

After the event, 95% of readers had improved or sustained affective attitudes¹ towards persons with mental health conditions

After the event, 59% of readers had reduced negative perceptions² of persons with mental health conditions

¹ Measured pre-post improvement in the following:

“...I would be willing to continue a relationship with a friend who develops a mental health issue”

² Measured pre-post improvement in at least one of the following:

“I feel that one of the main causes of mental health issues is a lack of self-discipline and willpower”

“I feel that people with mental health issues should not be given any responsibility”;

“I would not be willing to work with a person with a mental health issue”

MY STORY, OUR JOURNEY – A LIBRARY OF UNSPOKEN STORIES

Readers enjoyed the experience and felt it was a much needed platform for peer stories to be heard and for raising mental health literacy.

"I'm very thankful to be able to hear from so many brave individuals today. I truly admire your courage in stepping out. It means a lot to us (readers) and for society to progress as a whole. Thank you."

"Mak's story was unusually powerful and insightful. I learned more from him than any clinical text."

"Thanks for standing up and helping others by your sharing"

"Opening up new perspectives on mental wellbeing to the next level – awesome!"

"Really meaningful initiative! Kudos to the volunteer books!"

"Please organise more frequently! People need to hear and interact with these stories."

"I'm so amazed by all the books and staff and volunteers of RC!! Please continue your good work!"

"Wonderful event. Very much needed. Bring it to the heartlands."

"You are all so brave! Thank you for sharing and giving hope to others."

"Your bravery moves and astonishes me – keep going. Thank you for sharing."

"Thank you for helping me see that there is hope in recovery for my loved one."

"I almost cried. Thanks for opening my eyes by telling me that getting over a mental illness is possible."

MY STORY, OUR JOURNEY – A LIBRARY OF UNSPOKEN STORIES

It was an uplifting experience for our human books.

75%

said being involved as a Book helped to increase their feelings of self-acceptance

66%

said the experience helped to reduce self-stigma or perceived prejudices about themselves

“Being a ‘book’, I’m privileged to be given this opportunity to share on my recovery journey. Mental illness is not a taboo, people can shut their doors on me. As long as I don’t shut the door on myself and keep going, I will definitely see light at the end of the tunnel. Thank you, people who have supported me, and RC!”

“Allowed me to see what its like to feel accepted by people despite my illness.”

“That I was able to advocate for hope & recovery, as well as to help others learn something on mental wellness & illness.”

“I am more confident in presenting my lived experience in front of the general public. The more I spoke about it, the more I appreciate how I have overcome challenges presented in my life journey.”

“Thank you, Resilience Collective for creating this platform for us to share our stories. Let’s create an inclusive society!”



COMMUNITY AND US

Between Apr 2019 and Mar 2020, RC

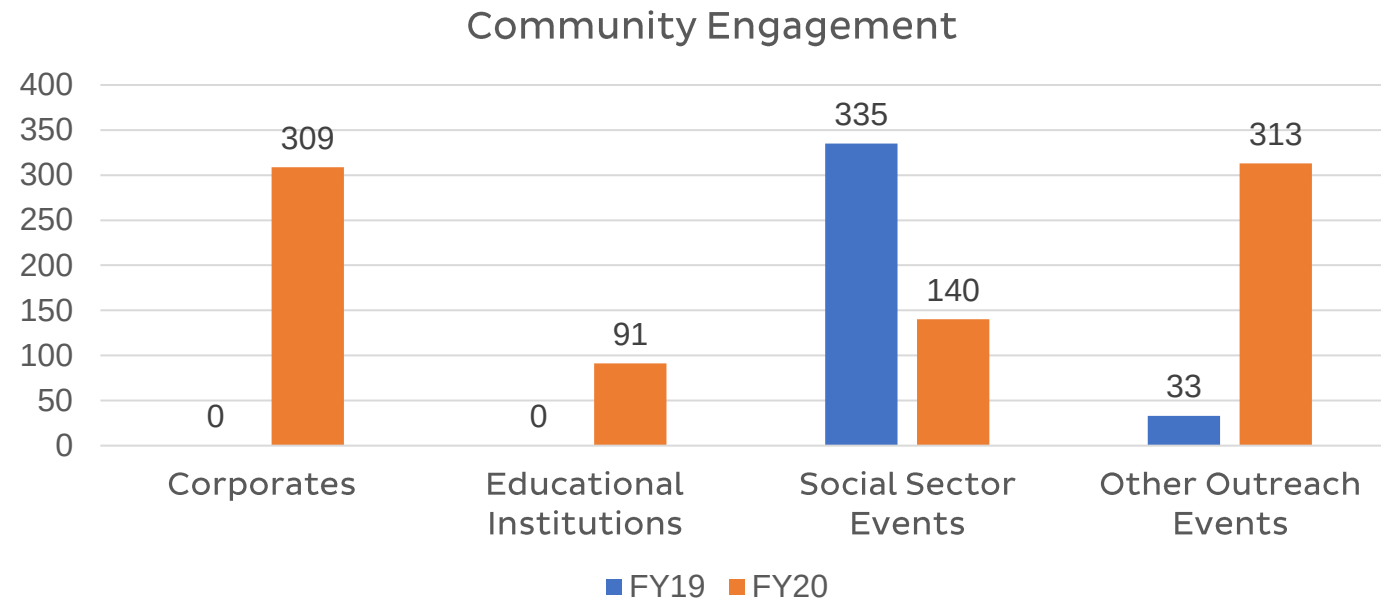
- Held 21 activities
- Had more than 800 individual engagement opportunities
- Engaged Corporates including Deutsche Bank, CPA Australia, PwC, and MOE
- Engaged Educational institutions including SUSS and NTU
- Had social sector engagements including Beyond The Label Fest, CAL Caregivers Conference, and Together Against Stigma Conference

COMMUNITY OUTREACH

Education plays a big part in helping to create shared spaces and a common understanding to reduce the stigma surrounding mental health.

As a peer-powered platform, we place strong value on a peer's knowledge from the lived experience of a mental health condition, and the benefits it has as a unique knowledge resource for conversations with the community and public.

Our community engagement initiatives aim to facilitate a holistic understanding of important wellness and recovery topics.





CORPORATES

	Event / Workshop / Talk	Date
1.	“Sleep Talk” for Deutsche Bank ORQ	16 Apr 2019
2.	“Sleep Talk” for Deutsche Bank ORQ	25 Apr 2019
3.	“Sleep Talk” for Deutsche Bank MBC	21 May 2019
4.	Human Library Booth at CPA Australia Event (Fiesta! International Accountants Day 2019)	6 Sep 2019
5.	AIC-MGP Mental Health Talk (MOE)	13 Sep2019
6.	Deutsche Bank Mental Health Talk	10 Oct 2019
7.	PwC Mental Health Talk	5 Dec 2019

SOCIAL SECTOR EVENTS

	Event / Workshop / Talk	Date
1.	#NoFilter Talk on Burn Out	31 Jul 2019
2.	MSOJ at CAL Caregivers Conference	7 Sep 2019
3.	CAL Caregivers Conference Outreach Booth	7 Sep 2019
4.	Human Library & Outreach Booth @Beyond the Label Fest	28 Sep 2019
5.	Together Against Stigma Conference	3-5 Oct 2019

EDUCATIONAL INSTITUTIONS

	Event / Workshop / Talk	Date
1.	Invited Guest speaker to share on mental health lived experience with SUSS students	Apr 2019
2.	NUS Mental Health Carnival Human Library	24 Oct 2019
3.	NTU GSA Mental Health Talk	18 Nov 2019
4.	NTU Mind Matters Mental Health Week Human Library	4 Feb 2020

OTHER OUTREACH EVENTS

	Event / Workshop / Talk	Date
1.	RC Launch Event	8 Jun 2019
2.	Public Engagement Event for new members	18 Jul 2019
3.	MSOJ Human Library held @ SMU	19 Oct 2019
4.	MSOJ Human Library held @ Temasek Shophouse	16 Nov 2019
5.	CNY Outreach Event	1 Feb 2020

HARNESSING THE LIVED EXPERIENCE

A collaborative, strengths-based approach, co-production is key to the creation and development of both concepts, content and delivery for our initiatives.

Co-production is based on an equal and reciprocal relationship between peers with a lived mental health experience, experts, professionals and others in the community.

CO-PRODUCTION

Through co-production, we harness the shared wisdom and perspectives of peers and those with professional expertise to create new approaches in the commissioning, design, delivery, and evaluation of mental health solutions.

During the year, we held 27 co-production sessions for 8 co-production projects. The co-production sessions saw over 180 direct engagement opportunities between peers and experts, professionals and the community, contributing to the development of the projects.

The 8 co-production projects were:

- Exploring Recovery (Iteration 1)
- Exploring Recovery (Iteration 2)
- My Story, Our Journey
- Managing Anxiety
- Managing Self-Stigma
- Wellness Planning
- Human Library
- Circle of WE





Corporate Governance

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 where everything works towards fulfilling Resilience Collective's vision and mission.

As at 31 March 2020, the Board of Resilience Collective comprised of 10 board members. The Board met 3 times between 1 April 2019 and 31 March 2020 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 FY20*

Position	Name, Key Directorships & Appointments	Attendance at Board Meetings in FY20
Chairman	Mr Hsieh Fu Hua Chairman, Board of Trustees, National University of Singapore; Founder, Binjaitree	3/3
Board Member	Mr Chew Sutat (Stepped down 8 Jan 2020) Executive Vice-President, SGX; Chairman, Caregivers Alliance Limited	1/3
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, Institute of Mental Health (IMH)	2/3
Board Member	Ms Jennifer Fan (Alternate, appointed full Director 8 Jan 2020) Head of Asia, Freemont Capital	2/3
Board Member	Ms Goh Shuet-Li Executive Director, Resilience Collective Ltd	3/3
Board Member	Ms Tina Hung Senior Consultant, National Council of Social Service	2/3
Board Member	Ms Hayley Sharratt Financial Management and Strategic Engagement Professional	2/3
Board Member (Alternate)	Dr Julian Hong Resident Physician, Dr Tan & Partners	2/3

*FY20 refers to the period from 1 April 2019 to 31 March 2020

Resilience Collective (RC) Board Committees for FY20

Audit Committee

In carrying out its functions as specified in its terms of reference, the Audit Committee (AC) reviews the overall scope of the external and internal audit and meets with the RC's independent external auditor to discuss the findings of their audits. The AC reviewed the financial statements of the charity and the auditor's report for the financial year ended 31 March 2020.

Chairman

Dr Fidah Alsagoff

Members

Ms Jennifer Fan (appointed 8 Jan 2020)

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

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.



Governance Evaluation Checklist

For The Financial Year Ended 31 March 2020

Resilience Collective falls under the Intermediate Tier of Guidelines for purposes of the Code of Governance for Charities and Institutions of a Public Character (IPCs).

The Intermediate Tier is applicable to IPCs with gross annual receipts of less than \$500,000.

The Governance Evaluation Checklist covers only the key principles and guidelines in the Code of Governance for Charities and IPCs. The following disclosures have been made public through the Charity Portal.

S/N	Code Guideline	Code ID	Response	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	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
	Conflict of Interest			
7	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	
8	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
	Strategic Planning			
9	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 Volunteer ² Management			
10	The Board approves documented human resource policies for staff.	5.1	Complied	
11	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	
12	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Financial Management and Internal Controls			
13	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	
14	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
15	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
16	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
17	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 18 if "No")		No	
18	The charity has a documented investment policy approved by the Board.	6.4.3		
19	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 20 if "No")		No	
20	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3		

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
	Disclosure and Transparency			
21	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 22 and 23 if “No”)		No	
22	No governing board member is involved in setting his own remuneration.	2.2		
	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u>			
23	The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (skip items 24 and 25 if “No”)		Yes	
24	No staff is involved in setting his own remuneration.	2.2	Complied	
	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>			
25	The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	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.