

Annual Report
2015



caregivers alliance
limited



OUR VISION

To improve the lives of family members and caregivers of persons with mental illness.

OUR MISSION

To empower caregivers through:

- Education
- Outreach
- Support
- Referral
- Advocacy

OUR OBJECTIVES

- To identify and provide training to caregivers about mental illness and the care of their loved ones through quality training and support.
- To identify and develop caregiver leaders who are able to provide training and support to other caregivers.
- To raise awareness and enlighten community members through outreach efforts promoting Caregivers Alliance Limited (CAL) and the services which are available.
- To advocate on behalf of caregivers of persons with mental illness in order to improve the system, remove stigma, ensure system accountability and strengthen our mental health support network.

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CHAIRMAN'S MESSAGE

In the short span of just over 3 years since starting our services, CAL has brought help and hope to many Caregivers for persons in recovery.



CHAIRMAN'S MESSAGE

Caregivers Alliance Limited (CAL) is the result of the tangible and active support of BinjaiTree and her founder Mr Hsieh Fu Hua along with 2 other charities, Caregivers Association for the Mentally Ill and Singapore Anglican Community Services. CAL has been able to achieve the current level of services with the commendable leadership of Dr Sally Thio and her team. In the short span of just over 3 years since starting our services, CAL has brought help and hope to many Caregivers for persons in recovery.

While many of us continue to want to see increasing and improved services in this sector, we need to recognise the many areas that have seen positive change in recent years. I believe this is the result of successful collaboration between government, public and private sector service providers, beneficiaries and their care givers. While CAL is now serving over a thousand clients a year, we acknowledge the demands of the sector are very likely to be many times this current level.

At CAL we are committed to doing more for Caregivers. In order to be relevant, our advocacy must move forward. Many challenges of the past have been addressed through collective engagement, discussion and follow through action.

CHAIRMAN'S MESSAGE

What do I see as possible next steps?

Firstly I would keep working on continuing to grow and develop sector collaboration. All the agencies desire to do more for the sector. Ideally we can increase understanding of the individual roles and plans – to minimise overlapping – but perhaps more importantly to maximise effectiveness in the service delivery. I believe we have a good level of funding from which to grow the support services. We need to apply these funds judiciously and as effectively as possible.

Secondly we need to be able to communicate effectively. Public awareness has improved – but becoming an increasingly inclusive society in issues of mental health issues will continue to be a work in progress. Many more employers are willing to provide opportunity but will need support to play their role more helpfully.

CHAIRMAN'S MESSAGE

Thirdly and I mention this for the Caregiving community. The plea for support has and is being heard. Please take a moment to take a step back and see where these changes in the past 10 years have occurred. Across the Social Service sector, many initiatives have been launched to address gaps whether in personal financial issues or in care options. I believe tangible steps have been taken and I want to encourage every caregiver to avail themselves as much as possible of these care options. I accept that there seems to be so many choices that it may be even confusing. And I acknowledge that it will be never be a one size fits all. CAL will need to be increasingly knowledgeable of what support will be helpful for each individual case.

We need to continue to advocate but to be effective and helpful we need to acknowledge where change has already happened and build upon this for the next level. We also need to appreciate the many partners we have and build relationships and mutual confidence as we engage in this next chapter in support for Caregivers and their loved ones.

ABOUT CAREGIVERS ALLIANCE LIMITED (CAL)

Caregivers Alliance Limited (CAL) is the sole professional non-profit organisation in Singapore dedicated to meeting the needs of families and caregivers of persons with mental illness. CAL was formed in October 2011 but started operations in April 2012 and received IPC status in July 2012. CAL's founding members are Singapore Anglican Community Services, Caregivers Association of the Mentally Ill and BinjaiTree Limited.

CAL has a team of dedicated staff, caregivers and volunteers who together reach out to caregivers to provide services to meet caregivers' needs.

CAL provides three basic services that support the caregivers of persons with mental illness:

- The Caregivers-to-Caregivers Education Programme (C2C): A group training course for caregivers.
- The Caregivers Support Centre (CSC): An outreach centre located at the Institute of Mental Health (IMH).
- Individual Training and Support (ITS): Training and support for individual caregivers in their own home.

BOARD OF DIRECTORS



Chua Tiang
Choon, Keith
Board Chairman



Anita Fam, JP,
BBM, PBM
Director



Benjamin Ng
Heok Seng
Finance Director



Chew Sutat
Director
(wef Dec 2015)



Ching
Hon Siong
Director



Lim Jen Howe
*Chairman of
Audit Committee*



Mary Kwan
*Chairman,
Fundraising and
Communications
Committee*



Dr Swapna
Kamal Verma
*Chairman,
Programmes and
Services Committee*

CAL STAFF



Dr Sally Thio
Executive Director



Jared Goh
*Volunteer /
Admin Manager*



Eunice Quek
Programme Manager



Judy Koh
Programme Manager



Chong Yuhfen
Counsellor



Yin Feng
Counsellor

CAL STAFF



Steven See
*HR / Finance
Executive*



Teri See
*IT/ Communications
Executive*



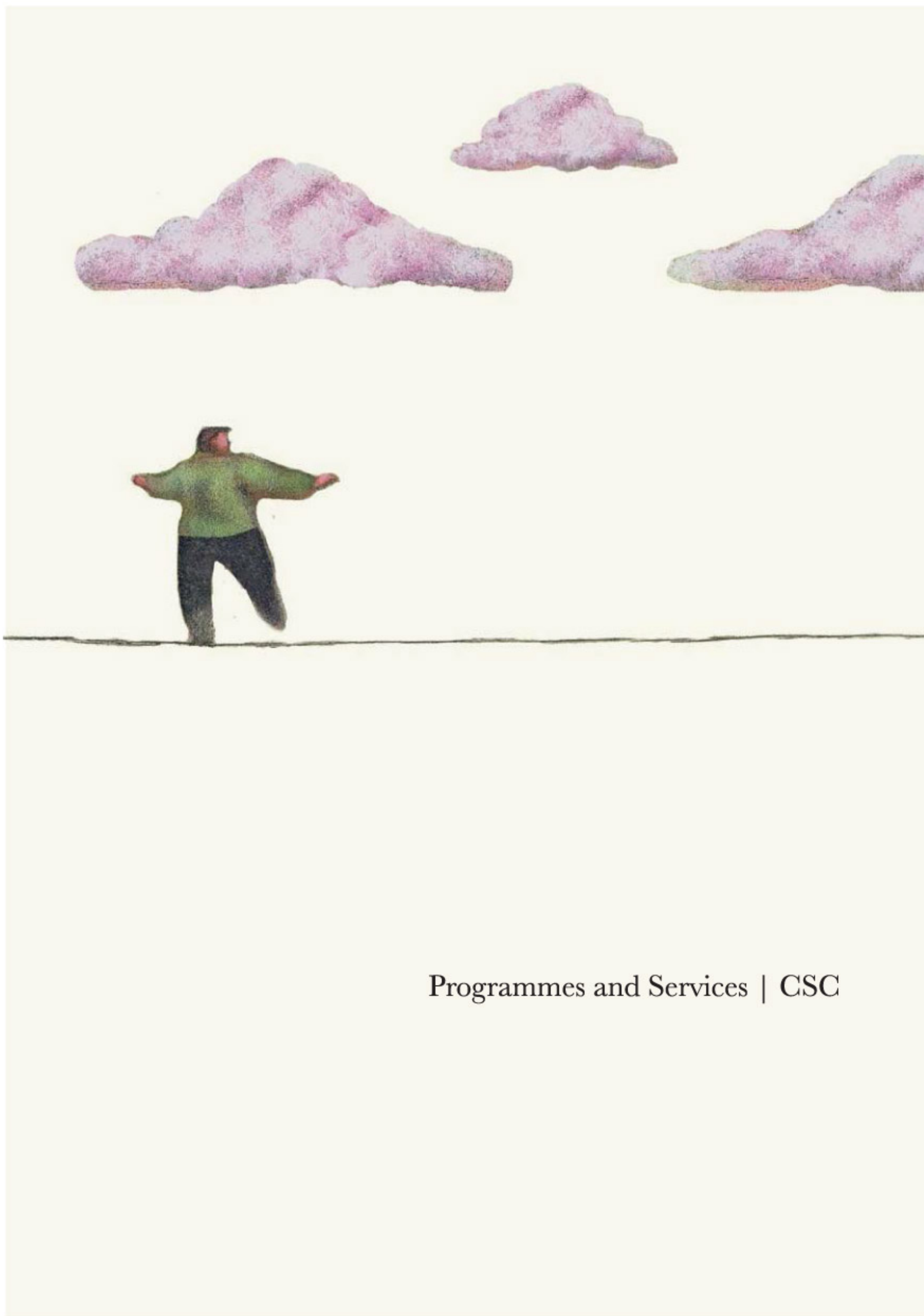
Brenda Koay
Counsellor



Priscilla Shin
Counsellor



Shen Zichao
Caregiver Support



Programmes and Services | CSC

CAREGIVERS SUPPORT CENTRE

Since its inception in December 2013, the Caregivers Support Centre (CSC) has maintained its crucial role as the operations hub of CAL, reaching out to a total of 3,535 persons.

Located in the IMH lobby, the CSC is an outreach station and welcome centre for caregivers to drop by and connect with CAL staff for information and emotional support.

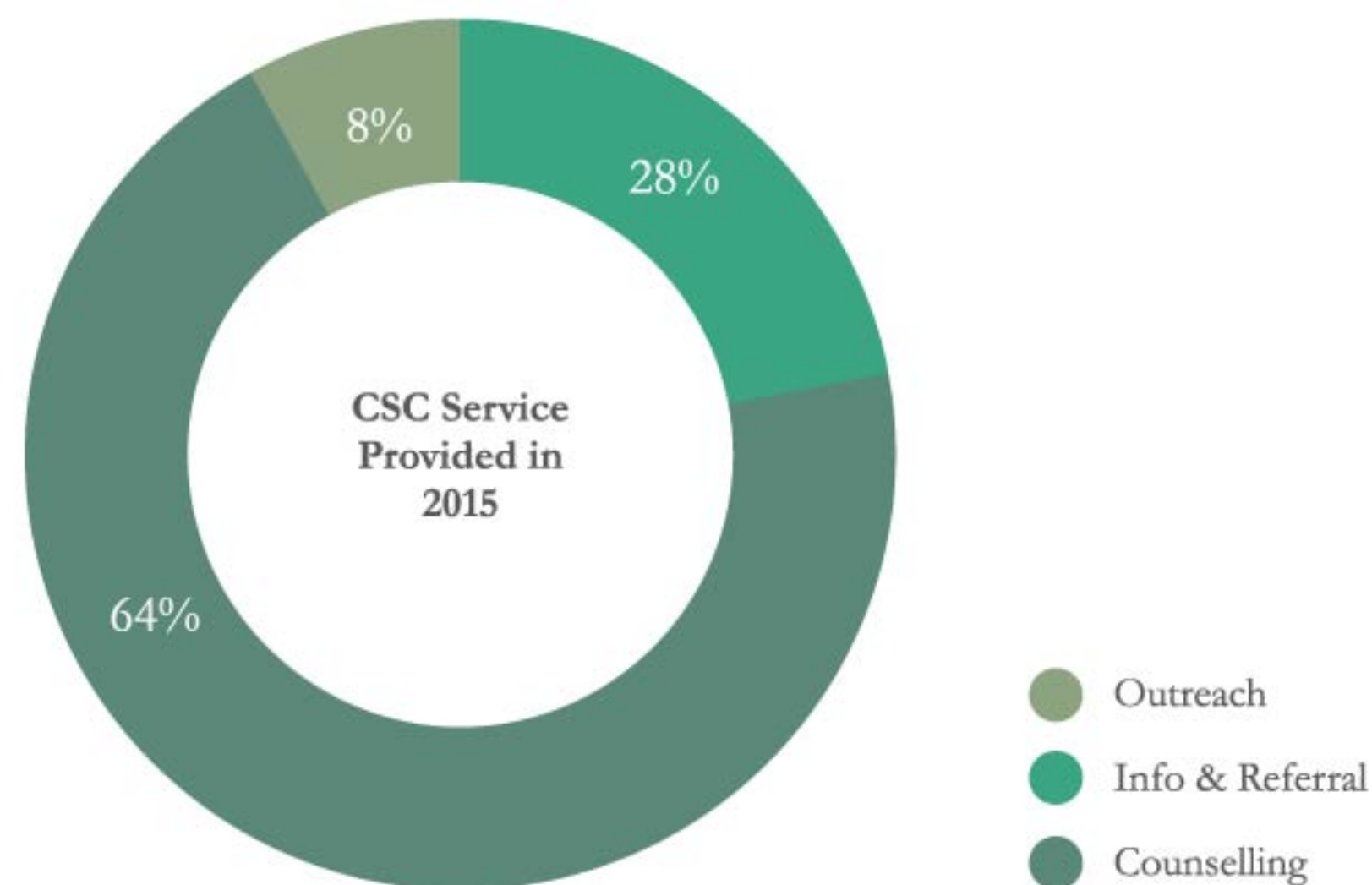
The CSC is serviced by professional counsellors and trained caregiver support specialists (CSS) during office hours. The counsellors and caregiver support specialists reach out to caregivers in the lobby, canteen and clinic B of IMH. Counsellors are also deployed to the Emergency Room to engage with caregivers who may be in distress.



CSC SERVICE PROVISION IN 2015

Engaging the Client in CSC

1. The operational definition of an outreach is when someone who is previously unaware of CAL's services becomes informed due to the efforts of either a CAL staff member or volunteer. This is the first stage of engagement of clients in CSC.
2. Clients may ask for more information pertaining to specific services for themselves or their loved ones. Information is provided and they are then referred to relevant services and/or registered in a CAL programme. Some clients may also request for counselling sessions to help them cope with their emotions and challenges of caregiving.



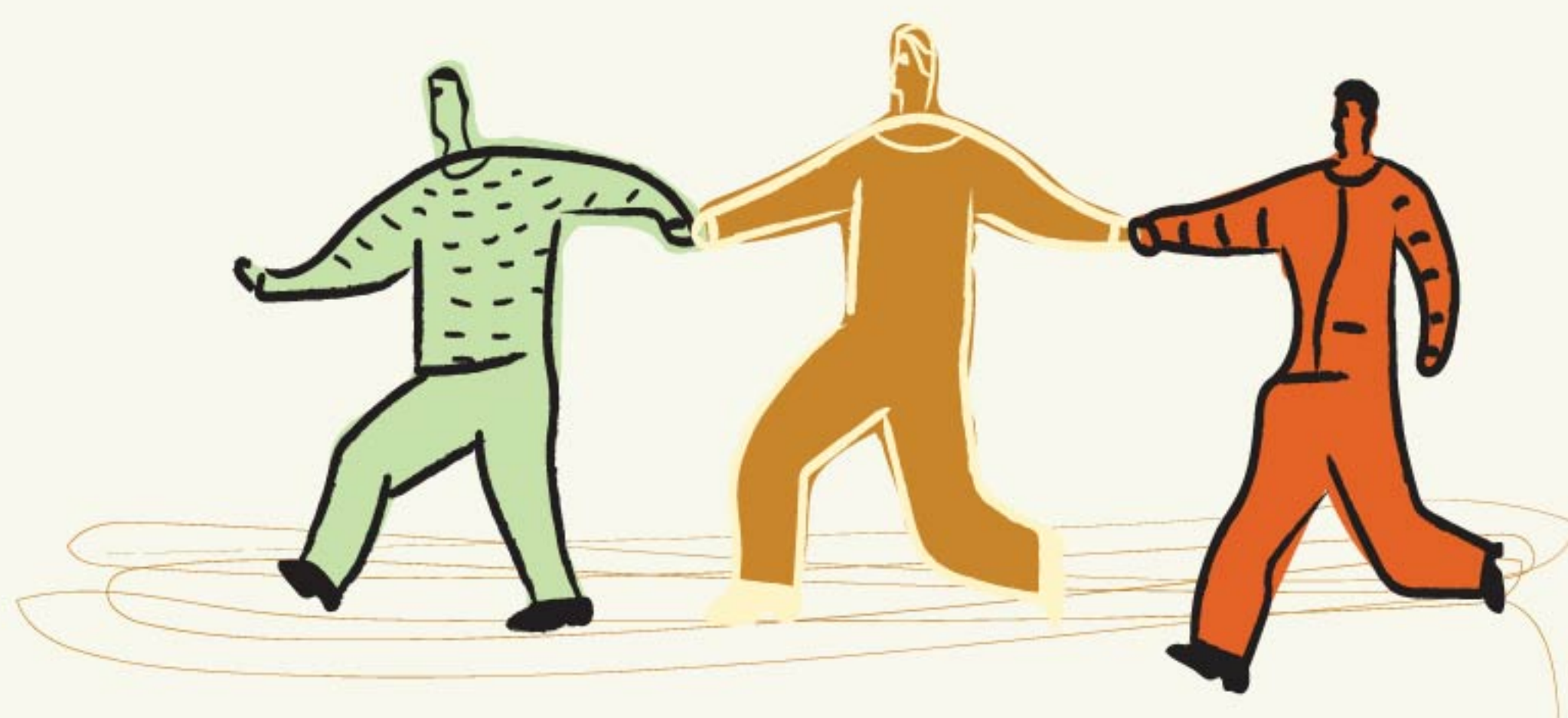
CSC OUTREACH IN 2015

In 2015, CSC reached out to 1,738 caregivers and provided individualised services according to their assessed needs. Also a resource centre, CSC has on hand a variety of brochures on mental health services available to the community.

CSC also provided 1,104 sessions of information and referral services to caregivers in 2015. Counselling sessions were extended to 138 caregivers. Of the 117 clients who provided feedback on the counselling service received, all indicated satisfaction with the service – they felt understood, respected, helped and supported.

CSC Outreach 2015: 1,738





Caregivers-to-Caregivers Education Programme (C2C)

CAREGIVERS-TO-CAREGIVERS EDUCATION PROGRAMME (C2C)

The Caregivers-to-Caregivers (C2C) Education Programme is CAL's flagship programme. Started in 2012, its main objectives are:

- To provide information on mental illness and the process of recovery.
- To empower caregivers to more effectively help their loved ones using knowledge and skills taught through experiential learning.
- To provide a supportive space for caregivers to voice their intense emotions inherent in caregiving.
- To identify and grow the pool of caregiver leaders who are willing to volunteer their services in various capacities with CAL.

Trainers of the C2C programme are caregivers with lived experiences in caring for loved ones with mental health challenges. They are thus able to empathise deeply with participants and share valuable insights to inspire hope.

The content of the C2C programme is shaped to provide a holistic experience which enhances the personal development of the caregiver:

This includes:

Cognitive development where caregivers attain knowledge on mental illness and learn skills to more effectively help their loved ones.

Emotional healing where caregivers realise that they are not alone in this challenging life journey as they mutually receive and give support to each other. They learn to talk about their painful feelings, and in so doing, allow their emotions to heal.

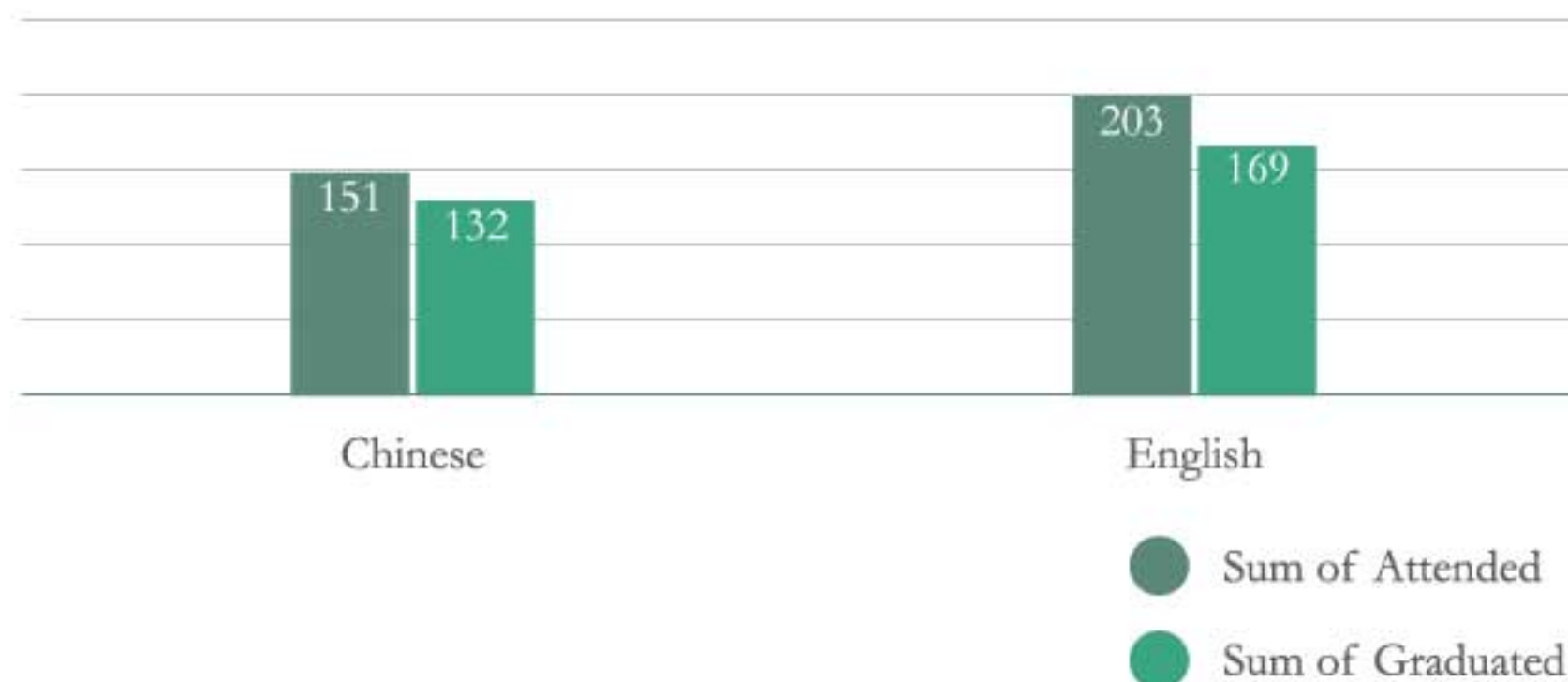
CAREGIVERS-TO-CAREGIVERS EDUCATION PROGRAMME (C2C)

Personal growth where caregivers are able to discover strengths that help them transcend their suffering, to derive meaning and appreciation of a greater purpose in the scheme of things and pattern of their lives. Frequently as a result of a deepening soul search, they feel moved to pay it forward by helping other caregivers.

Venue	English Class	Chinese Class	Attended	Graduated
City Square Mall	3	3	94	79
IMH/HCC	5	4	159	128
Valley Point	4	3	101	94

There were 22 runs of the C2C classes in 2015. 365 caregivers attended 12 English and 10 Chinese classes held in City Square Mall, the Institute of Mental Health, Hougang Care Centre and Valley Point. 87% of attendees in the Chinese classes managed to complete the programme while 83% of those in the English classes did so. There were 62 caregivers who participated in the C2C Modular Classes and another 246 participants benefitted from our 1-day Workshops.

C2C by Language



CAREGIVERS-TO-CAREGIVERS EDUCATION PROGRAMME (C2C)

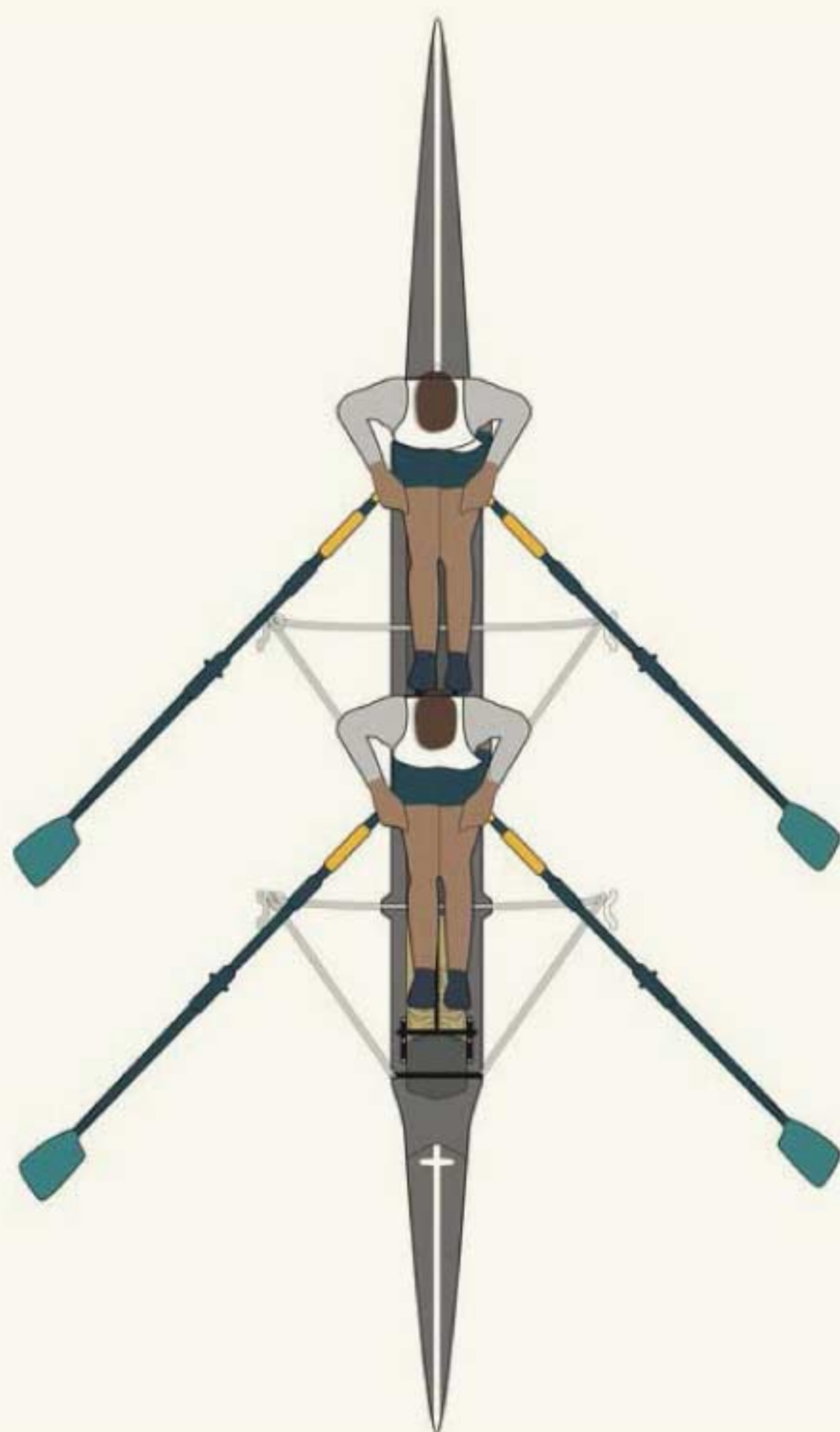
C2C Programme in 2015

Information & referral services provided	1,116
Warm-line calls for support	1,636
No. of caregivers attended	365
No. of caregivers completed	304
Satisfaction Ratings	97%

Caregivers who attend the C2C classes receive a range of integrated services and individualised care. The staff counsellor provides one-to-one sessions for make-up lessons, coaching and counselling. The class Support Leader who is also a caregiver, shows concern for each participant through regular phone calls and messages.

Feedback obtained from the Evaluation Form which measures knowledge and skills attained, coping with caregiving, support received from CAL, improvement in a loved one's condition, trainer effectiveness and course content has been positive. 329 out of 335 caregivers (97%) gave an average rating of 3.5 points for satisfaction (the range being 1 to 5 with 5 being highly satisfied and 1 being highly dissatisfied).





Individual Training and Support (ITS)

OBJECTIVES OF THE INDIVIDUAL TRAINING
AND SUPPORT PROGRAMME (ITS)

To provide
'upstream'
training

To focus on
empowerment and
crisis prevention
with skills training

To reach out
to caregivers
where they are

To provide training
and emotional
support to
caregivers who are
unable to attend
C2C classes

To engage the
community in
caregiving

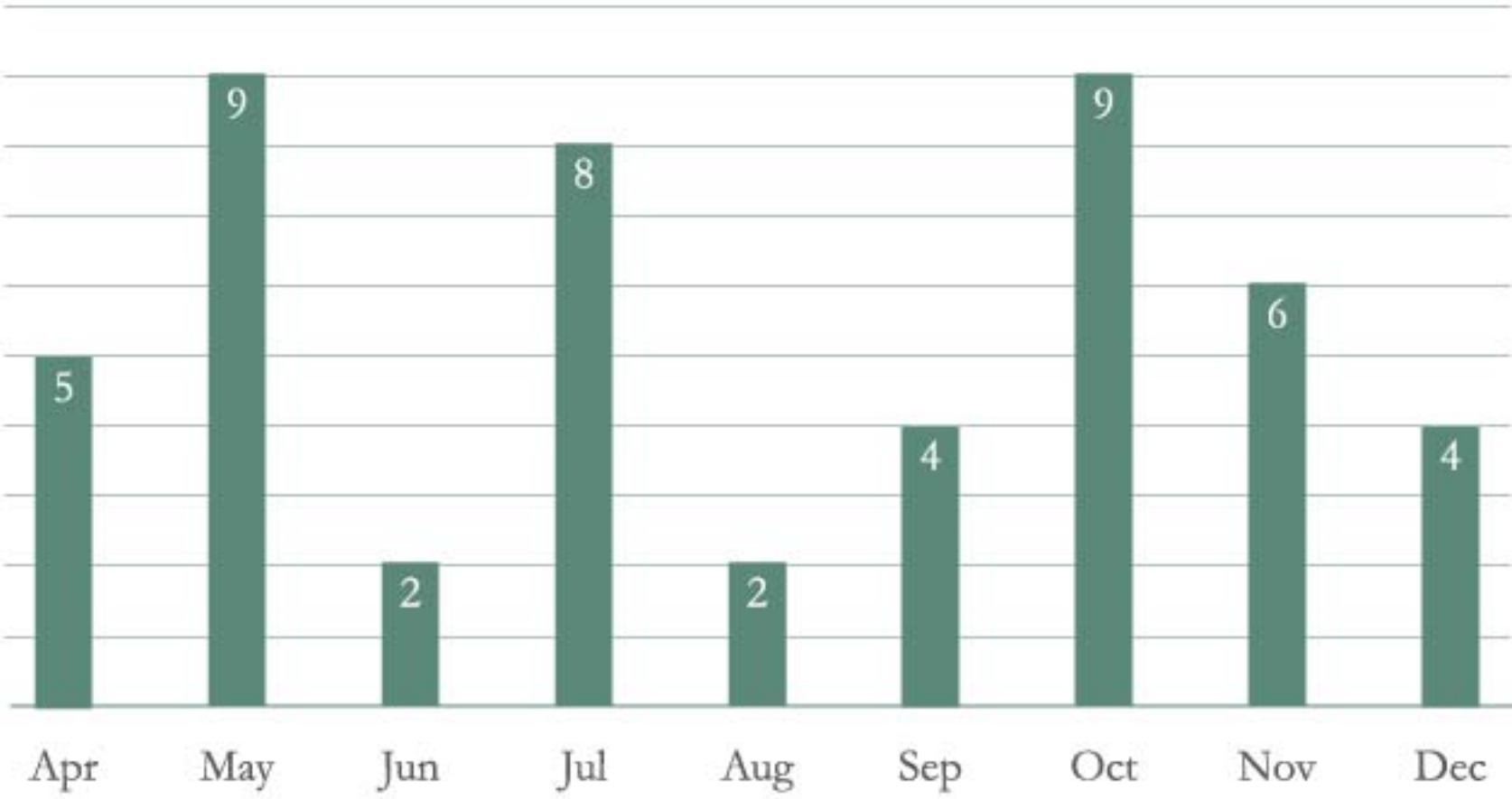
To publicise CAL
services and
educate the public
on mental health
caregiving. To
recruit volunteers
and to send out
the message
that caring for
persons with
mental disorders
is everybody's
business



INDIVIDUAL TRAINING AND SUPPORT (ITS)

The Individual Training and Support (ITS) Programme is a new initiative by CAL to meet the needs of our caregivers. Rolled out in April 2015, this programme aims to close a service gap for caregivers unable to attend the 12-week C2C education programme. These caregivers often struggle on their own, trying to make a living while caring for one or more family members with mental health challenges. Some of them may be on the verge of burn-out and battling the onset of mental health issues themselves. These caregivers are identified through our outreach at the Institute of Mental Health and by referral. Once identified, a staff counsellor meets with these caregivers to thoroughly assess their service needs.

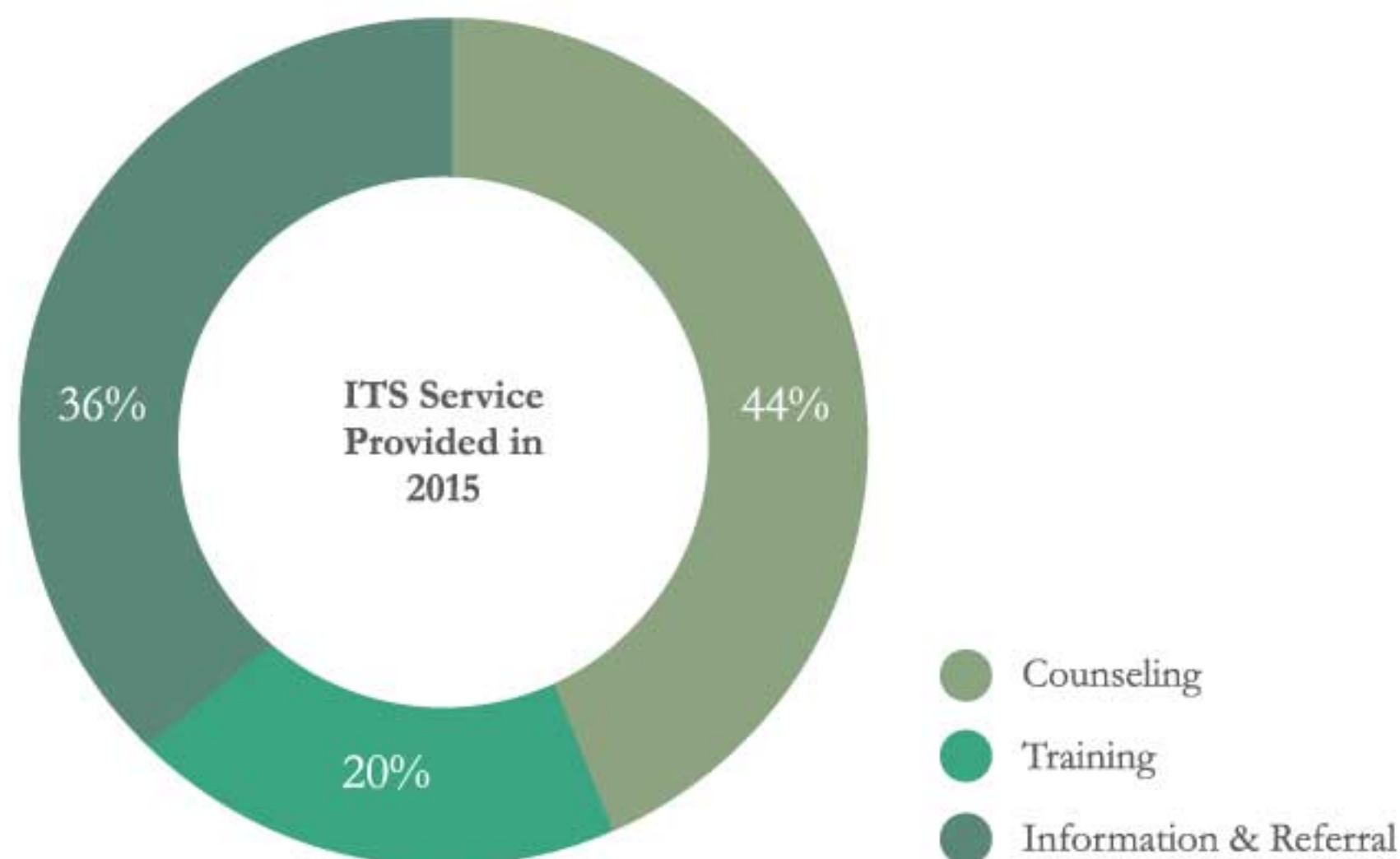
Caregivers helped = 49



INDIVIDUAL TRAINING AND SUPPORT (ITS)

The ITS service comprises face-to-face meetings as well as warm-line sessions. Warm-line sessions are phone calls or messages which last at least 10 minutes. It is a way of showing care and concern (warmth) for our caregivers.

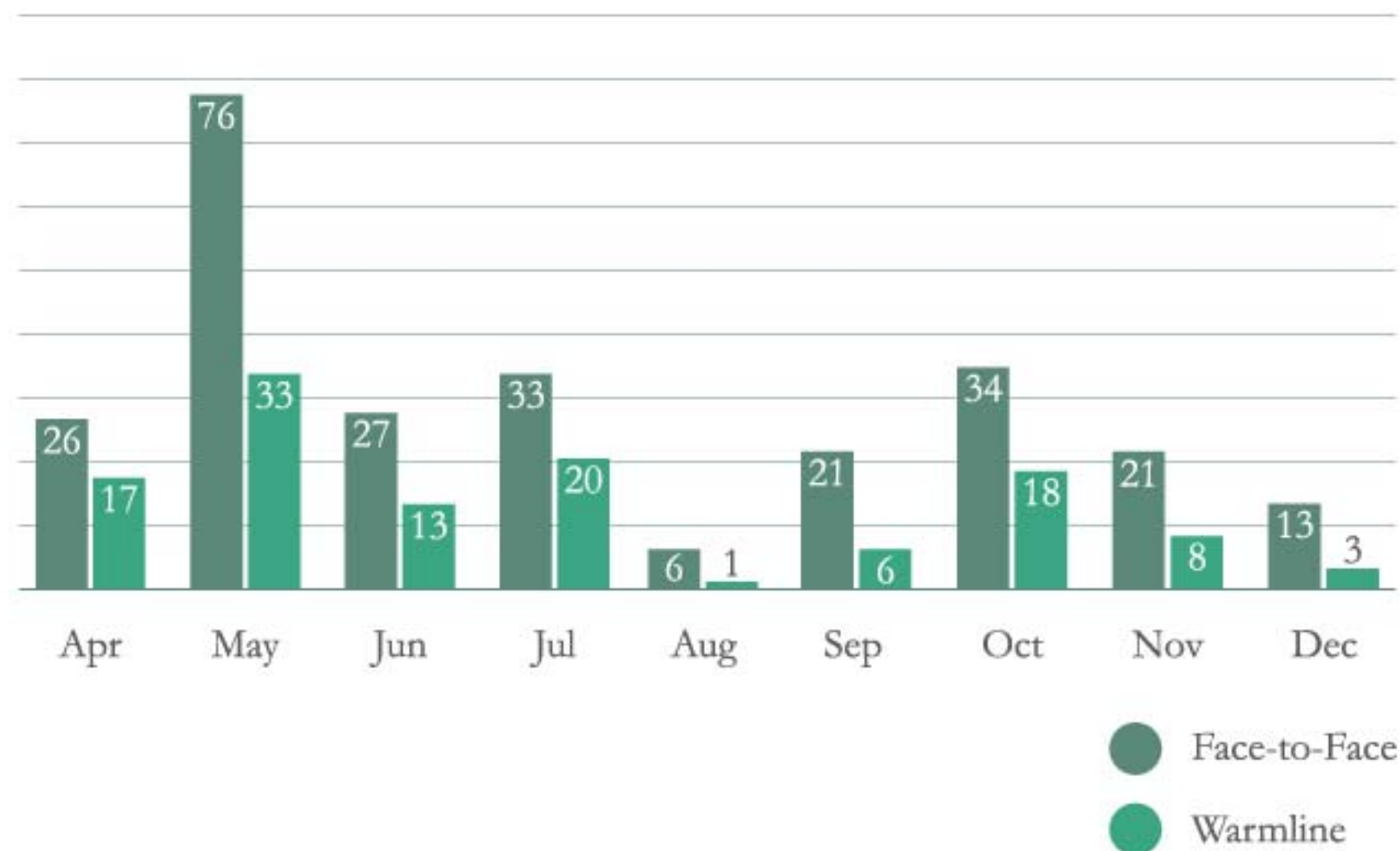
Caregivers are provided with peer-to-peer support and connected with Caregiver Support Specialists and veteran caregivers who volunteer with CAL. This special group of volunteers have gone through the 12-week C2C programme, as well as further intensive training to become Caregiver Support Specialists (CSS). They provide individual coaching and support to ITS caregivers. The CSS work closely with the staff counsellor to ensure quality care. Staff counsellors are always on hand to provide counselling sessions for caregivers in crisis, as well as those who are coping with challenging issues. The ITS service provided to caregivers from April to December 2015 comprised counselling (44%), training (20%) and information & referral (36%).



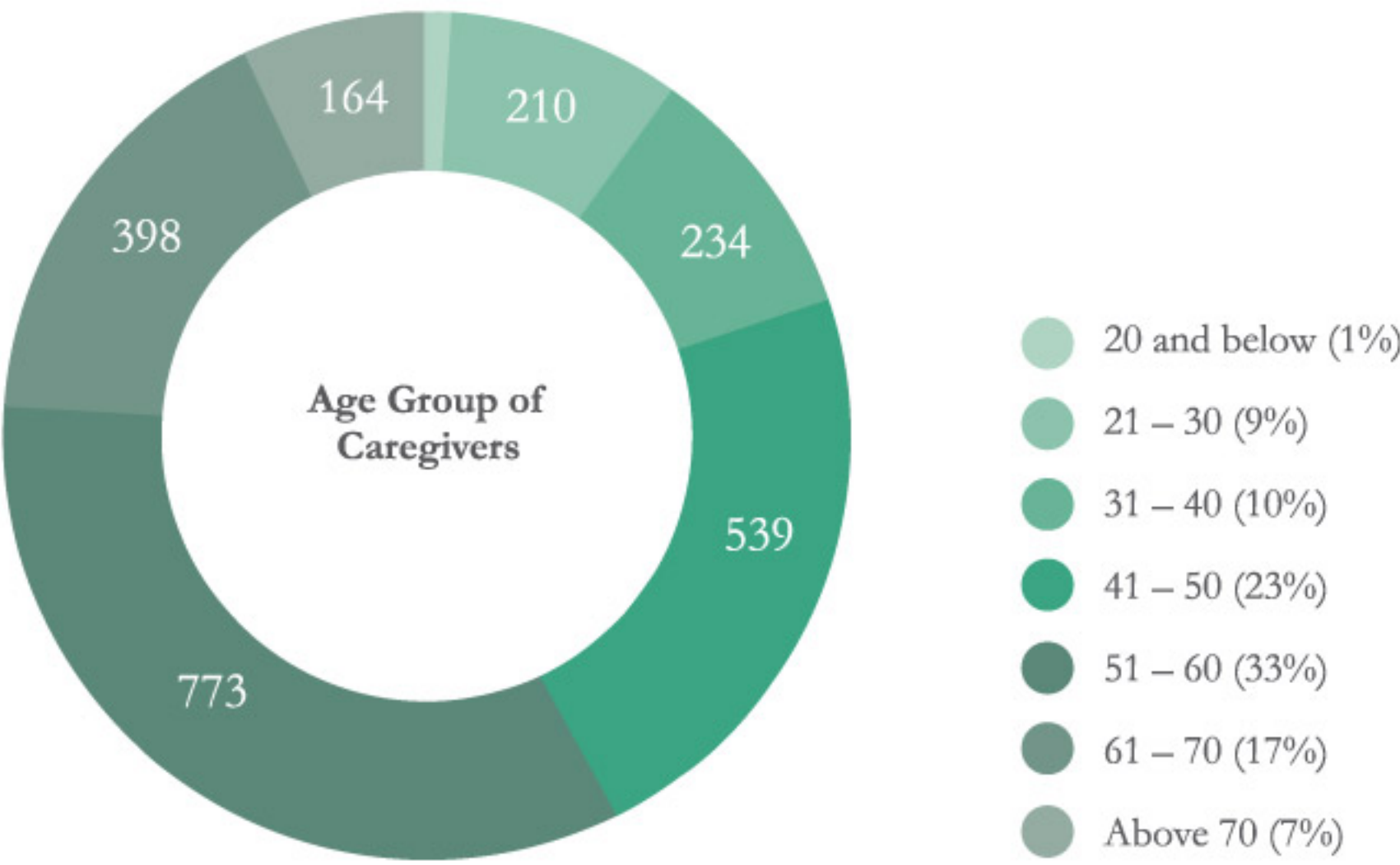
INDIVIDUAL TRAINING AND SUPPORT (ITS)

Caregivers under the ITS programme receive at least 3 sessions of support from staff counsellors and Caregiver Support Specialists. From April to December 2015, CAL provided a total of 376 ITS sessions to 49 caregivers. Of these, 257 were face to face sessions, and 119 were warm-line sessions. When caregivers develop a social connection within the ITS programme, they no longer feel so alone and isolated in their caregiving journey. They realise that someone cares enough to take time and effort to visit with them, listen to them, teach them skills to help their loved ones, and comfort them. As one client so succinctly put it: with ITS, “there is Hope in every encounter”.

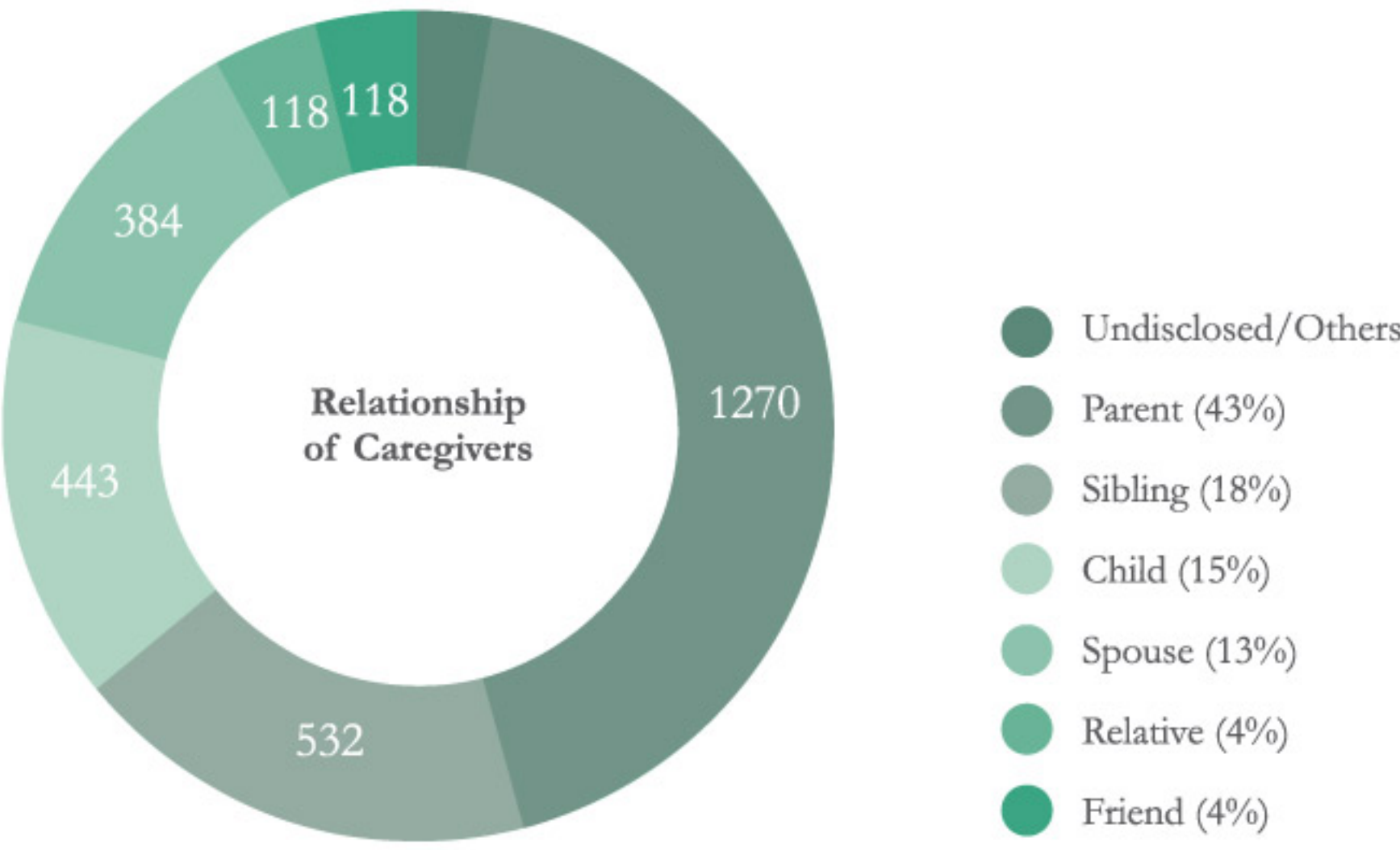
ITS Sessions – April to December 2015
Face to Face 257, Warm-line 119, Total = 376



CAL DATABASE CHARTS

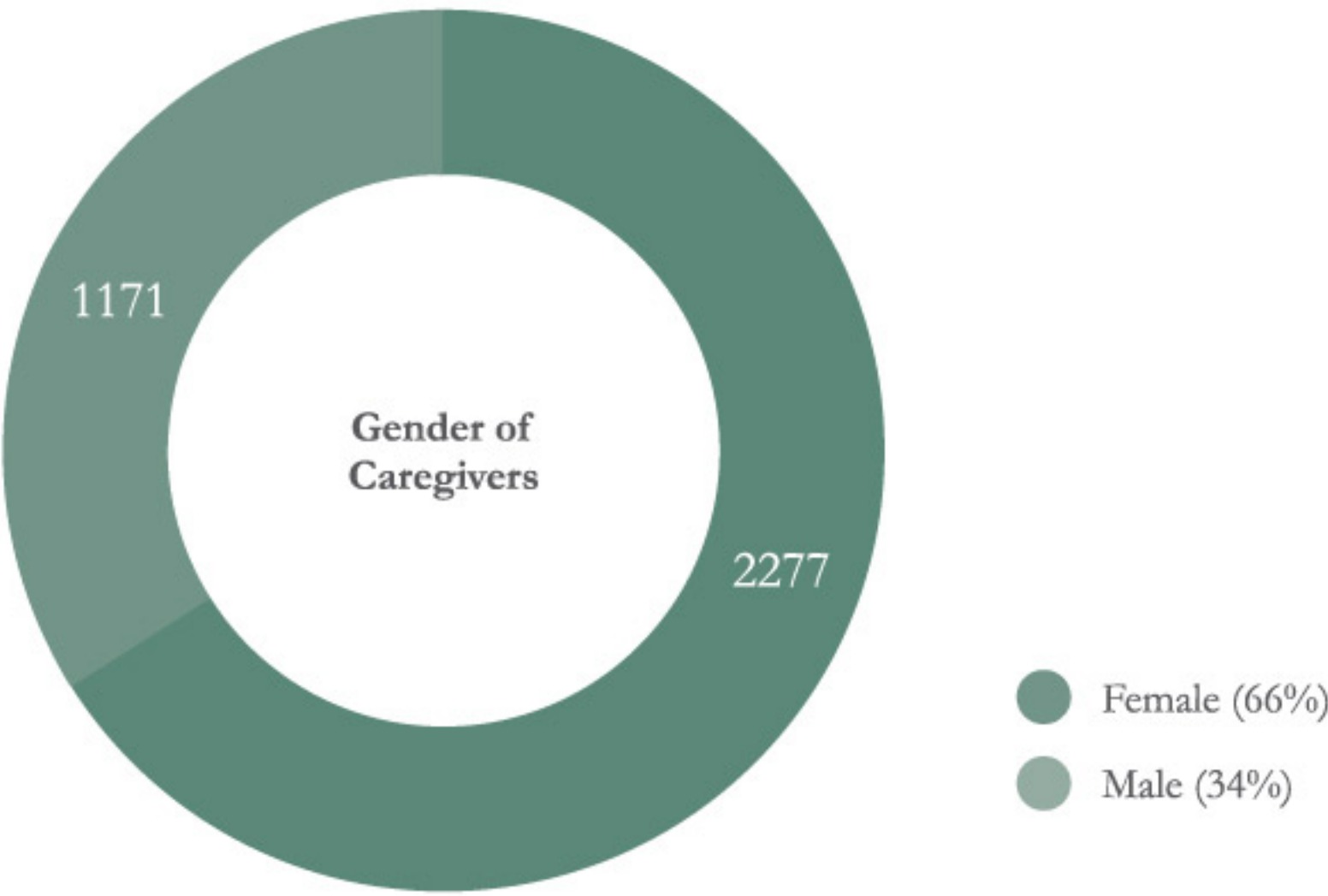


(2,343 Caregivers provided this information)

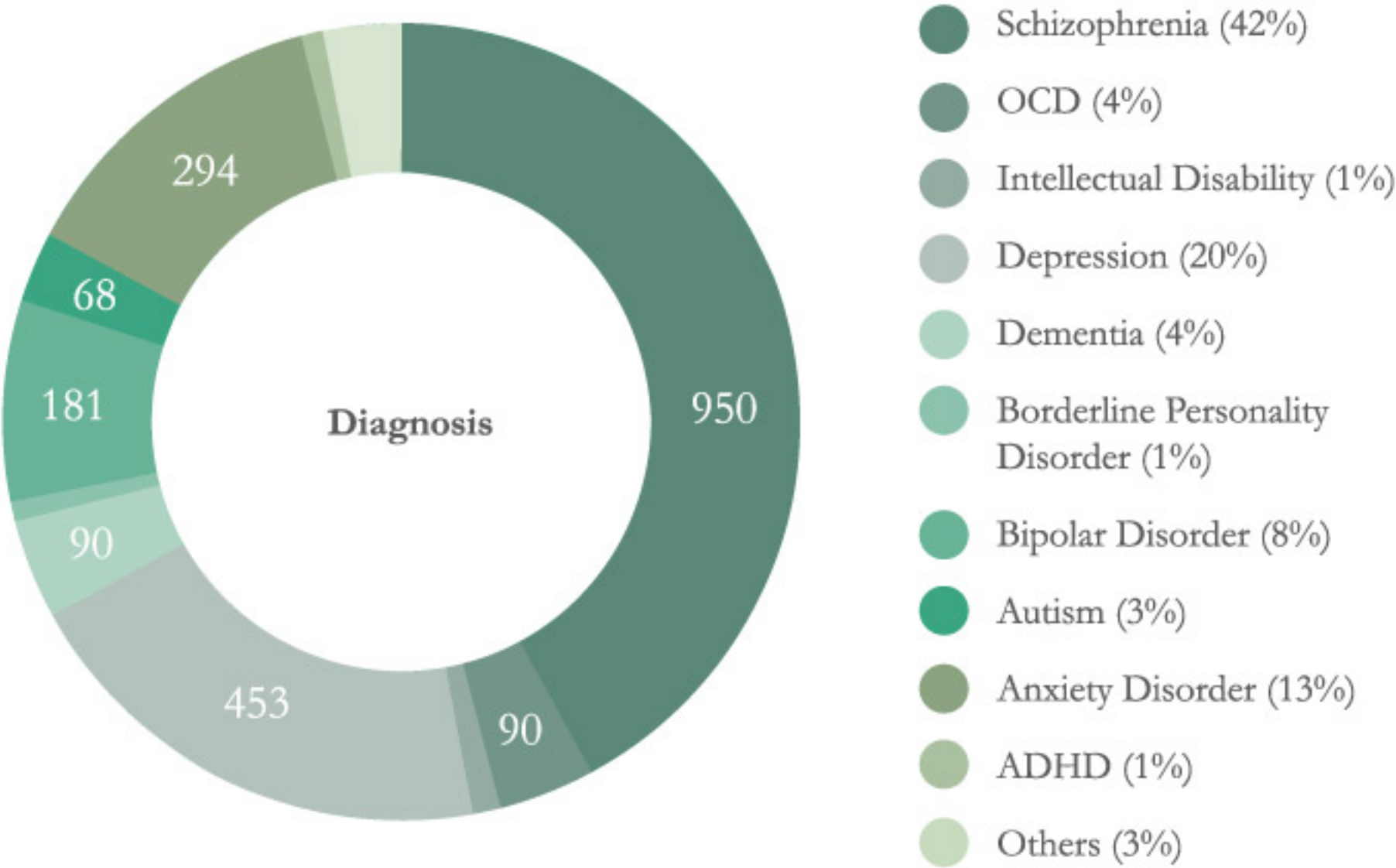


(2,955 Caregivers provided this information)

CAL DATABASE CHARTS



(3,448 Caregivers provided this information)



(2,263 Caregivers provided this information)

EVENT HIGHLIGHTS



Caregivers Conference 2015

October 2015 was an exciting month with the Caregivers Conference 2015, which CAL co-organised with the National Council of Social Service (NCSS). Held over two days from 9 to 10 Oct 2015, the conference attracted more than 200 participants.

CAL was honoured by the presence of Dr. Amy Khor, Senior Minister of State, Ministry of the Environment and Water Resources & Ministry of Health, Dr. Tony Zipple, President & CEO, Seven Counties Services, Inc., Assistant Professor Catherine Batscha, University of Louisville College of Nursing, USA, and Dr. Chua Hong Choon, CEO, Institute of Mental Health (IMH) as guest speakers.

CAL's keynote speaker Dr. Zipple highlighted that while professionals played important roles in the mental health system, peers were equally valuable in designing and evaluating services. In the US, the engagement of peers has improved both the quality of services and their treatment outcomes. Dr. Chua spoke on patient rehabilitation and engagement as integral parts of patient recovery in IMH's experience. IMH has been actively developing peer specialists and harnessing the feedback and real-life experience of peers to improve its services. IMH has also been actively engaging caregivers and peers in advocacy

EVENT HIGHLIGHTS

work through its Voices of Experience committee. He acknowledged the significant partnership with CAL as the leader in the mental health sector.

Mr. Hossan Leong, a local radio and TV entertainer and spokesperson for CAL, hosted the second day of the conference with Dr. Khor as Guest-of-Honour. Dr. Khor stressed the importance of early identification of mental health issues and the need for caregiver training. She also spoke on Medishield Life, which is to cover pre-existing illnesses without exclusions.

Dr. Zippel spoke on the role of caregivers in the 21st century, emphasising how caregivers could be effective partners in the recovery process of their loved ones. He also highlighted how positive psychology provided a scientific basis for the development of interventions that built happiness and well-being, thus enhancing efforts at recovery.

Assistant Professor Batscha then highlighted how caregivers and their loved ones could partner medication, emphasising that medication was an evidence-based approach to treating serious mental illness and how caregivers could help in discussions on medication effectiveness, dosage and side effects.

EVENT HIGHLIGHTS



Annual Lunch

CAL held its 3rd Annual Lunch on 28 March 2015 at the Qian Xi Restaurant in the Civil Service Club. Attended by more than 160 caregivers, partners and supporters, it was a happy annual get-together with a volunteer band led by caregiver leader Nelson Lo.

Together with his band, Nelson entertained with oldies including the ever popular “月亮代表我的心”.

The highlight of the lunch was the heart-warming testimonies given by Dr Joseph Khoo, his wife Jill and Yan Jie. Certificates and vouchers were also given out to caregiver leaders and partners in appreciation of their support for CAL programmes in the past year.



World Association for Psychosocial Rehabilitation World Congress 2015, Korea (WAPR)

The 12th World Congress of World Association for Psychosocial Rehabilitation was held in Seoul, South Korea in November 2015. It attracted many stakeholders in mental healthcare from all over the world, including Australia, UK and France. They included healthcare professionals, social service providers, caregivers and peers. Singaporean delegates at the congress included healthcare professionals from IMH and social service providers from CAL and Singapore Association of Mental Health (SAMH).

Dr. Sally Thio, Executive Director of CAL, gave a presentation on the programmes and services of CAL that contributed to the caregiver movement.

STAFF RETREATS



25 June 2015 Staff Retreat

CAL had its annual staff retreat this year at Changi Cove with consultants, Dr. Anthony Zipple and Assistant Professor Catherine Batscha, from the US. Over the three-day event, CAL's staff developed and established best practices for its programmes, shared and interacted with the consultants and participated in team building activities.

One of CAL's board members, Dr. Swapna Verma, joined the retreat.



5 to 7 October 2015 Staff Retreat

At this retreat, CAL staff updated their core programmes, C2C and ITS, and bonded through fun activities which included a Zumba session and a short trip to Pulau Ubin.

EVENTS/CONFERENCES/VISITS

Date of Event	Event/Conference/Visit	Description	No. of Participants
15 Jan 2015	Visit to CSC	Visit by Prof Zhu and students from the East China University of Shanghai	15
28 Feb 2015	Public Talk	Public Talk on Anxiety Disorder	155
18 Mar 2015	Outreach Talk	An outreach talk was conducted at Khoo Teck Puat Hospital for VWOs in the Yishun area	14
28 Mar 2015	Caregivers Annual Lunch	An appreciation lunch to thank caregiver leaders and staff	160
10 Jun 2015	Participation at CIFA, Hong Kong	Dr Sally Thio and Jared Goh presented CAL's services to various organisations and students in Hong Kong for the CIFA Conference	200 – 300 professionals & students
4 Jul 2015	Public Talk	Public Talk on mental illness by Dr Chai Suet Bin	56
25 Jul 2015	Public Talk	Public Talk on Anxiety Disorder	120
30 Aug 2015	Awareness Talk	Awareness Talk on mental illness conducted to a group of church members from Bukit Panjang Methodist Church	50
27 Sep 2015	Exhibition	At Geylang Serai CC, organised by Silver Ribbon as part of World Mental Health Day	10
1 – 3 Oct 2015	Conference	Regional Congress of the World Federation for Mental Health (WFMH)	-
3 – 10 Oct 2015	Overseas Consultancy	Involvement of Overseas Consultants Dr Tony Zippel & Asst Prof Catherine Batscha for WFMH, Staff Retreat and Caregivers Conference	-
5 – 7 Oct 2015	Staff Retreat	Staff Retreat at Changi Cove to work out Best Practices	14
9 – 10 Oct 2015	Conference	Caregivers Conference jointly organised with NCSS at SSI and Holiday Inn Atrium	250
11 Oct 2015	Exhibition	Punggol Community Centre Mental Health Carnival organised by the IMH Psychiatric Nurses Chapter	-
27 Oct 2015	Exhibition	Participation in Exhibition at PSB Academy, organised by PSB as part of World Mental Health Day events	10
30 Oct 2015	Exhibition	Singapore Patient Conference 2015 organised by Tan Tock Seng Hospital	33
2 to 5 Nov 2015	Conference	Dr Sally Thio and Jared Goh attended the 12th World Congress of the World Association for Psychosocial Rehabilitation (WAPR) in Seoul	-

OUTREACH ACTIVITIES BY STAFF

Besides reaching out to caregivers, CAL also made concerted efforts to reach out to, train and create awareness to other organisations which may in one way or another deal with caregivers or persons with mental illness. Organisations reached out to included:

Organisation	Description of Activity	No. of Participants
Police officers of Ang Mo Kio Police Station	1-day mental health workshop	5 sessions of 10 officers each
St Andrew's Nursing Hospital	12-session course	8 – 10 per session
Nanyang Academy of Fine Arts	1-day mental health workshop	36 students
Guests of Silent Foundation Dinner	Mental Health awareness talk and Fundraising	100
National University Hospital (NUH)	Meeting with Prof Kua, Head of the Department of Psychological Medicine, to establish links with NUH to reach out to caregivers of NUH	5
Ng Teng Fong Hospital (NTFH)	Meeting with the staff of the Psychiatry Department of NTFH to reach out to caregivers at NTFH	20
St Andrew's Nursing Home	Weekly C2C training & support Group	14
CapitalGroup	Lunch-time meeting with staff	30
TOUCH Centre for Independent Living	1-day mental health workshop	13
Tan Tock Seng Hospital (TTSH)	Meeting with the Patient Experience Office and Psychiatry Department	10
CapitalGroup	2-session workshop on mental illness	11
Tan Tock Seng Hospital (TTSH)	Meeting with the Patient Experience Office and Psychiatry Department	10
Nanyang Academy of Fine Arts	Workshop on Peer Support for Mental Illness	36 students

HEARTFELT THANKS TO OUR VOLUNTEERS

Many of the services provided by CAL to caregivers of persons with mental health distress would not have been possible without the continued support and enthusiasm of CAL's volunteers. CAL's unique service model taps into the lived experience of caregiver leaders in reaching out to other caregivers of persons with mental health concerns. This caregiver peer-oriented service model means that the continued help and support from CAL's caregiver volunteers are indispensable to CAL.

As such, CAL would like to express its heartfelt gratitude to all the past and present caregiver volunteers who have taken the time and energy to serve with CAL. It may have been a simple weekly phone call to a fellow caregiver to show concern, a three-month commitment on one weekday evening in the C2C class or allowing CAL to tap into your professional expertise. CAL is honoured to have worked alongside such selfless and tenacious volunteers in helping others in their caregiving journeys.

Your willingness to come forward as volunteers at CAL also speak volumes on breaking the stigma and silence on the issue of mental health distress. Thank you for joining CAL in advocating for people with mental health issues. This gives the general public an alternative perspective to conventional, inaccurate views of persons with mental health issues.

Let us continue to journey together to help other caregivers and break the silence surrounding mental health concerns.

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED

[UEN: 201131617N]

[IPC No. IPC000784]

[A company limited by guarantee and not
having share capital]

[Incorporated in the Republic of Singapore]

AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

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Suhaimi Salleh & Associates

[UEN: S88PF0247L]

Public Accountants and
Chartered Accountants of Singapore

71 Ubi Crescent, #08-01
Excalibur Centre, Singapore 408571
T: (65) 6846.8376
F: (65) 6725.8161

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
[IPC NO. IPC000784]

*Audited Financial Statements
Year Ended 31 December 2015*

DIRECTORS' STATEMENT

The directors present their statement to the members together with the audited financial statements of the Company for the financial year ended 31 December 2015.

In the opinion of the Directors,

- a) the financial statements as set out on pages 6 to 24 are drawn up so as to give a true and fair view of the financial position of the Company at 31 December 2015, and of the financial performance, changes in funds and cash flows of the Company for the financial year then ended; and
- b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

The directors of the Company in office at the date of this statement are:

Chua Tiang Choon, Keith	
Ching Hon Siong	
Kwan Sin Han Mary	
Lim Jen Howe	
Fam Siu Ping Anita	
Swapna Kamal Verma	
Chew Sutat	(appointed on 10 December 2015)
Goei Beng Kiong Alan	(appointed on 26 February 2016)

Arrangements to enable directors to acquire shares and/or debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose object was to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Other matters

As the Company is limited by guarantee, matters relating to interest in shares, debentures or share options are not applicable.

Independent auditor

The independent auditor, Messrs. Suhaimi Salleh & Associates, Public Accountants and Chartered Accountants of Singapore, has expressed its willingness to accept re-appointment.

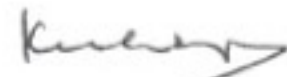
FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
[IPC NO. IPC000784]

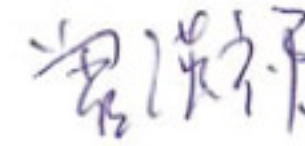
Audited Financial Statements
Year Ended 31 December 2015

DIRECTORS' STATEMENT (Cont'd)

On behalf of the Board of Directors,



Chua Tiang Choon, Keith
Director



Ching Hon Siong
Director

Singapore,

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
[IPC NO. IPC000784]

*Audited Financial Statements
Year Ended 31 December 2015*

Suhaimi Salleh & Associates

Public Accountants and
Chartered Accountants of Singapore

71 Ubi Crescent, #08-01
Excalibur Centre, Singapore 408571
T: (65) 6846.8376
F: (65) 6725.8161

Independent auditor's report to the members of:

CAREGIVERS ALLIANCE LIMITED

[UEN: 201131617N]
[IPC No. IPC000784]
[A company limited by guarantee and not having share capital]
[Incorporated in the Republic of Singapore]

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying financial statements of **CAREGIVERS ALLIANCE LIMITED** (the "Company") as set out on pages 6 to 24, which comprise the statement of financial position as at 31 December 2015, the statement of financial activities, the statement of changes in funds and the statement of cash flows for the financial year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Singapore Companies Act, Chapter 50 (the "Act"), the Singapore Charities Act, Chapter 37 (the "Charities Act") and Charities Accounting Standard, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
[IPC NO. IPC000784]

Audited Financial Statements
Year Ended 31 December 2015

Suhaimi Salleh & Associates

Public Accountants and
Chartered Accountants of Singapore

71 Ubi Crescent, #08-01
Excalibur Centre, Singapore 408571
T: (65) 6846.8376
F: (65) 6725.8161

(Cont'd)

Independent auditor's report to the members of:

CAREGIVERS ALLIANCE LIMITED

[UEN: 201131617N]
[IPC No. IPC000784]
[A company limited by guarantee and not having share capital]
[Incorporated in the Republic of Singapore]

Opinion

In our opinion, the financial statements are properly drawn up in accordance with the provisions of the Act, the Charities Act and Charities Accounting Standard so as to give a true and fair view of the financial position of the Company as at 31 December 2015, and the financial performance, changes in funds and cash flows of the Company for the financial year ended on that date.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company have been properly kept in accordance with the provisions of the Act.

During the course of our audit, nothing has come to our attention that causes us to believe that during the year:

- a. The use of the donation moneys was not in accordance with the objectives of the Charity as required under regulation 11 of the Charities (Institution of a Public Character) Regulations; and
- b. The Charity has not complied with the requirements of regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

Suhaimi Salleh & Associates

Public Accountants and
Chartered Accountants
Singapore,

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
[IPC NO. IPC000784]

Audited Financial Statements
Year Ended 31 December 2015

STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

	Unrestricted Fund S\$	Restricted Funds S\$	2015 Total S\$	2014 Total S\$
INCOME				
Income from generated funds				
Voluntary income	286,271	1,678,897	1,965,168	1,483,882
Activities for generating funds	416,054	-	416,054	-
Income from charitable activities	-	8,327	8,327	16,496
TOTAL INCOME	<u>702,325</u>	<u>1,687,224</u>	<u>2,389,549</u>	<u>1,500,378</u>
LESS: EXPENDITURE				
Costs of charitable activities	-	927,937	927,937	571,711
Governance costs	58,747	5,734	64,481	80,203
TOTAL EXPENDITURE	<u>58,747</u>	<u>933,671</u>	<u>992,418</u>	<u>651,914</u>
NET INCOME FOR THE YEAR	<u>643,578</u>	<u>753,553</u>	<u>1,397,131</u>	<u>848,464</u>

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
[IPC NO. IPC000784]

Audited Financial Statements
Year Ended 31 December 2015

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2015

	Note	2015 S\$	2014 S\$
ASSETS			
Current assets			
Cash and cash equivalents	5	2,071,926	970,270
Other receivables	6	22,780	18,172
		<u>2,094,706</u>	<u>988,442</u>
Non-current asset			
Property, plant and equipment	7	<u>326,500</u>	<u>39,299</u>
Total assets		<u>2,421,206</u>	<u>1,027,741</u>
LIABILITIES			
Current liability			
Other payables		<u>7,965</u>	<u>11,631</u>
Total liability		<u>7,965</u>	<u>11,631</u>
NET ASSETS		<u>2,413,241</u>	<u>1,016,110</u>
Unrestricted Fund			
General Fund		<u>1,009,413</u>	<u>358,206</u>
Restricted Funds			
Care and Share Fund	9	401,660	1,146
C2C Fund	10	567,940	477,223
CSC Fund	11	352,385	179,535
ITS Fund	12	<u>81,843</u>	<u>-</u>
		<u>1,403,828</u>	<u>657,904</u>
TOTAL FUNDS		<u>2,413,241</u>	<u>1,016,110</u>

The accompanying notes form an integral part of these financial statements.

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
[IPC NO. IPC000784]

Audited Financial Statements
Year Ended 31 December 2015

STATEMENT OF CHANGES IN FUNDS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

	Note	Balance at beginning of year S\$	Net income for the year S\$	Transfers to/ (from) S\$	Balance at end of year S\$
2015					
Unrestricted Fund					
General Fund		358,206	643,578	7,629	1,009,413
Restricted Funds					
Care and Share Fund	9	1,146	571,639	(171,125)	401,660
C2C Fund	10	477,223	24,166	66,551	567,940
CSC Fund	11	179,535	75,905	96,945	352,385
ITS Fund	12	-	81,843	-	81,843
		657,904	753,553	(7,629)	1,403,828
Total Funds		1,016,110	1,397,131	-	2,413,241
2014					
Unrestricted Fund					
General Fund		-	358,206	-	358,206
Restricted Funds					
Care and Share Fund	9	-	1,146	-	1,146
C2C Fund	10	137,534	339,689	-	477,223
CSC Fund	11	30,112	149,423	-	179,535
		167,646	490,258	-	657,904
Total Funds		167,646	848,464	-	1,016,110

The accompanying notes form an integral part of these financial statements.

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
[IPC NO. IPC000784]

Audited Financial Statements
Year Ended 31 December 2015

STATEMENT OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

	Note	2015 S\$	2014 S\$
Cash flows from operating activities			
Net income for the year		1,397,131	848,464
Adjustments for:			
- Depreciation of property, plant and equipment	7	76,374	9,288
Operating cash flow before working capital changes		1,473,505	857,752
Changes in operating assets and liabilities			
- Other receivables		(4,608)	(16,304)
- Other payables		(3,666)	1,176
Net cash generated by operating activities		<u>1,465,231</u>	<u>842,624</u>
Cash flows from investing activity			
Purchases of property, plant and equipment	7	(363,575)	(22,040)
Net cash used in investing activity		<u>(363,575)</u>	<u>(22,040)</u>
Net increase in cash and cash equivalents		1,101,656	820,584
Cash and cash equivalents at beginning of financial year		970,270	149,686
Cash and cash equivalents at end of financial year	5	<u>2,071,926</u>	<u>970,270</u>
Cash and cash equivalents comprise:			
Cash in hand		500	404
Cash at bank		2,071,426	969,866
	5	<u>2,071,926</u>	<u>970,270</u>

The accompanying notes form an integral part of these financial statements.

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
[IPC NO. IPC000784]

Audited Financial Statements
Year Ended 31 December 2015

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. General information

The Company is incorporated and domiciled in Singapore. The address of its registered office is located at 491B River Valley Road, #04-04, Valley Point Office Tower, Singapore 248373.

It is a charity registered under the Charities Act (Chapter 37) since 31 July 2012. The Company has been accorded an Institution of Public Character ('IPC') status for the period from 15 April 2015 to 30 April 2017.

The principal activities of the Company are:

- (i) To outreach and provide training to caregivers regarding mental illness and the care of their loved ones through quality training and support;
- (ii) To identify and develop caregiver leaders who are able to provide training and support to other caregivers;
- (iii) To raise awareness and enlighten community members through outreach efforts promoting the Company and its services; and
- (iv) To advocate on behalf of caregivers of persons with mental illness in order to improve the system, remove stigma, ensure system accountability and strengthen mental health support network.

There have been no significant changes in the nature of these activities during the financial year.

These financial statements are presented in Singapore Dollar, which is the Company's functional currency.

2. Significant accounting policies

2.1 Basis of preparation

These financial statements have been prepared in accordance with the provisions of the Companies Act, Charities Act (Chapter 37) and Charities Accounting Standard ("CAS"). The financial statements have been prepared under the historical cost convention except as described in the accounting policies below.

The preparation of financial statements in conformity with CAS requires management to exercise its judgement in the process of applying the Company's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
[IPC NO. IPC000784]

Audited Financial Statements
Year Ended 31 December 2015

2. Significant accounting policies (Cont'd)

2.2 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation if any. All items of property, plant and equipment are initially recorded at cost.

The initial cost of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Any trade discounts and rebates are deducted in arriving at purchase price. Expenditure incurred after the property, plant and equipment have been put into operation, such as repairs and maintenance and overhaul costs, is normally charged to the statement of financial activities the year in which the costs are incurred. In situations where it can be clearly demonstrated that the expenditure has resulted in an increase in the future economic benefits expected to be obtained from the use of an item of property, plant and equipment beyond its originally assessed standard of performance, the expenditure is capitalised as an additional cost of property, plant and equipment.

Depreciation is computed on a straight-line basis over the estimated useful life of the assets as follows:

Computers	3 years
Renovation	5 years
Furniture and fixtures	5 years
Office equipment	5 years

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets or, where shorter, the term of the relevant lease.

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in the statement of financial activities.

Fully depreciated assets still in use are retained in the financial statements.

2.3 Financial assets

Financial assets are recognised on the statement of financial position when, and only when, the Company becomes a party to the contractual provisions of the financial instrument.

Investments in financial assets are initially recognised at the transaction price excluding transaction costs, if any, which shall be recognised as expenditure immediately in the statement of financial activities. Subsequent to the initial measurement, investments in financial assets are measured at cost less any accumulated impairment losses.

Impairment of financial assets

At the end of each reporting period, financial assets are assessed for any objective evidence of impairment. If there is objective evidence of impairment, an impairment loss is recognised immediately in the statement of financial activities.

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
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Audited Financial Statements
Year Ended 31 December 2015

2. Significant accounting policies (Cont'd)

2.3 Financial assets (cont'd)

Reversal of impairment loss

If, in a subsequent period, the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss will be reversed. Any reversal however shall not exceed what the carrying amount would have been had the impairment not been recognised previously. The reversed amount shall be recognised in the statement of financial activities immediately.

2.4 Other receivables

Other receivables excluding prepayments are initially recognised at their transaction price, excluding transaction costs, if any. Transaction costs are recognised as expenditure in the statement of financial activities. Prepayments are initially recognised at the amount paid in advance for the economic resources expected to be received in the future.

Subsequent to initial recognition, other receivables excluding prepayments are measured at cost less any accumulated impairment losses. Prepayments are measured at the amount paid less the economic resources received or consumed during the financial period.

2.5 Financial liabilities

Financial liabilities are recognised as soon as there is a present legal or constructive obligation to the expenditure. Liabilities arise when there is a present obligation to make a transfer of value to another party as a result of past transaction or event.

2.6 Other payables

Other payables excluding accruals are recognised at their transaction price excluding transaction costs, if any, at both initial recognition and at subsequent measurement. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Accruals are recognised at the best estimate of the amount payable.

2.7 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cash at bank and short term deposits, highly liquid investments that are readily convertible to known amounts of cash which are subject to insignificant risk to changes in value.

2.8 Operating lease

Leases are classified as operating lease when the lessor effectively retains substantially all the risks and benefits of ownership of the leasing term. Operating lease payments are recognised as expenses in the statement of financial activities on a straight-line basis over the lease term.

The aggregate benefit of incentives provided by the lessor is recognised as a reduction of rental expense over the lease term on a straight-line basis.

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Audited Financial Statements
Year Ended 31 December 2015

2. Significant accounting policies (Cont'd)

2.9 Contingencies

Contingent liabilities are not recognised in the financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognised in the financial statements but disclosed when an inflow of economic benefit is probable.

2.10 Provisions for liabilities and charges

Provisions are recognised only when a present obligation (legal or constructive) exists as a result of a past event, it is probable that a transfer of economic benefits in settlement will be required, and the amount of the obligation can be estimated reliably. The amount of provision recognised is the best estimate of the expenditure required to settle the obligation at the reporting date. The best estimate of the expenditure required to settle the obligation is the amount that would rationally be paid to settle the obligation at the reporting date or to transfer it to a third party.

2.11 Events after the reporting date

Post period-end events that provide additional information about the Company's position at the reporting date (adjusting events) are reflected in the financial statements. Post period-end events that are not adjusting events are disclosed in the notes to the financial statements when material.

2.12 Recognition of income

Income is recognised in the statement of financial activities when the effects of a transaction or other event result in an increase in the Company's net assets. Income is recognised when the following three factors are met:

i) Entitlement

The Company has control over the rights or other access to the resource, enabling the Company to determine its future application.

ii) Certainty

It is probable that the income will be received; and

iii) Measurement

The amount of the income can be measured by the Company with sufficient reliability.

The following specific recognition criteria must also be met before income is recognised:

i) Donations

Revenue from donations of individuals and corporate sponsorship are accounted when received, except for committed donations and corporate cash sponsorship that are recorded when the commitments are signed.

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
[IPC NO. IPC000784]

Audited Financial Statements
Year Ended 31 December 2015

2. Significant accounting policies (Cont'd)

2.12 Recognition of income (cont'd)

The following specific recognition criteria must also be met before income is recognised: (cont'd)

ii) Grants

Grants are recognised when there is reasonable assurance that the grant will be received and all conditions attached to it have been complied with.

iii) Fees

Revenue is recognised once the service is rendered to the customer which generally coincides with their acceptance on an accrual basis.

2.13 Expenditures

Expenditures are recognised in the statement of financial activities once the goods or services have been delivered or rendered. Expenditure on performance-related grants are recognised to the extent the specified service or goods have been provided. Expenditures in the statement of financial activities are classified under the costs of generating funds, costs of charitable activities and governance costs.

i) Classification

Costs of generating funds

All cost associated with generating income from all sources other than from undertaking charitable activities are included under costs of generating funds.

Costs of charitable activities

All resources applied in undertaking activities to meet the Company's charitable objectives are classified under costs of charitable activities.

Governance costs

Costs incurred in respect of governance arrangements which relate to the general running of the Company, activities that provide the governance infrastructure, which allows the Company to operate, and to generate the information required for public accountability and costs incurred in relation to strategic planning processes that contribute to future development of the Company are classified under governance costs.

ii) Allocation of costs

Where appropriate, expenditures which are specifically identifiable to each cost classification are allocated directly to the type of costs incurred. Where apportionment between each costs classification is necessary, the following apportionment bases are applied, where appropriate:

- Usage
- Per capita i.e. on the number of people employed within an activity;
- Floor area occupied by an activity; and
- On time basis.

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
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Audited Financial Statements
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2. Significant accounting policies (Cont'd)

2.14 Employee benefits

i) Pensions and other past employment benefits

The Company makes contributions to the Central Provident Fund Scheme in Singapore, a defined contribution pension scheme. These contributions are recognised as an expense in the year in which the related service is performed.

ii) Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for leave as a result of services rendered by employees up to the reporting date.

2.15 Related parties

A related party is defined as follows:

- a) A person or a close member of that person's family is related to the Company if that person:
 - i) Has control or joint control over the Company;
 - ii) Has significant influence over the Company; or
 - iii) Is a member of the key management personnel of the Company or the parent Company.
- b) An entity is related to the Company if any of the following conditions applies:
 - i) The entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - iii) Both entities are joint ventures of the same third party;
 - iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - v) The entity is a post-employment benefit plan for the benefit of employees of either the Company or an entity related to the Company. If the Company itself is under such a plan, the sponsoring employers are also related to the Company;
 - vi) The entity is controlled or jointly controlled by a person identified in (a);
 - vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
 - viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

FINANCIAL REPORT

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3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.1 Critical judgements in applying the entity's accounting policies

The key assumptions concerning the future and other key sources of estimation uncertainty at the statement of financial position date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

Estimated useful lives of property, plant and equipment

The Company reviews annually the estimated useful lives of property, plant and equipment based on factors such as business plans and strategies, expected level of usage and future technological developments. It is possible that future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned.

Allowance for impairment of receivables

The Company reviews the adequacy of allowance for impairment of receivables at each closing by reference to the ageing analysis of receivables, and evaluates the risks of collection according to the credit standing and collection history of individual donor. If there are indications that the financial position of a donor has deteriorated resulting in an adverse assessment of his risk profile, an appropriate amount of allowance will be provided.

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
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Audited Financial Statements
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4. Detailed Statement of Financial Activities

	Unrestricted Fund	Restricted Funds				2015	2014
	General Fund S\$	Care and Share Fund S\$	C2C Fund S\$	CSC Fund S\$	ITS Fund S\$	Total S\$	Total S\$
INCOME							
Income from generated funds							
Voluntary income							
Donations	286,271	-	-	-	25,000	311,271	1,038,409
Grants	-	811,738	385,530	308,930	135,969	1,642,167	441,504
Special employment credit	-	-	11,730	-	-	11,730	3,969
	<u>286,271</u>	<u>811,738</u>	<u>397,260</u>	<u>308,930</u>	<u>160,969</u>	<u>1,965,168</u>	<u>1,483,882</u>
Activities for generating funds							
Donations from charity dinner	416,054	-	-	-	-	416,054	-
	<u>416,054</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>416,054</u>	<u>-</u>
Income from charitable activities							
Fees	-	-	8,327	-	-	8,327	16,496
	<u>-</u>	<u>-</u>	<u>8,327</u>	<u>-</u>	<u>-</u>	<u>8,327</u>	<u>16,496</u>
TOTAL INCOME	<u>702,325</u>	<u>811,738</u>	<u>405,587</u>	<u>308,930</u>	<u>160,969</u>	<u>2,389,549</u>	<u>1,500,378</u>
LESS: EXPENDITURE							
Costs of charitable activities							
Caregivers training & related expenses	-	-	20,688	1,672	169	22,529	22,399
Depreciation	-	37,731	30,759	7,884	-	76,374	9,288
Employer's CPF contribution and SDL	-	11,827	36,807	27,973	12,557	89,164	59,405
Insurance	-	-	855	710	361	1,926	1,413
Professional fee	-	-	580	240	-	820	-
Publicity & marketing events	-	15,224	170	-	-	15,394	9,281
Staff benefits	-	-	2,417	1,052	600	4,069	2,197
Staff salaries & bonus	-	154,125	216,938	177,687	60,249	608,999	423,140
Staff training	-	10,780	146	23	-	10,949	964
Telecommunication expenses	-	750	8,363	4,200	964	14,277	6,820
Tenancy and service charge	-	-	28,529	655	-	29,184	655
Transport expenses	-	3,000	9,164	8,294	3,858	24,316	15,920
Balance carried forward	-	<u>233,437</u>	<u>355,416</u>	<u>230,390</u>	<u>78,758</u>	<u>898,001</u>	<u>551,482</u>

FINANCIAL REPORT

CAREGIVERS ALLIANCE LIMITED
[UEN: 201131617N]
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Audited Financial Statements
Year Ended 31 December 2015

4. Detailed Statement of Financial Activities (Cont'd)

	Unrestricted Fund	Restricted Funds				2015	2014
	General Fund S\$	Care and Share Fund S\$	C2C Fund S\$	CSC Fund S\$	ITS Fund S\$	Total S\$	Total S\$
LESS: EXPENDITURE (cont'd)							
Costs of charitable activities (cont'd)							
Balance brought forward	-	233,437	355,416	230,390	78,758	898,001	551,482
Utilities	-	-	7,054	963	-	8,017	988
Other operating expenses	-	928	18,951	1,672	368	21,919	19,241
	-	234,365	381,421	233,025	79,126	927,937	571,711
Governance costs							
Audit fee	6,800	-	-	-	-	6,800	3,500
Employer's CPF contribution and SDL	5,703	-	-	-	-	5,703	5,779
Insurance	3,019	-	-	-	-	3,019	3,730
Membership and subscription fees	2,712	-	-	-	-	2,712	513
Professional fees	1,221	-	-	-	-	1,221	1,284
Rental of equipment	4,494	-	-	-	-	4,494	4,494
Staff benefits	412	-	-	-	-	412	369
Staff salaries & bonus	31,279	5,250	-	-	-	36,529	47,236
Staff training	-	484	-	-	-	484	177
Telecommunication expenses	330	-	-	-	-	330	840
Transport expenses	1,320	-	-	-	-	1,320	3,350
Other operating expenses	1,457	-	-	-	-	1,457	8,931
	58,747	5,734	-	-	-	64,481	80,203
TOTAL EXPENDITURE	58,747	240,099	381,421	233,025	79,126	992,418	651,914
NET INCOME FOR THE YEAR	643,578	571,639	24,166	75,905	81,843	1,397,131	848,464
TRANSFERS BETWEEN FUNDS							
Transfer to/ (from) funds (see Note 9)	7,629	(171,125)	66,551	96,945	-	-	-
NET MOVEMENT IN FUNDS	651,207	400,514	90,717	172,850	81,843	1,397,131	848,464
TOTAL FUNDS BROUGHT FORWARD	358,206	1,146	477,223	179,535	-	1,016,110	167,646
TOTAL FUNDS CARRIED FORWARD	1,009,413	401,660	567,940	352,385	81,843	2,413,241	1,016,110

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5. Cash and cash equivalents

	2015 S\$	2014 S\$
Cash in hand	500	404
Cash at bank	2,071,426	969,866
	<u>2,071,926</u>	<u>970,270</u>

At the reporting date, the carrying amounts of cash and cash equivalents approximated their fair values.

6. Other receivables

	2015 S\$	2014 S\$
Other receivables	418	1,300
Deposits	12,774	12,673
Prepayments	9,588	4,199
	<u>22,780</u>	<u>18,172</u>

At the reporting date, the carrying amounts of other receivables approximated their fair value.

7. Property, plant and equipment

	Balance at beginning of year S\$	Additions S\$	Disposals S\$	Balance at end of year S\$
2015				
Cost				
Computers	13,459	40,322	-	53,781
Renovation	29,138	309,412	-	338,550
Furniture and fixtures	11,675	-	-	11,675
Office equipment	2,180	13,841	-	16,021
	<u>56,452</u>	<u>363,575</u>	<u>-</u>	<u>420,027</u>
	Balance at beginning of year S\$	Depreciation charge S\$	Disposals S\$	Balance at end of year S\$
Accumulated depreciation				
Computers	5,911	10,620	-	16,531
Renovation	5,906	60,714	-	66,620
Furniture and fixtures	4,670	2,335	-	7,005
Office equipment	666	2,705	-	3,371
	<u>17,153</u>	<u>76,374</u>	<u>-</u>	<u>93,527</u>

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7. Property, plant and equipment (Cont'd)

	Balance at beginning of year S\$			Balance at end of year S\$
2015				
Net book value				
Computers	7,548			37,250
Renovation	23,232			271,930
Furniture and fixtures	7,005			4,670
Office equipment	1,514			12,650
	<u>39,299</u>			<u>326,500</u>
	Balance at beginning of year S\$	Additions S\$	Disposals S\$	Balance at end of year S\$
2014				
Cost				
Computers	7,369	6,090	-	13,459
Renovation	14,138	15,000	-	29,138
Furniture and fixtures	11,675	-	-	11,675
Office equipment	1,230	950	-	2,180
	<u>34,412</u>	<u>22,040</u>	<u>-</u>	<u>56,452</u>
	Balance at beginning of year S\$	Depreciation charge S\$	Disposals S\$	Balance at end of year S\$
Accumulated depreciation				
Computers	2,456	3,455	-	5,911
Renovation	2,828	3,078	-	5,906
Furniture and fixtures	2,335	2,335	-	4,670
Office equipment	246	420	-	666
	<u>7,865</u>	<u>9,288</u>	<u>-</u>	<u>17,153</u>
	Balance at beginning of year S\$			Balance at end of year S\$
Net book value				
Computers	4,913			7,548
Renovation	11,310			23,232
Furniture and fixtures	9,340			7,005
Office equipment	984			1,514
	<u>26,547</u>			<u>39,299</u>

8. Income tax

The Company is a charity registered under the Charities Act since 31 July 2012. Consequently, the income of the Company is exempted from tax under the provisions of Section 13 of the Income Tax Act Cap. 134.

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9. Care and Share Fund (Restricted)

Care and Share Fund accounts for matching grants received from the Singapore Government under its Care & Share Programme. It is a restricted fund under the Programme and should be used for the Company's capability and capacity building, new programmes and enhancements and expansion. Also up to 20% of the grants received can be used for the Company's critical existing needs.

In the current year, NCSS approved the use of Care & Share funds for certain capital and operating expenditure incurred in FY2013 and FY2014. Management has therefore transferred such prior years' expenditure from the other funds to the Care & Share Fund.

10. C2C Fund (Restricted)

C2C Fund refers to fund for a group of programmes to provide group training and support to caregivers of persons with mental illness. It includes the Company's signature Caregivers-to-Caregivers Education Programme, its supporting services and Caregivers Support Group Meetings.

11. CSC Fund (Restricted)

CSC Fund refers to the fund for the Caregivers Support Centre Programme where our staff reach out to caregivers of persons with mental illness for support, referral and counselling. Outreach locations include the Institute of Mental Health, hospitals and polyclinics providing psychiatric medical care facilities where caregivers bring their loved ones to.

12. ITS Fund (Restricted)

ITS Fund refers to the fund for the Individual Training & Support Programme that provides training and support to caregivers who are not able to attend regular caregiver training / support groups and thus require more personalised individualised support to help them cope with their unique caregiving problems.

13. Donations

	2015 S\$	2014 S\$
Tax exempt donations	652,571	856,099
Non-tax exempt donations	74,754	182,310
	<u>727,325</u>	<u>1,038,409</u>
The donations were classified as follows:		
• Voluntary income	311,271	1,038,409
• Income from activities for generating funds	416,054	0
	<u>727,325</u>	<u>1,038,409</u>

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14. Staff costs

Included in the expenses expended are the following staff costs:

	2015 S\$	2014 S\$
Staff salaries & bonus	645,528	454,555
Employer's CPF contribution and SDL	94,867	67,626
Telecommunication and transport expenses	33,935	24,858
	<u>774,330</u>	<u>547,039</u>
The staff costs were allocated as follows:		
• Costs of charitable activities	730,448	494,025
• Governance costs	43,882	53,014
	<u>774,330</u>	<u>547,039</u>

15. Related party transactions

The following transactions took place between the Company and related parties during the financial year at terms agreed between the parties:

	2015 S\$	2014 S\$
Cash donations from key management personnel	-	1,000
Fees received from members for the provision of training services	-	397

The remuneration of key management personnel during the financial year was as follows:

	2015 S\$	2014 S\$
Salaries and other short-term employee benefits	105,932	102,542
Post-employment benefits – contribution to CPF	5,706	4,941
	<u>111,638</u>	<u>107,483</u>
	2015 Number of key personnel	2014 Number of key personnel
No. of executive of the Company in remuneration bands:		
Above S\$100,000	<u>1</u>	<u>1</u>

None of the directors have received any form of remuneration and benefits from the Company for both financial years ended 31 December 2015 and 31 December 2014.

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16. Commitments

(a) Capital commitment

Renovation on #04-04, Valley Point situated at 491B River Valley Road contracted for at the reporting date but not recognised in the financial statements is as follows:-

	2015 S\$	2014 S\$
Property, plant and equipment - Renovation	-	289,170

(b) Operating lease commitments – where the Company is a lessee

The Company leases under operating lease agreements from non-related parties. The leases have varying terms, escalation clauses and renewal rights.

	2015 S\$	2014 S\$
Not later than one year	37,336	34,464
Later than one year but not later than five years	106,102	140,607
	<u>143,438</u>	<u>175,071</u>

17. Financial instruments and financial risk management

17.1 Categories of financial instruments

The following table set out the financial instruments as at the reporting date:

	2015 S\$	2014 S\$
<u>Financial assets</u>		
Cash and cash equivalents	2,071,926	970,270
Other receivables (excluding prepayments)	13,192	13,973
	<u>2,085,118</u>	<u>984,243</u>
<u>Financial liabilities</u>		
Other payables	7,965	11,631

17.2 Financial risk management policies and objectives

The Company is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risk includes liquidity risk. The Board of Directors reviews and agrees policies and procedures for the management of this risk, which is executed by the directors. The Company does not apply hedge accounting.

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17. Financial instruments and financial risk management (Cont'd)

17.2 Financial risk management policies and objectives (Cont'd)

The following sections provide details regarding the Company's exposure to this risk:

Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting financial obligations due to the shortage of funds. The Company's exposure to liquidity risk arises primarily from mismatches of the maturities of the financial assets and liabilities. The company adopts prudent liquidity risk management by maintaining sufficient cash and cash equivalents to finance its activities and minimise the liquidity risk.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Company's financial assets and liabilities at the reporting date based on contractual undiscounted repayment obligations.

	2015			2014		
	One year or less	One to five years	Total	One year or less	One to five years	Total
Financial assets	S\$	S\$	S\$	S\$	S\$	S\$
Cash and cash equivalents	2,071,926	-	2,071,926	970,270	-	970,270
Other receivables (excluding prepayments)	13,192	-	13,192	13,973	-	13,973
Total undiscounted financial assets	2,085,118	-	2,085,118	984,243	-	984,243
Financial liabilities						
Other payables	7,965	-	7,965	11,631	-	11,631
Total undiscounted financial liabilities	7,965	-	7,965	11,631	-	11,631
Total net undiscounted financial assets	2,077,153	-	2,077,153	972,612	-	972,612

18. Fund management policy

The primary objective of the Company is to ensure it maintains sufficient cash in order to support its activities. Available cash is deployed primarily to cover operational requirements.

19. Authorisation of financial statements

These financial statements were authorised for issue in accordance with a resolution of the directors on 17 MAY 2016

ACKNOWLEDGEMENTS

Thank you for your continuous support

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Allen & Gledhill LLP	Lee Wee Brothers
Athenaeum Limited	National Council of Social Service
Asia Brokers Asset Managers	Pan Marine Blasting Abrasives
Charity Ltd	Sage Capital Advisory Network
BinjaiTree	Pte Ltd
Capital International Inc.	Singapore Anglican Community
Caregivers' Association of the	Services
Mentally Ill	Singapore Association for
Chen Su Lan Trust	Mental Health
Deutsche Bank AG Singapore	St. Andrew's Nursing Home
GKG Investment Holdings Pte Ltd	Tan Chin Tuan Foundation
Hock Tong Bee Pte Ltd	Toteboard
Holywell Foundation Limited	United Overseas Bank Limited
Institute of Mental Health	Yeo Leong & Peh LLC



The Silent Foundation



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Cheong Sim Eng	Mark Hanson
Chew Sutat	Mark Lim
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Choo Mee Sian	Michael Syn Hsien Min
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Dorothy Chan	Olivier Lim Tse Ghow
Edmund Lee Yu Chiang	Ong Yew Chin
Elaine Teo	Philip Lee
Elisabeth Rothschild	Rachel Teo
Emi Eu	Robert Angelo Hendro Santoso Huray
Ena Su	Roy Chan Kum Wah
Esmond Choo	Sherry Bilan
Goh Yew Lin	Sydney Michael Hwang
Jennifer Fan	Syed Hyder Ahmad
Jonathan Knowles	Tan Buay Imm
Joseph Leong	Tan Chin Hwee
Katherine Wee	Tang Wee Loke
Lance Tay	Teng Yew Tiong
Lee Lung Nien	Tina Lee Ee Ling
Lee Yick Kuen	Toh Ee-Han
Lee Ying Ying	Vasanthi Rajalingam
Leonard Kim	

CORPORATE GOVERNANCE

S/n	Description	Code ID	Response	Reasons for Non-Compliance
Board Governance				
A	Are there Board Members holding staff appointments? (Skip items 1 and 2 if “No”).		No	
1	If the governing instrument permits staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2	Not Applicable	
2	Staff does not chair the Board.	1.1.2	Not Applicable	
3	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied	
4	The Board has an audit committee (or designated Board members) with documented terms of reference).	1.2.1	Complied	
5	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	
Conflict of Interest				
6	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
7	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
8	The Board reviews and approves the vision and mission of the charity. They have documented and communicated to its members and the public.	3.1.1	Complied	
9	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
Human Resource Management				
10	The Board approves documented human resource policies for staff.	5.1	Complied	
11	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	
Financial Management and Controls				
12	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	

CORPORATE GOVERNANCE

13	The Board ensures reviews on the charity's control, processes, key programmes and events.	6.1.3	Complied
14	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
15	The charity discloses its reserve policy in the annual report.	6.4.1	Complied
B	Does the charity invest its reserves? (Skip item 16 if "No")		No
16	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.3	Not Applicable
Fundraising Practices			
17	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied
Disclosure and Transparency			
18	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied
C	Are Board members remunerated for their Board services? (Skip items 19 and 20 if "No")		No
19	No Board member is involved in setting his or her own remuneration.	2.2	Not applicable
20	The charity discloses the exact remuneration and benefits received by each Board member in the annual report.	8.2	Not applicable
D	Does the charity employ paid staff? (Skip items 21 and 22 if "No")		Yes
21	No staff is involved in setting his or her own remuneration.	2.2	Complied
22	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity reveals this fact.	8.3	Complied
Public Image			
23	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied

RESERVES MANAGEMENT

The company's reserve position for financial year ended 31 December 2015 is as follows:

	2015	2014	Increase/ (Decrease)
	S\$	S\$	%
A Unrestricted Funds			
General Fund	1,009,413	358,206	181.80
B Restricted Funds			
Care and Share Fund	401,660	1,146	34,948.87
C2C Fund	567,940	477,223	19.00
CSC Fund	352,385	179,535	96.00
ITS Fund	81,843	—	N/A
C Total Funds (A + B)	2,413,241	1,016,110	137.50
D Total Annual Operating Expenditure	992,418	651,914	52.23
E Ratio of Funds to Annual Operating Expenditure (C/D)	2.43	1.56	55.77

Reference:

C. Total Funds includes unrestricted and restricted funds.

D. Total Annual Operating Expenditure includes expenses related to Cost of Charitable Activities and Governance, and Other Operating and Administration expenses.

RESERVES MANAGEMENT

The Company's accumulated reserves stood at \$2,413,241 as at 31 December 2015 (31 December 2014: \$1,016,110). This amount represents the unrestricted and restricted funds available to the Company. The Company receives funds on an annual basis, and it also plans the activities and operating expenditure annually in advance. In determining the level of reserves required, the Board of Directors of the Company takes into account forecasted expenditure based on planned initiatives and programmes and expected future donations. The reserves provide the Company with financial stability and enable it to commit and fulfil its obligations for activities which may be on-going for more than one financial year. The Board of Directors of the Company regularly reviews the amount of reserves to ensure they are adequate to meet continuing obligations.

Utilisation of reserves is based on approved plans and is determined by the Board of Directors of the Company.

CONFLICT OF INTEREST POLICY

1. PURPOSE

CAL (hereinafter ‘the Organisation’) is a non-profit Organisation. Consequently, there exists between CAL and its employees and the public a fiduciary duty, which carries with it a broad and unbending duty of loyalty and fidelity. All employees have the responsibility of administering the dealings of the Organisation honestly and prudently, and of exercising their best care, skill, and judgment for the sole benefit of the Organisation.

All employees shall exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions with the Organisation or knowledge gained there from for their personal benefit. There shall be no vested or personal interest or interest of third parties. The interests of the Organisation must be the first priority in all decisions and actions.

2. PERSONS CONCERNED

This statement is directed not only to Board Members and directors, but to all employees who can influence the actions of the Organisation. For example, this would include all who make purchasing decisions, and anyone who has proprietary information concerning the Organisation.

3. AREAS IN WHICH CONFLICT MAY ARISE

The following non-exclusive examples of Conflicts of interest may arise in the relations of the employees with any of the following third parties:

- Persons and Organisations supplying goods and services to the Organisation;
- Persons and Organisations from whom the Organisation leases property and equipment;

CONFLICT OF INTEREST POLICY

- Persons and Organisations with whom CAL is dealing or planning to deal in connection with the gift, purchase or sale of goods and services, securities, or other property;
- Competing or affiliated Organisations;
- Donors and others supporting the Organisation;
- Agencies, Organisations and associations which affect the operations of CAL;
- Family members, friends, and other employees; and
- Recruitment of an employee with close relationship (i.e. those who are more than acquaintances)

4. NATURE OF CONFLICTING INTEREST

A conflicting interest may be defined as an interest, direct or indirect, with any persons or organisations mentioned in the above examples. Such an interest might arise through:

- a. Owning stock or holding debt or other proprietary interests in any third party dealing with the Organisation;
- b. Holding office, serving on the board, participating in management, or being otherwise employed (or formerly employed) with any third party dealing with the Organisation;
- c. Receiving remuneration for services with respect to individual transactions involving the Organisation; and
- d. Using the Organisation's resources or good will for other than the Organisation approved activities, programs, and purposes.

5. INTERPRETATION OF THIS STATEMENT OF POLICY:

The areas of conflicting interest listed in Section 3, and the relations in those areas which may give rise to conflict listed in Section 4, are not exhaustive. Conflicts might arise in other areas or through other relations. It is assumed that the employees will recognise such areas and relation by analogy. The fact that one of the interests described in Section 4 exists does not necessarily mean that a conflict exists, or that

CONFLICT OF INTEREST POLICY

the conflict, if it exists, is material enough to be of practical importance, or if material, that upon full disclosure of all relevant facts and circumstances it is necessarily adverse to the interests of the Organisation.

However, it is the policy of the board that the existence of any of the interests described in Section 4 shall be disclosed before any transaction is consummated. It shall be the continuing responsibility of the employees to scrutinise their transactions and outside business interests and relationships for potential conflicts and to immediately make such disclosures.

CAL or a duly constituted committee thereof shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorised as just, fair, and reasonable to the Organisation. The decision of the Organisation or a duly constituted committee thereof on these matters will rest in their sole discretion, and their concern must be the welfare of the Organisation and the advancement of its purpose.

6. DISCLOSURE POLICY AND PROCEDURE:

Transactions with parties with whom a conflict in interest exists may be undertaken only if all of the following are observed:

- a. That conflict in interest is fully disclosed;
- b. The employee with the conflict of interest is excluded from the discussion and approval of such transaction;
- c. A competitive bid or comparable valuation exists; and
- d. The Organisation or a duly constituted committee thereof has determined that the transaction is in the best interest of the Organisation.



Caregivers Support Centre

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Tel: +65 6460 4400 Email: general@cal.org.sg
Website: cal.org.sg

Caregivers Alliance Limited is a non-profit, voluntary welfare organisation in Singapore, established in 2011 to improve the lives of caregivers of persons with mental illness by supporting them with quality training and facilitating caregiver support. Since 2012, Caregivers Alliance has reached out to more than 3,000 caregivers and provided training and support to more than 1,000 caregivers.