



# **BUILDING A THRIVING PEER SUPPORT COMMUNITY**

## **Resilience Collective Annual Report**

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For the Financial Year ended  
31 March 2022

# Our Heartfelt Appreciation

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

We would like to acknowledge our donors, partners, friends and volunteers for their dedication and commitment towards RC's renewed mission and vision.

Most of all, we would like to extend our deepest gratitude towards our peers and community members for their openness and bravery to share about their lived experience, and their vigour and passion for our cause. Your stories of resilience will continue to inspire and empower others in the community.



# resilience COLLECTIVE

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

Our core initiatives include:

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

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

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

## **Vision**

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

## **Mission**

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

# What Does Thriving and Leading Authentic Lives Mean to Us?

## Thrive

- Having the confidence and courage to see your goals through
- The capacity to overcome challenges with ample support and resources

## Lead Authentic Lives

- Living a life that is true and real to yourself
- Know that your thoughts and contributions are respected and valued

# What Does Thriving and Leading Authentic Lives Mean to Us?

Peers who **thrive** and **lead authentic lives** are:

- True to themselves, neither living the way others expect nor accepting the life that another imposes due to mental health stigma
- They know their voices, thoughts, opinions, societal contributions matter and are valued
- They support recovery, encourage help-seeking, and drive anti-stigma

Our vision and mission guide us as we walk alongside peers on their recovery journeys at different phases of their lives while building a resilient and empowered.

# What We Offer to the Community

Together with peers or persons living with mental health conditions, we aim to:

- Empower peers to **thrive beyond recovery**, with **peer support as the cornerstone** of the **RC community**
- Harness **value of mental health lived experience and peer voice** to promote the **social dimension of care**
- Build the RC community underpinned by our value proposition **RESET** to help peers **lead fulfilling and meaningful lives**





# What We Offer to the Community

## – RESET

### RESOURCE

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

### EMPATHY

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

### STRENGTH-BASED

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

### EMPOWERED

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

### TRUST

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



# Message from the Board

In the last two years, we have all been making sense and adjusting our ways of life while dealing with the changes that came along with COVID. These regular but needed adjustments have not been easy for many of us. At Resilience Collective (RC), we have also needed to adapt quickly in order to continue providing support for our peers, many of whom indicated that they needed it even more in times like this.

RC also saw several changes to its staff team. Most notably, a transition of leadership from Shuet-Li to Nicholas in November 2021. The Board is tremendously grateful for Shuet-Li's contributions in laying strong foundations for RC and building the brand. Now, we look forward to a new chapter with Nicholas to further build and strengthen the work done by Shuet-Li.

In January 2022, the Board unveiled a new Vision for RC - "A Community Where Persons Living With Mental Health Conditions Thrive And Lead Authentic Lives." It is our hope at RC to see peers thrive in life, despite any mental health conditions. We aspire to see peers living authentically, sharing about the importance of help-seeking and eventually, forming a collective movement to remove stigma.

Though the past year has been challenging, the team at RC has continued to push ahead to review its strategies and direction to cater to youth peers from 18 – 35. The community has also seen growth where peers actively share the value of their mental health lived experience through peer support. These opportunities continue to empower the community to thrive and lead authentic lives that go beyond recovery.

RC continues to create safe spaces for youths to share and acquire coping strategies, as well as leveraging our support structures as a platform and opportunity to engage our peers. We also tap into our resources and our partners – mental health professionals, caregivers, peers and social service partners – to strengthen the social support of our peers, ultimately, with the goal of driving an equal partnership between peers and society.

We are grateful for the support of AIC and NCSS and our donors who have believed in us, our cause, and who have nurtured the growth of RC. We continue to believe that these structured and dedicated support services through peer and community will support impactful and sustained mental health recovery.

We are encouraged by the efforts that the team at RC is making to grow the community, and develop initiatives for youth peers to see the value and effectiveness of peer support, so that RC continues to be a safe space for peers to support one another, and build resilience together.

### **Resilience Collective Board Members**

Mr Hsieh Fu Hua

Ms Chan Chia Lin

Dr Fidah Alsagoff

Professor Chua Hong Choon

Ms Jennifer Fan

Ms Goh Shuet-Li

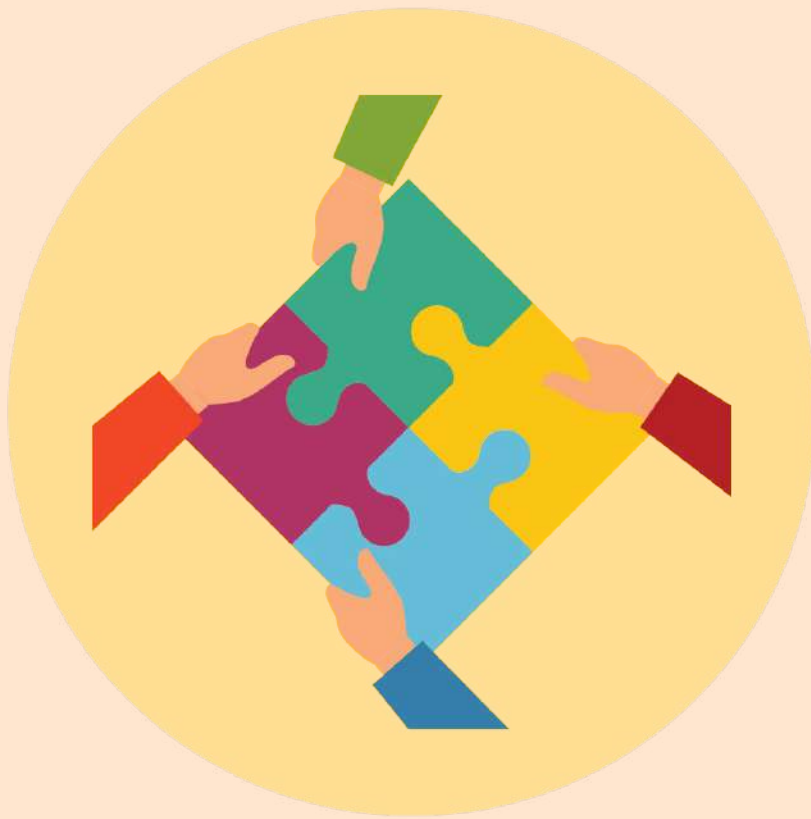
Ms Goh Swee Chen

Ms Tina Hung

Ms Hayley Sharratt (until 19<sup>th</sup> Jan 2022)

# VALUE OF CO-PRODUCTION

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# The Power Of Co-Production

The resilience education workshop that I helped to co-produce with other members was Art of Relationships. I felt that being able to simultaneously design a workshop for others and learn more about relationships in the process of it made the experience enriching and insightful.

During the co-production process, I enjoyed the openness and respectfulness that the co-pro members displayed. Indeed, it is not an easy task. I was thus pleasantly surprised by everyone's willingness to share personal experiences and insight into the topic.

**By virtue of the topic's sensitivities, there were many discussions that required us to be vulnerable and trusting of each other. However, we managed to create a healthy and safe space for open discussion and I grew a lot from it.**

Only after beginning this journey did I realise how limited my knowledge of mental health was. Listening to others' experiences really made me cognizant of how prevalent mental health truly is. The understanding that people around us are constantly battling their own struggles made me have a deeper appreciation for the importance of spreading awareness and knowledge about mental health.



Yuan Ke, Youth community member

# Co-Production

Co-production empowers the community towards building and developing RC’s programmes and initiatives. During the co-production process, the community consisting of passionate professionals, mental health clinicians and peers share skills and knowledge that translates to holistic mental health initiatives and programmes.

These structured and collaborative efforts emphasises an equal partnership among the community members to harness the shared knowledge, perspectives and wisdom. Coming together will conceptualise and implement new approaches in the design, development and delivery of sustained mental health solutioning.

Participants will understand and apply what is needed to build and maintain healthy relationships.	<b>Explore what makes a relationship healthy</b> Develop greater understanding on healthy attachments and trust	Input knowledge on the <b>four ingredients that make up a healthy relationship</b> : healthy relationships and attachment styles	Understand that healthy relationships involve a <b>reciprocal communication</b> : managing boundaries and conflict resolution: building healthy attachments	Online tool (boundaries, boundaries)	Identification of healthy relationships and <b>reciprocal communication</b> : managing boundaries and conflict resolution: building healthy attachments
		Learn different levels of trust: <b>ways to build trust</b> and discover how trust self-disclosure is appropriate in a given situation	Understand <b>reciprocal communication</b> : different levels of trust in relationships	Small group discussions: Personal reflection	Reflection on personal attachment styles
		Learn how active listening can build trust: <b>benefits of active listening</b>	Assess conditions for self-disclosure	Reflection: <b>Barriers against</b> asking others help us / asking people for our own help	Reflection on personal knowledge and <b>reciprocal communication</b> : identification of relationships in their personal life and evaluate level of trust and self-disclosure
		<b>Develop self awareness on personal needs and emotions in a relationship</b>	Understand that communication is a 3-way process	Active listening (speaker, listener, observer)	Learn actively and respond appropriately
		<b>Develop self awareness on personal needs and emotions in a relationship</b>	Practice components of active listening	Small group discussions: Online tool (boundaries)	Active listening and <b>reciprocal communication</b> : identification of needs and expectations in relationships
		<b>Develop self awareness on personal needs and emotions in a relationship</b>	Be able to identify needs and requirements in a relationship	Online tool (boundaries)	Active listening and <b>reciprocal communication</b> : identification of needs and expectations in relationships
		<b>Develop self awareness on personal needs and emotions in a relationship</b>	Be able to identify and set healthy boundaries in their relationships	Online tool (boundaries)	Active listening and <b>reciprocal communication</b> : identification of needs and expectations in relationships



The impact of co-production is especially important for peers as it gives them the platforms to share their experiences while allowing the wider community to understand the value of their contributions and skills.



**353 peers participated in 47 co-production projects that contributed to the development of holistic initiatives and programmes**

# **BUILDING MENTAL RESILIENCE**

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# Building An Empowered Community

I was seeking new experiences that allowed me to give back to the community. I heard about Resilience Collective from a friend, and was inspired to utilise my experience as a workshop facilitator to help destigmatise mental health, and promote help-seeking behaviour.

**In RC, I believe in what we are doing – building a community of individuals who are empowered in their recovery journeys. I believe that we can reduce stigma by increasing awareness through outreach opportunities like Human Library and PhotoStory.**

I have learnt how powerful it can be for someone to realise that they are not alone in their struggles, that there are others who are going through similar experiences, and that hope can truly exist. I have faith in our peers, and I volunteer to keep supporting them.

RC's community truly values the perspectives of those who are living with mental health conditions. There is solidarity, unity, and safety. I genuinely enjoy being a part of RC's community, and I feel accepted and valued for what I can do here.



Claire, Community member



# Programme Impact

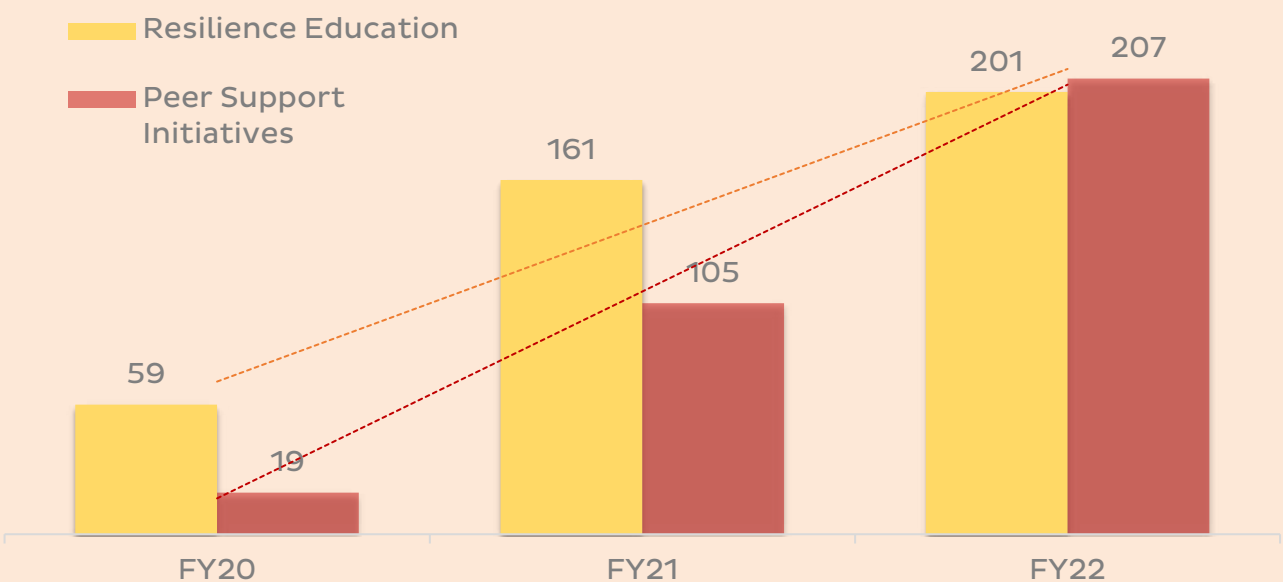
Peers are engaged in RC's programmes and initiatives, where their lived experiences are harnessed to empower one another through education. The tangible impact captures the value of their lived experiences, thus, empowering our peers, and aiding others on their recovery journeys.

## Resilience Education

Resilience Education (RE) constitutes seven co-produced workshops promoting sustained recovery and self-empowerment. Through RE, peers learn coping mechanisms and build mental resilience through exploring various aspects of their recovery journeys.

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

There was an **increase of unique attendees for Resilience Education** since its inception. This is complemented with an increase in peer support initiatives.



Note:  
FY20: 1 April 2019 – 31 March 2020  
FY21: 1 April 2020 – 31 March 2021  
FY22: 1 April 2021 – 31 March 2022



# Resilience Education – Cohort Edition

In a 6-month peer driven programme from September 2021 to March 2022, peers journeyed with one another from self-recovery to self-empowerment, through 7 workshops in a cohort-based approach. The programme was led by trained peers and certified peer support specialists.

Peers were equipped with personalised coping skills and the experience allowed them to forge a greater sense of identity and belonging in a safe and supportive space.

On top of the workshops, peers supported one another through open and honest sharing through Circles of Resilience that are peer support sessions.

The Circles of Resilience will be further developed into an independent core programme.

**Physical Boundaries**

- Personal Space
  - Who can touch you
  - How they touch you
  - Where they touch you
  - When they touch you
- Sexual boundaries
  - Coming too close can be accidental or an attempt to intimidate you

Tan Khai Teng

Resilience Collective

Trisha C

LING XIN Lee

Chong Jia Hao

Justin Lai

Alvin Chew

Joan Lee

Guoxiang

Melissa Lim

**Recognizing Triggers and Emotions**

Place your triggering events and emotions onto a scale (thermometer) –

- Recognizing on what level of emotional shift one is at, in relation to the event and a weather scale.

**Example**

	Sunny Mood	Cloudy Mood	Rainy Mood	Lightning Mood
Triggers and associated emotions	Generally in good mood, not irritated, practicing self-care diligently, able to manage/regulate emotions well.	Feeling off, grumpy, not well, don't exactly feel like doing anything, little tears.	Seriously feeling the blues, quite a bit down, really don't want to leave the house too long (emo).	Feeling irritated, angry, anxious, irritable, going to explode, may snap anyone.

Alvin Chew

Joan Lee

Guoxiang

Melissa Lim

Uen Fang Lin

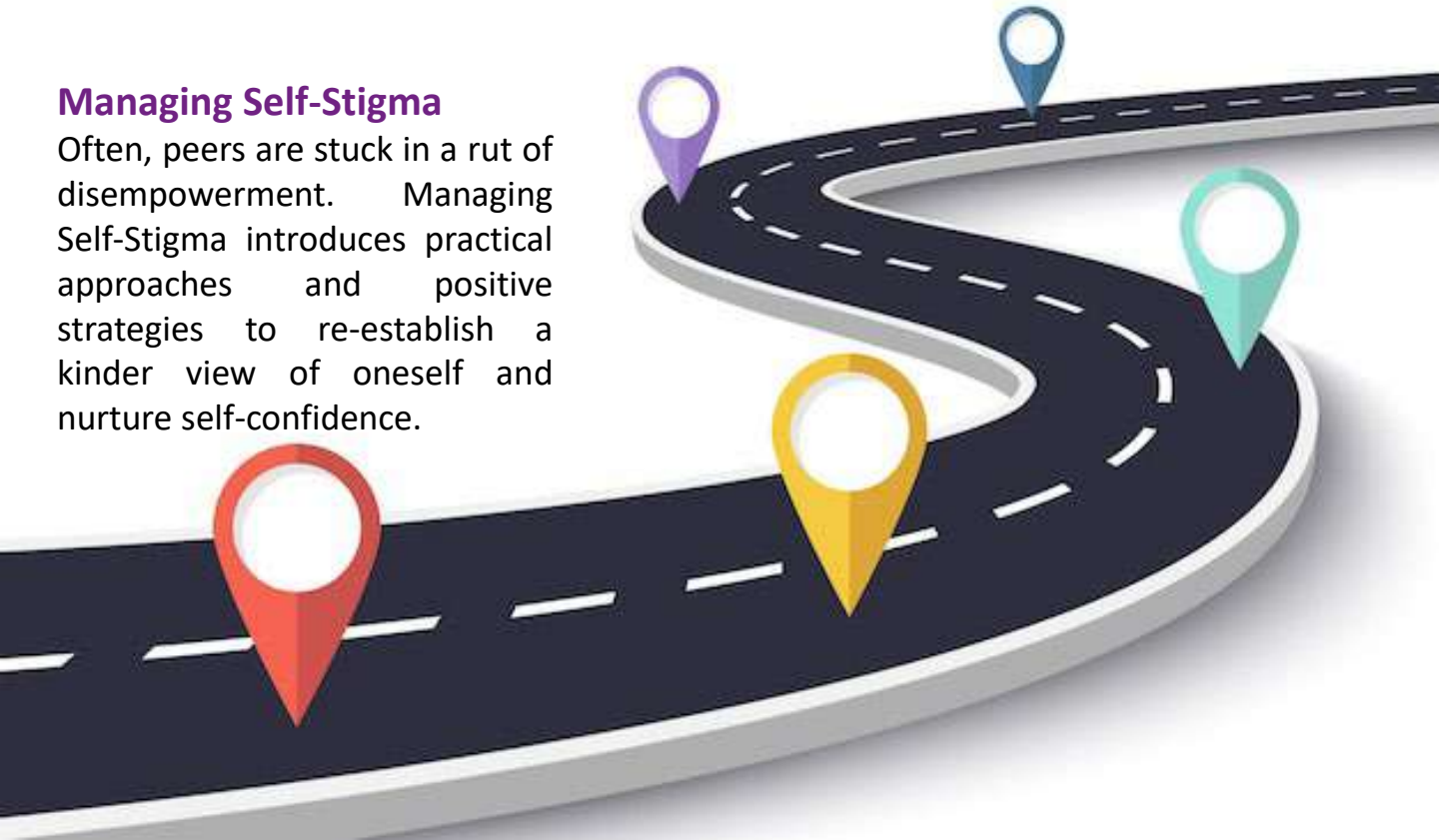
# Resilience Education

## Exploring Recovery

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

## Managing Self-Stigma

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



## Managing Anxiety

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

## Wellness Planning

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

I can be comfortable  
in my own skin and I  
do not need to hide  
my diagnosis  
– Siang Wee

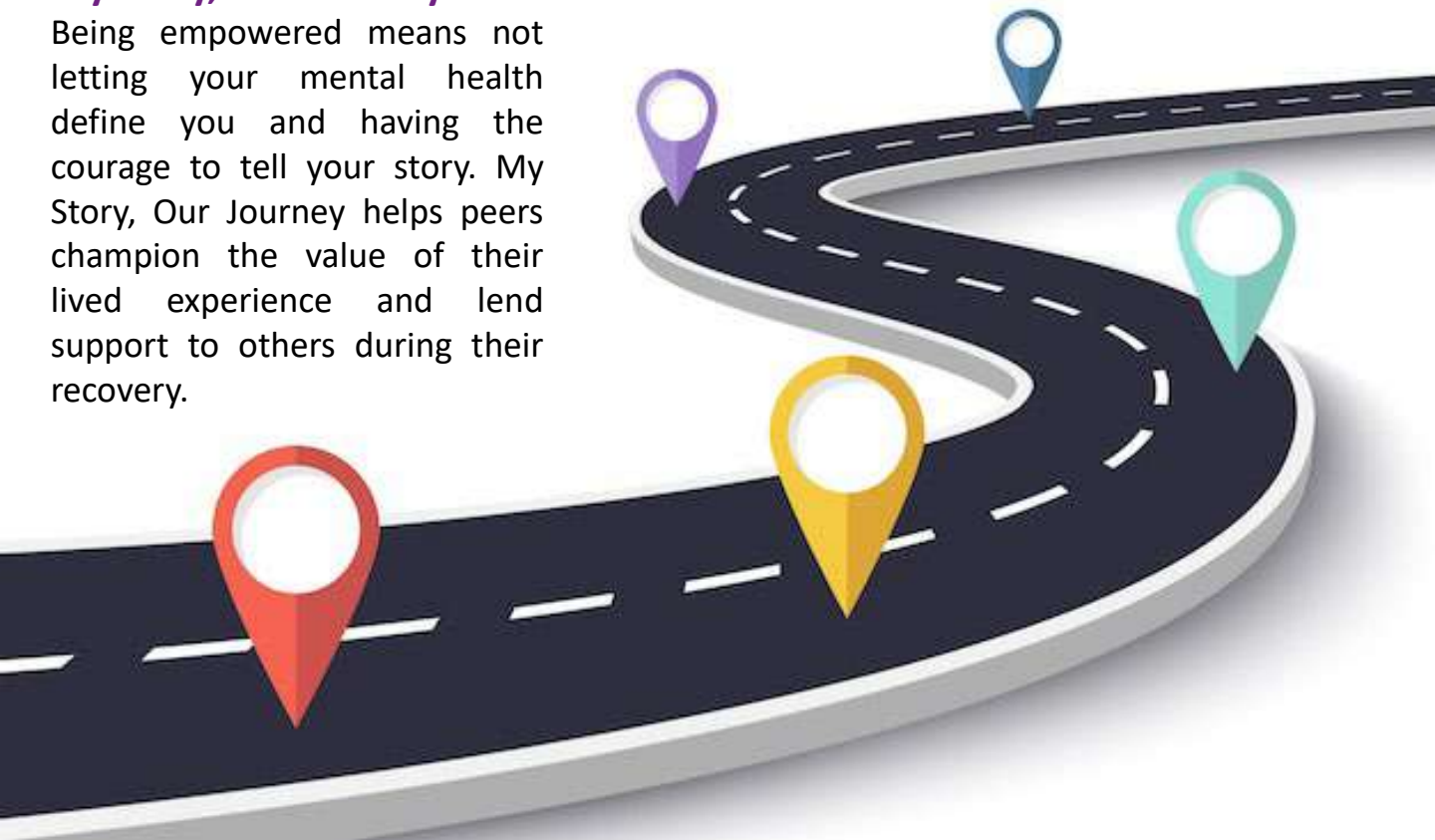
# Resilience Education

## Art of Friendship

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

## My Story, Our Journey

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



The content taught was extremely applicable, engaging and insightful for my growth and journey - Alvin

I am given a platform to start crafting my mental health journey that can encourage others - LX

## Coping with The Year-End

There are many types of celebrations and gatherings throughout the year. Coping with The Year-End helps peers identify resources to safeguard their mental wellness.

# FOSTERING PEER SUPPORT

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# Recovery Is Possible!

When I was younger, I went through a very dark patch in my life. I felt stressed and burdened by academic expectations. I was deeply affected. I also encountered a challenging mental illness, schizophrenia.

**My recovery journey was possible through good family support, along with the appropriate medication and spiritual encouragement. Receiving peer support from various mental health community agencies such as Resilience Collective also aided me in my recovery journey.**

Gradually, I managed to pick myself up, to lead a victorious and fulfilling life.

Today, I am happily married. I have achieved financial success as an Accredited Investor, and together with my beloved wife, we are enjoying our blessed retired golden years.

There is always hope. recovery is possible!



Alvin, Community member



A study conducted by the Institute of Mental Health (IMH) in 2021 noted that 13% of over 1,000 participants reported symptoms of anxiety or depression during the Covid-19 pandemic, but more than 80% are willing to seek help.

## Virtual Coffee



Virtual coffee provides peers and persons-at-risk with a space to foster social and emotional connection. Here, peers can:

- Engage in authentic conversations about their thoughts or challenges in a safe space
- Discuss sustainable mental health coping mechanisms through shared personalised resources
- Be part of a supportive community who accepts them for who they are



During COVID-19, Virtual Coffee enabled peers to continue meeting online weekly. With the increased stress and anxiety brought about by the uncertainty of COVID-19, peers could continue supporting one another through Virtual Coffee.

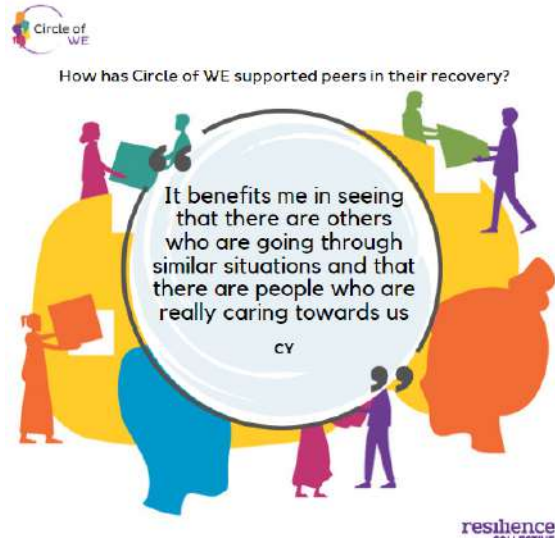
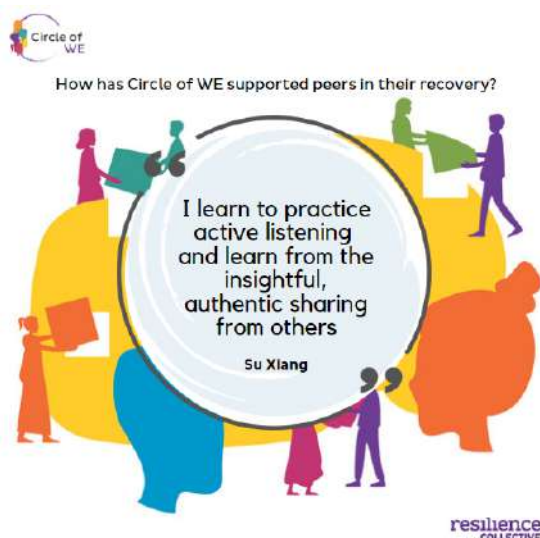
# Circle Of WE

In tandem with the Resilience Education workshops, peers continued to meet at Circle of WE, where they interact with one another and discuss real-life examples of skills and coping mechanisms applicable to daily life. To continue meeting the increased need for peer support during COVID-19, Circle of WE was hosted virtually.



Through Circle of WE, peers remain supported by:

- Diving deep into structured mental health discussions led by peers, for peers.
- Fostering a sense of accountability for persons in recovery.
- Applying and learning more mental health coping strategies in a non-judgmental safe space.



# EMPOWERING OUR COMMUNITY

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# A Place For Growth & Discovery

Volunteering with Resilience Collective has given me the opportunity to learn more, by connecting with others through honest and vulnerable conversations.

While volunteering for workshops and events, I was occasionally struck with the eye-opening realisation of my self-growth. Allowing myself to support others helped me to grow in my own emotional capacities as well. I have learnt to slow down, be present, and practice patience, which has enabled me to be fully engaged in vulnerable conversations and human connection.

**One gains so much more, when one gives wholeheartedly. I continue to volunteer in hopes to serve and support, but also to grow through the experiences and interactions as I undertake more opportunities at RC.**

Learning how to listen and collaborate with other volunteers in the process of co-production, exercising empathy, and to provide emotional support through workshop facilitation – these are just few of the many takeaways that I appreciate from my volunteering experience.

As long as you have that spark to volunteer, follow that inspiration and involve yourself in the volunteering experience. It has been, and still is, truly a fulfilling experience for me, and I am sure that you will find your own takeaways and fulfilling experiences when you take that first step in volunteering at RC.



Coco, Youth community member

# Community Impact

RC strives to continuously build and nurture a community of empowered peers who harness their mental health lived experience to journey alongside other peers through resilience building and peer support.

As part of our community outreach efforts, over 2000 persons were engaged in community events.

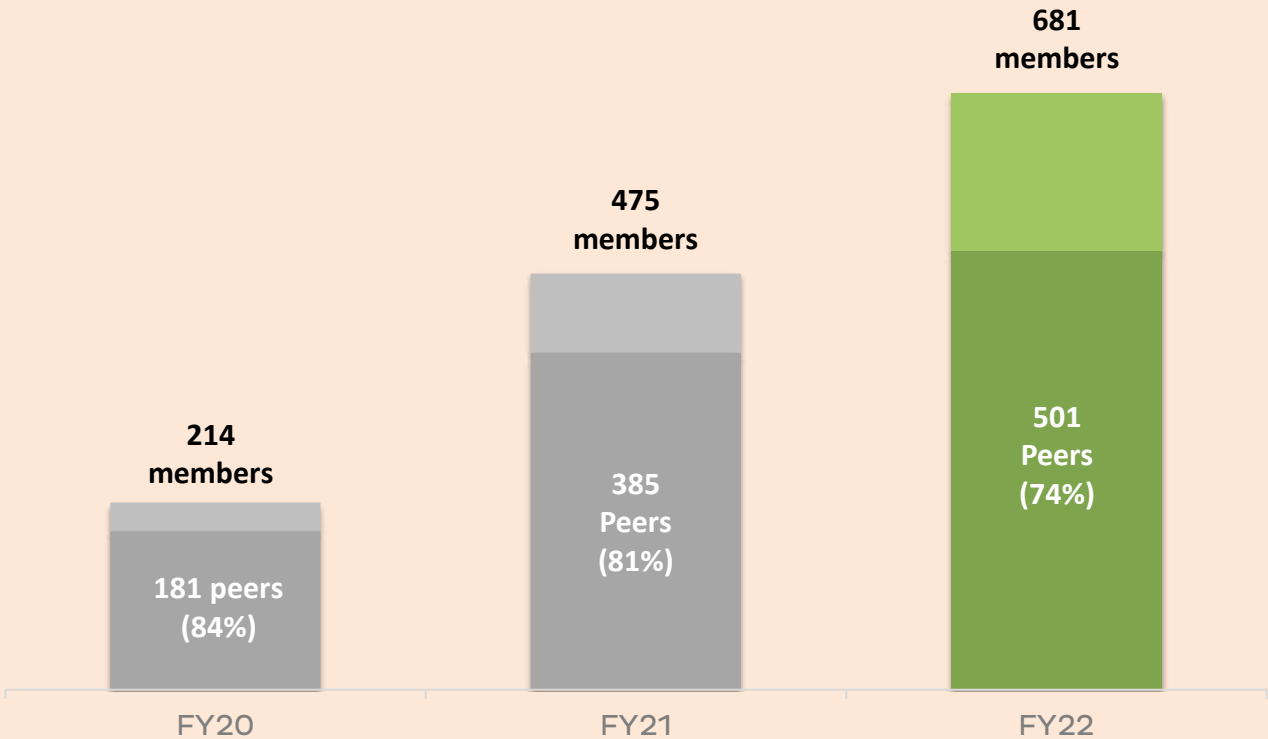


# Community Impact

## (As at 31 March 2022)

### Growth in RC Community

There was a **43% overall increase** in no. of RC members, of which **no. of peers saw a 30% increase.**



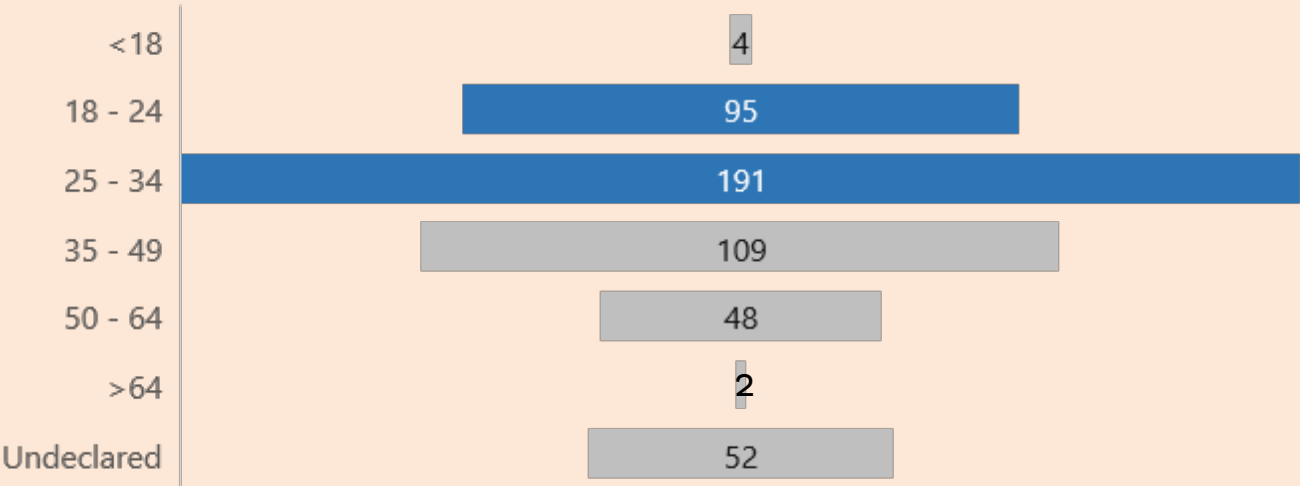
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# Community Impact

## (As at 31 March 2022)

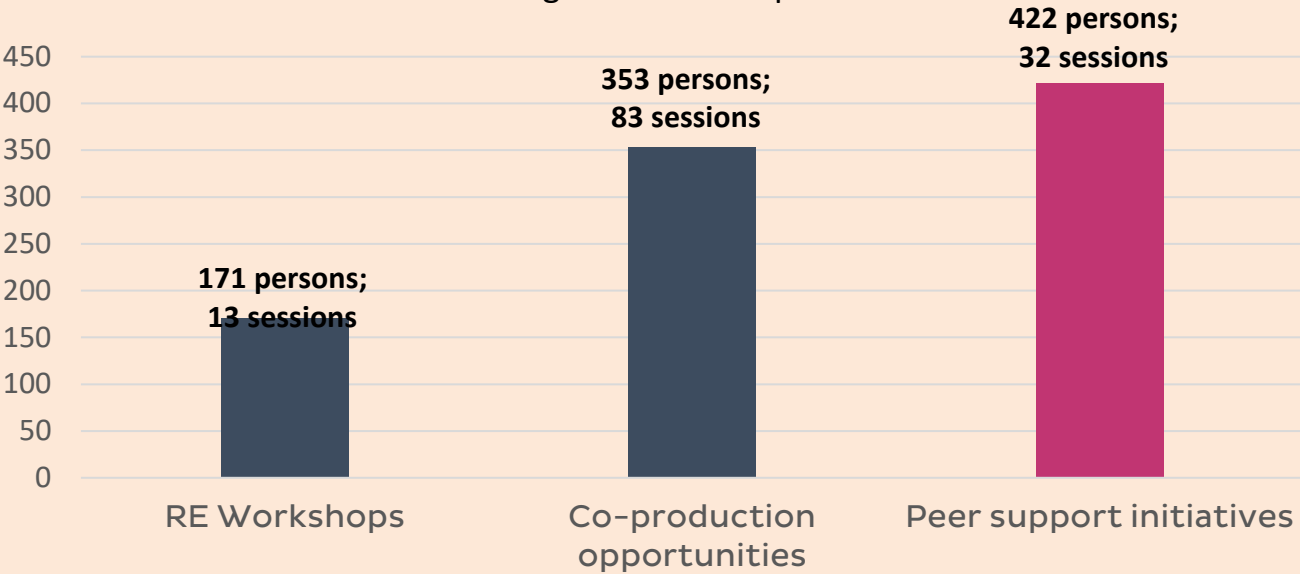
### Peers by Age Group

Youths (aged 18 – 34) make up 57% of the RC community as at end FY22.



### Community Touchpoints

Peer support initiatives attracted the most number attendees amongst other touchpoints.



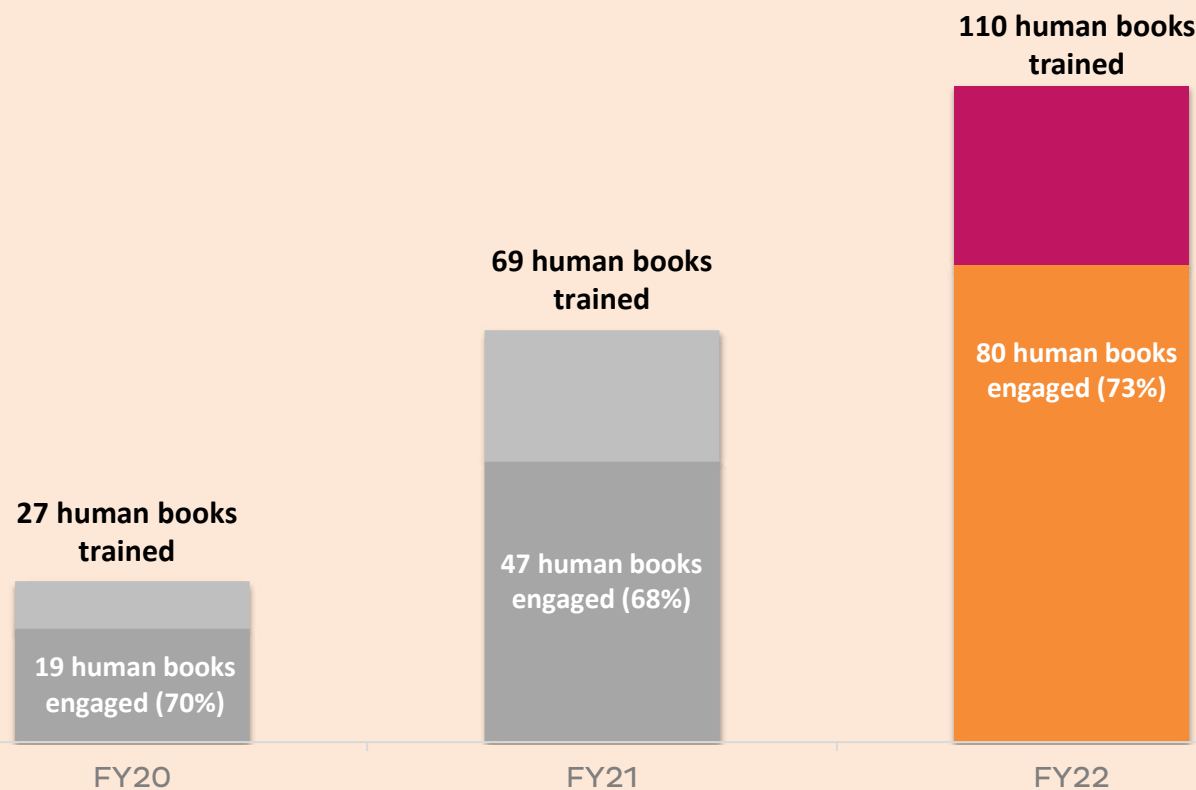
Note:  
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FY22: 1 April 2021 – 31 March 2022

# Community Impact

## (As at 31 March 2022)

### Growth in Cumulative No. of Human Books Trained & Engaged

There was a **59% increase** in no. of human books trained and **70% increase** in no. of human books engaged between FY21 and FY22.



Note:  
FY20: 1 April 2019 – 31 March 2020  
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FY22: 1 April 2021 – 31 March 2022

# Train-the-Trainer

To continue supporting and empowering peers on their recovery journeys, peers are trained as facilitators, enabling them to lead RC's initiatives and programmes and contribute meaningfully back to the cause.

Between 1 April 2021 and 31 March 2022, 45 facilitators were trained and equipped with the necessary skillsets to facilitate our Resilience Education workshops and co-production sessions.



Through Train-the-Trainer sessions, selected peers learn:

- Applied facilitation skills
- Ways to mitigate disruptive behaviors and hold a safe space
- Methods for participant engagement

Train-the-Trainer will undergo further enhancements and progress into Community Leadership Training.

## Growth in peers trained and engaged as facilitators

There was a **66% increase** in no. of facilitators trained and **54% increase** in no. of facilitators engaged between FY21 and FY22.



Note:

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FY22: 1 April 2021 – 31 March 2022

# World Mental Health Day – It's Okay – Take 5

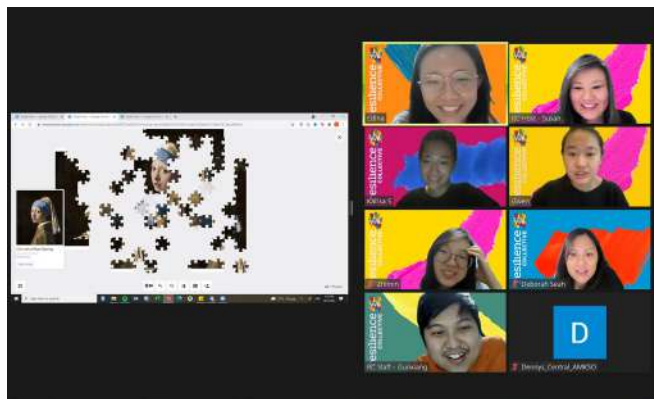
In conjunction with Mental Health Awareness Singapore and World Mental Health Day 2021, RC's peers shared personalised self-advocacy tips on how they live louder for mental health as a form of self-care.

In line with the theme, we had a special Virtual Coffee (It's Okay - Take 5: Live Louder for Mental Health!). A space was provided for peers to explore ways to speak up for themselves, in order to improve their mental well-being, and continue supporting each other.





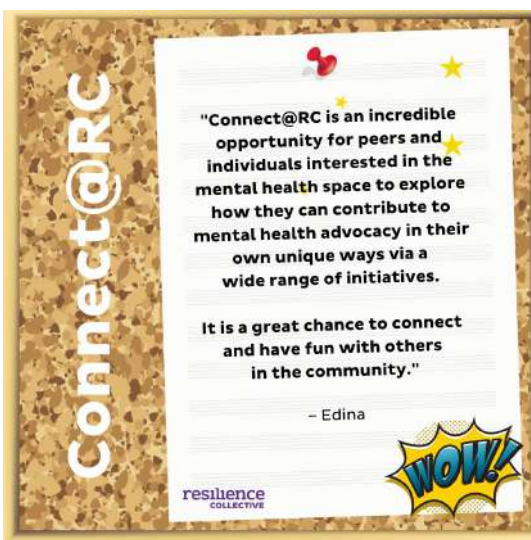
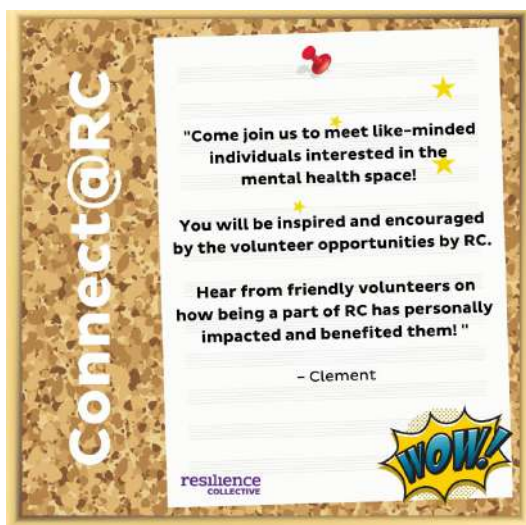
# Connect @ RC: Engaging Community Members



Connect@RC was an opportunity for the existing RC community members to share their experiences volunteering with new community members.

Through such volunteer engagement efforts, we strive to continue interacting more with the community, and ways they can put their professional skills to use in the programmes and initiatives through co-production, facilitation and peer support.

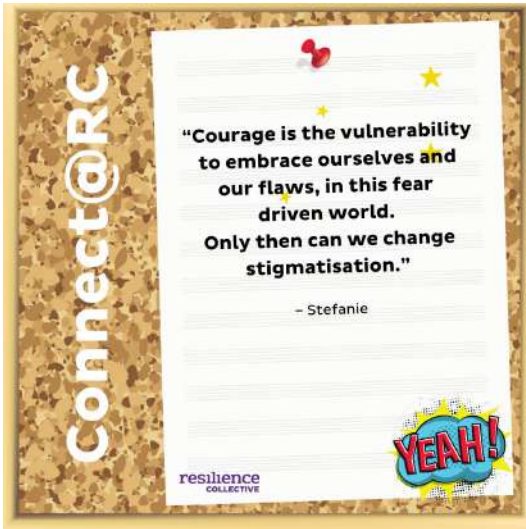
## Hear from regular RC volunteers





# Connect @ RC: Engaging Community Members

Hear from regular RC volunteers



## Reaching out to youths through TikTok

Since being onboard TikTok's Elevate Program for non-profits, we have been creating youth-centric videos that focuses on peer support and the peers' lived experience of how they are coping with their mental health struggles.

Through this platform, we will continue to reach out to youths in recovery or facing mental health challenges.



# Let's Talk, For Real: A Youth Mental Health Resilience Initiative



To support RC's youths, we recognised the need for open communication about mental health challenges and struggles between youth and parents.

To kickstart these essential conversations, we brought together six panelists that consisted of mental health professionals, youth peers and parents.

The Let's Talk, For Real Panel Dialogue was streamed live through Resilience Collective's YouTube and Facebook on Wednesday, 28 July 2021 with a total audience engagement of over 1,200 views.

The panel dialogue was moderated by Haikel Fahim, who is also the host of the Ironing Board Podcast.

Media coverage included The Straits Times, Channel NewsAsia, Kiss 92 and The New Paper.



**Over 1,200 views  
on Facebook &  
YouTube**



# Community Members In The Media

Jovan and Tasneem are two community members at RC, each with their own set of struggles. During their JC years, Jovan struggled with expressing his emotions because of masculinity norms, while Tasneem experienced overwhelming anxiety from the pressure to succeed.

Through strength and resilience, both Jovan and Tasneem overcame their struggles, and now seek to empower others through volunteering and interacting with other community members in RC.



# ENGAGING OUR YOUTHS

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# Supporting the peers in the community

Supporting others has helped me on own recovery journey. I am continuously learning more about myself. I am able to come to terms with my mental health condition, to thrive, and remain stable in my recovery.

In the past, I constantly heard voices and was always paranoid about the people around me. Soon the symptoms overwhelmed me and distorted who I was. I dropped out of school, broke off contact with my friends and spent most of my time at home worrying about my place in society, questioning if there is a place for people with mental illnesses. These emotions were difficult to express, and I felt like the people around me could not understand me.

**I was diagnosed with psychosis in 2012. Being diagnosed with a mental illness is not something anyone expects. I met peer supporters who used their lived experience to help others like me find their way. With their support, I became a Peer Support Specialist.**

Now, I give back, and use my lived experiences to support and empower peers with psychosis throughout and beyond their journey of recovery, through RC's initiatives such being a panelist for Let's Talk, For Real: A Youth Mental Resilience Initiative.



Desmond, Youth community member

# Not A Pity Party Podcast



Launched on 24 Sep 2021, Not A Pity Party podcast hopes to overturn the stereotype that those living with mental health conditions are helpless, constantly feeling sorry for themselves, and are victims of their illnesses.

Through the voices of our peers and their stories of discovery, self-empowerment and peer support, we want to inspire hope and courage in our listeners, and to let them know that mental health recovery is real. It is possible to exit the pity party, and to find new purpose and meaning as you overcome your mental health challenges and reclaim your lives.

Through RC's strong peer community, peers are able to empower one another and foster mental resilience as they navigate through their mental health journeys.

Hear from our very own youth peers and a special local celebrity guest, Inch Chua, on the struggles faced during their mental health journeys, how they overcome these challenges, and forged mental resilience along the way.

Accompanying Not a Pity Party Podcast is a specially curated Spotify playlist consisting of songs personally selected by our youth peers and guests which hold a special meaning and inspires them daily on their personal mental health recovery journeys.

# Not A Pity Party Podcast – Sharings from the guests

During the podcast, our guests shared their lived experience with mental health struggles and how they have found professional support and peer support while journeying along recovery.



I think the fear of going to therapy, wanting to understand it, or the stigma around it just invites a lot of attention that I don't want. That made me very adverse to telling people about it. But what made me comfortable is when I found someone else that was going for therapy and it really works for them. That was how I found therapy.

- Inch Chua -



“

I will tell myself that I'm proud of myself, even though nobody else does. It's all about celebrating the small things and being kind and forgiving. And I think that has really gone a long way in terms of acceptance, self-love, and self-care.

- Tasneem - ”




“


You're just as deserving of happiness and contentment as everyone else, and no one is inherently better than you. If anyone in your life is trying to make you feel that you're not good enough, you're not wanted, that's just wrong.

”

- Yvette -


# Not A Pity Party Podcast – Sharings from the guests







“Remember that whatever you're going through, just always know that it's okay, and that you're really never alone experiencing it. Honestly, just know that whatever you're going through right now, it's okay to be going through it.”

- Nisha -








“Writing it all out with the intention to understand your feelings helps me so much because you can re-read what you are thinking when you're calmer, and then you can reflect, come back and finish writing. It's a good way to see your growth over time.”

Rebecca







“Resilience Collective has given me the opportunity, that platform to really empower myself. And I think that stemmed from hearing other peers' speak about their struggles and how to share my own struggles.”

Amos





# Not A Pity Party Podcast – Feedback & Giveaway

To widen our impact, a giveaway was hosted on RC's Instagram page to drive more traffic towards Not A Pity Party. Our listeners and followers were prompted to review Not A Pity Party, by sharing what they liked, providing feedback for improvement, and suggesting themes or topics they wanted to hear more about in Season 2.

To be eligible for the giveaway, participants were asked to: 1) follow RC on Instagram, 2) leave their reviews on RC's website, and 3) tag 3 friends in the comment section. 5 winners were then selected, and they each won Grab vouchers.

Season 2 of Not A Pity Party is currently in development.



"As someone who has struggled with depression for more than 5 years, I relate so much to the love-hate relationship with medication"  
– Nadalia

Listening to this really comforted me and made me feel like I wasn't alone. Thank you! – Lydia

"Being able to manage expectations and knowing that the first therapist will unlikely be the last is a good approach, and Inch's ability to articulate must have been a journey by itself" – Brian

Relatable and inspiring! – Marvin

Listening to the podcast reinforced that mental health struggles can often be invisible. But we really don't know what is beneath the surface, and the stories that make up someone. Hence we should definitely be more mindful and thoughtful when interacting with people around us – Kate

# How Our Youths Have Contributed Actively to the Mental Health Space

Bringing fresh perspectives and encouraging continued development through participation of youth initiatives in the community, we provide youths - both peers and non-peers - with internship opportunities.



“I was involved in the planning of the human library session and listening to the human books showed me the power of vulnerability, as these stories can soften stubborn hearts, and be the hope for people who are on their own recovery journeys.”

“Interning at RC allowed me to challenge myself and broaden my perspectives. I am glad for the opportunity to work in an inclusive space, where my opinions, ideas, knowledge, and experiences were always considered and treated with respect.” – Vernessa Liew, RC intern

# How Our Youths Have Contributed Actively to the Mental Health Space

resilience  
COLLECTIVE

“ Hi!

I'm Muhammad Ryan

a final year Psychology  
major at NUS.

”



I decided to intern with Resilience Collective as I resonated with the concept of harnessing the lived experience of mental health to drive change, that differs from a clinical approach.

I also gained a better understanding of mental health and learned how I can support others around me.

“I participated in Human Libraries, focus group discussions and mental health conferences where I found many ways mental health difficulties might surface. It is important to communicate and find out how peers would like to be supported.”

“I enjoy meeting the community members and working with them through co-production where I get to experience first-hand how peers and mental health professionals come together while using their various expertise in a way that also empowers them” – Muhammad Ryan, RC intern

# How Our Youths Have Contributed Actively to the Mental Health Space



The infographic features a circular photograph of Erica, a young woman with long dark hair, wearing a red and white striped shirt, leaning over a rock by a body of water. To the right of the photo is a yellow speech bubble containing her name and a brief bio. Below this is a quote from her. The background is light blue with abstract shapes and the Resilience Collective logo.

resilience  
COLLECTIVE

Hi!  
I'm Erica

currently a psychology undergraduate, and I'm also planning to do a Masters in Clinical Psychology!

"As a peer with lived experience of mental health struggles, mental health has always been a cause I'm passionate about. I really like Resilience Collective's peer-focused culture and how the lived experience is valued, which led me to intern with them."

"Some of the most memorable moments during my internship was conducting focus group discussions. We spoke to youths to find more about their experiences and opinions on mental health. It was very insightful to directly hear from them about their mental health struggles.

"An interesting insight I gained is how people with mental health struggles are going through something unique and different. And it's so important to respect that and acknowledge how their experiences are valid." – Erica Yeo, RC intern

# My Experience as a Human Book

**Carla, RC youth community member shares her insights about articulating her mental health lived experience as a human book to the wider community.**

"When I spoke as a panelist and human book with RC, my key takeaway was the growing awareness and agency surrounding mental health awareness and its healthcare systems. It's really encouraging to see that this increased awareness would benefit many people struggling in silence. I also learnt first-hand the power of sharing one's personal experiences with others — it helps put a face to common mental health struggles and helps destigmatise it.

Overall, the experience I had speaking with RC at the Singapore Mental Health Conference and at NTU's Human Library - How to Communicate with Us was one full of empathy. I feel so grateful for the kind reception from our audience. Also, knowing that sharing my experiences helped give the listeners a new depth of understanding made the experience all the worthwhile."





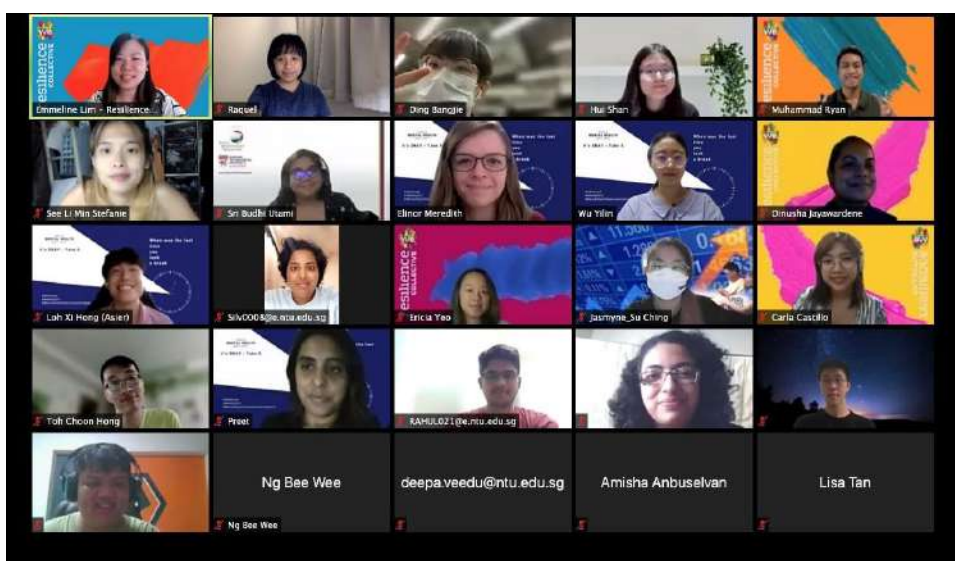
# Human Library

The human library experience is borne out of the personal experiences of our peers in the community. It details their struggles with mental health, and emphasises how they have learnt to build up resilience and courage in sharing their own recovery journeys with other peers.

This experience further empowers peers as human books while raising the value of their lived experience. This catalyst will help facilitate conversations between peers and society for stigma reduction and understanding of mental health.

## Nanyang Technological University - Human Library Experience

Held in conjunction with World Mental Health Day, Nanyang Technological University (NTU) and Resilience Collective (RC) collaborated for a unique human library experience. RC peers and NTU students shared their personal stories of mental health recovery and challenges openly. This resulted in a lively engagement of authentic and meaningful conversations centered on recovery, self-care and resilience.

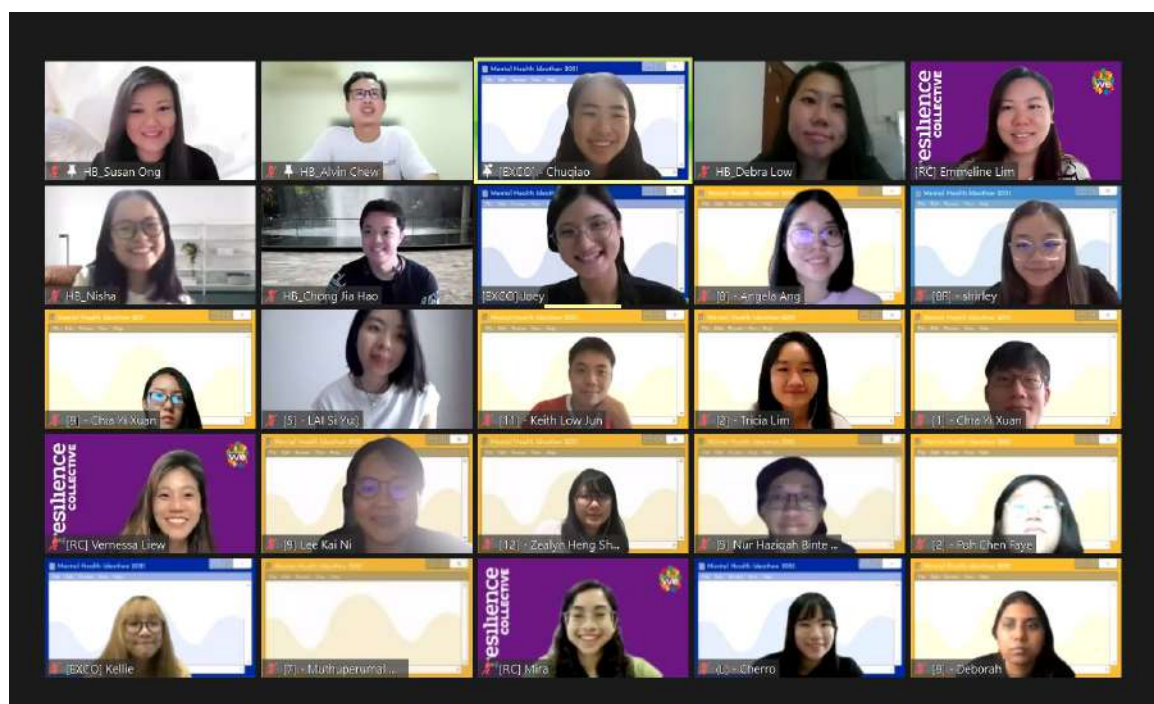


# Human Library

## Window to My Life - A Youth Corps Initiative

As part of RC's collaboration with Youth Corps Singapore for their Mental Health Ideathon, RC was invited to hold a virtual human library session.

During the session, the youths were educated on the importance of practicing empathy towards those with mental health conditions, as well as how to pool together appropriate programmes and resources for those that want to seek help for their mental health.



Debra, RC community member and human book said, "The experience made me reflect on my own recovery and being open to share my experiences will hopefully alleviate the misconceptions surrounding mental health and continue to advocate for positive mental health."

# Youth Impact in the Community

According to the recent National Population Health Survey by the Ministry of Health, young adults between the ages of 18 and 29 have the highest proportion of poor mental health.

To address this gap, RC is actively building a community where youths are empowered to support one another and to foster understanding of mental health through different opportunities.

## Duke-NUS x RC How To Communicate With Us Panel Dialogues

In the first panel dialogue on January 2022, community members Karen and James, alongside RC staff Susan Ong, and Wellbeing Specialist Partner (Clinical Psychologist) Desmond Soh from the National University of Singapore (NUS) shared practical strategies on how to approach colleagues in distress, being people-centric when speaking about mental health to one another and being aware of stigmatising attitudes and behaviours.





In the subsequent session, community members Amos and Nadia shared their insights on mental health support, and how to be peer supporters in the workplace together with Wellbeing Specialist Partner (Clinical Psychologist), Dr Celeste Teo, from NUS.



We would like to extend our utmost appreciation to Duke-NUS Medical and staff from NUS Health & Wellbeing for Supporting RC's How to Communicate with Us panel dialogues. Let's continue to practice and encourage mental health wellness and care!

**Singapore Mental Health Conference - How to Communicate with Us Panel Session**

What does good communication look like between mental health professionals and the people they care for? How do we provide positive support to people in recovery?

During the panel session on 24 Aug 2021, RC peers, Carla, Nadia, and Mak shared about their personal recovery journeys, to encourage others around them to better understand mental health recovery.

RC youth volunteers, Belinda and Didi facilitated the panel session discussion among the participants in getting the RC peers to share openly about their insights.



## Singapore Mental Health Conference - Candid Conversations on Youth Mental Health



The interactive panel dialogue session on 24 Aug 2021 comprised of Niky, a caregiver to someone with a mental health condition, Tas, a youth with lived experience of a mental health condition, Muhammad Syazan, a youth peer helper, and Dr John Tan, Executive Director of CARE.

During the session, the panelists spoke about their challenges in caregiving for persons with mental health conditions, living with a mental health condition, and how peer supporters engage youths on mental health issues.

Tas, also an RC youth peer, shared what it was like to live with a mental health condition, ways she was able to find support, and her thoughts on how society can overcome mental health stigma to inspire youths-at-risk to reach out.

## National University of Singapore Mental Health Festival

Held on 11 Oct - 12 Oct 2021, the National University of Singapore (NUS) Mental Health Festival was conceptualised by two very passionate mental health advocates from NUS.

Students participated in interactive activities and virtual booths showcasing youth mental health initiatives and ways they can get involved with RC's youth initiatives.



Dinusha, RC community member and peer said, "The session reinforced the importance of the lived experience in mental health, the responsibility of reflecting on my own recovery as a mental health advocate and to have the confidence to continuing sharing my recovery story with others."

# Going Beyond Geographical Challenges to Support Peers

My journey with Resilience Collective began when I virtually attended My Story, Our Journey in early 2020, despite being based in Sri Lanka.

As a person with lived experience, I understand the impact that personal narratives have on building resilience and helping one to cope, and have always wanted to use my experiences to inspire and encourage others.

**I believe that self-advocacy for mental health is a two-way process. One can gain deep satisfaction, and a deep sense of joy, by encouraging others in their recovery journeys and keeping them inspired.**

Through sharing my experiences, I also feel a greater sense of purpose and responsibility to maintain my recovery, and help other peers attain a sense of fulfilment through personal recovery journeys.

I want to continue to be part of a peer support community that makes a difference in the lives of others, and continue impacting others in the best way that I can.



Dinusha, Community member

# COMMUNITY PARTNERSHIPS

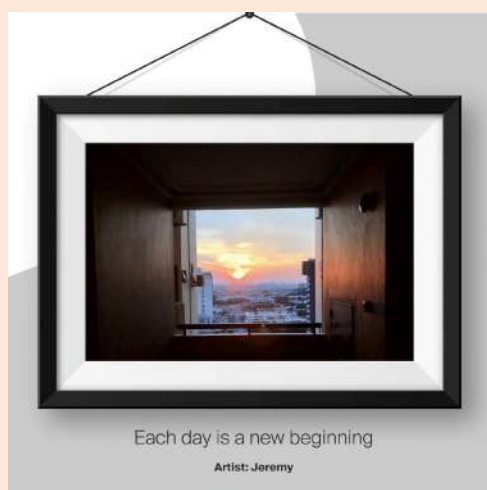
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# Our Partnerships

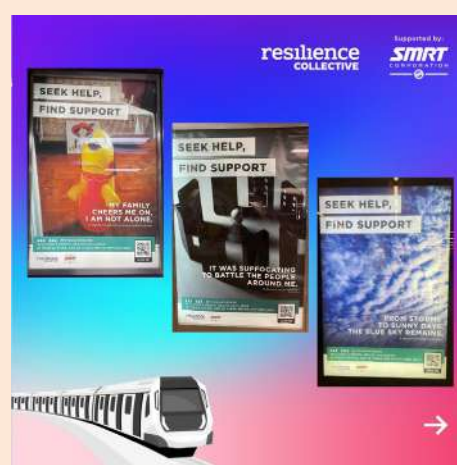
## GIC Singapore

GIC partnered with Resilience Collective (RC) to hold PhotoStory: From Darkness to Light exhibition at their Singapore office. Together, they celebrated the journey of mental health through 140 photographic works taken by peers, or persons. Through visual imagery, they speak of their silent struggles, and how they found hope in their recovery journeys. We are inspired by their strength as we break down the barriers of stigma together.



## SMRT Corporation Ltd

Through our partnership with SMRT, photographs of our peers taken from PhotoStory: From Darkness to Light were featured at various MRT stations across Singapore, such as Jurong East, Dhoby Ghaut, City Hall, Expo and Buona Vista from 23 September to 13 October 2021.





# Our Partnerships

## Temasek Shophouse

In December 2021, RC partnered with Temasek Shophouse to host the Digital Exhibition of PhotoStory: From Darkness to Light. There, onlookers could view the digital exhibition on the LED wall and look through the lens of peers as they document their recovery journeys and mental health challenges through photographs.



## Deutsche Bank

Deutsche Bank (Singapore) included Resilience Collective as one of their beneficiaries under their Donate One Day #NotAlone Steps challenge that was launched on 10 September 2021.

Their campaign encourages those that are interested to support the mental health of young persons to participate in this challenge. Moreover, it was also a perfect opportunity to keep fit for a good cause!



# Our Partnerships

## National Volunteer And Philanthropy Centre (NVPC)

As part of Giving Week 2021 and International Volunteers Day, we featured some of our community members' sharings such as their volunteer experiences with RC. Our volunteers shared their joys of being part of RC's community, where they can give, and also receive through the various opportunities and initiatives.



## Beyond the Label

Beyond the Label, a movement by the National Council of Social Services (NCSS), aims to address stigma faced by persons with mental health conditions in society. Amos and Veena, two of our community members, were featured as Beyond the Label Ambassadors. They shared their stories of resilience, and how they overcame their struggles to go beyond the label and be a beacon of hope for others on a similar journey.





# Our Partnerships

## ISG Singapore

Move for Charity 2021 is a virtual challenge by ISG Limited. From 20 to 26 September 2021, the staff at ISG competed in distance-based challenges such as cycling, running and walking to raise funds for the peer-led programmes and initiatives at RC.



## The Rice Company Limited (TRCL) Singapore

RC was invited to be part of the 'ChariTrees2021: Tales of the Future' by TRCL initiative to honour community heroes who have played a part in supporting and empowering the underserved through providing educational platforms and opportunities for growth. A tree with a panel featuring RC's programmes and initiatives was lit up along the Marina Bay Waterfront Promenade from 23 November to 26 December 2021.

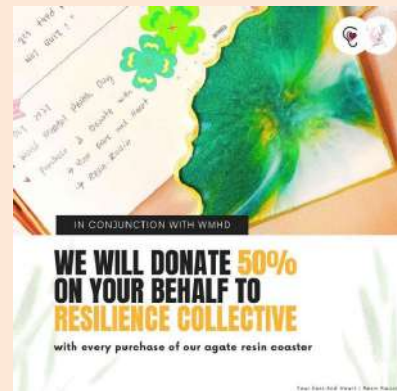


# Our Partnerships

## Your Ears and Heart and Resin Raisin

In support of World Mental Health Day (WMHD) 2021, Your Ears and Heart (YEAH), a mental health service that provides anonymous and confidential emotional support to those that need a listening ear and Resin Raisin, a resin art business collaborated and designed resin coasters to educate the public on mental health.

For every purchase, 50% of the proceeds were donated to RC in conjunction with WMHD to support the work that we do in the mental health space.



## Here's how you can be part of the community!

Join The Community as a Community Member



SCAN ME

Donate to the cause, your generosity matters



Stay Updated Through Telegram



SCAN ME

# **CORPORATE GOVERNANCE**

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For the Financial Year ended  
31 March 2022

Ensuring transparency and accountability are aspects that Resilience Collective continues to uphold. We assure compliance with the legal regulatory bodies and strive to achieve the vision and mission of the organisation.

As at 31 March 2022, the Board of Resilience Collective comprised of 8 members. The Board met 3 times between 1 April 2021 and 31 March 2022 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 FY22\*

Position	Name, Key Directorships & Appointments	Attendance at Board Meeting in FY21/22
<b>Chairman</b>	Mr Hsieh Fu Hua Chairman, Board of Trustees, National University of Singapore; Founder, Binjaitree	3/3
<b>Board Member</b>	Ms Chan Chia Lin Director, Holywell Private Limited	3/3
<b>Board Member</b>	Dr Fidah Alsagoff Senior Managing Director, Temasek International Pte Ltd	3/3
<b>Board Member</b>	Associate Professor Chua Hong Choon Chief Executive Officer, Khoo Teck Puat Hospital and Yishun Health	3/3
<b>Board Member</b>	Ms Jennifer Fan Head of Asia, Freemont Capital	3/3
<b>Board Member</b>	Ms Goh Shuet-Li Director, La-Putri Pte Ltd	3/3
<b>Board Member</b>	Ms Goh Swee Chen Chairman, Nanyang Technological University	3/3
<b>Board Member</b>	Ms Tina Hung Senior Consultant, National Council of Social Service	2/3
<b>Board Member</b>	Ms Hayley Sharratt Financial Management and Strategic Engagement Professional	2/3
<b>Board Member (Alternate)</b>	Dr Julian Hong Resident Physician, Dr Tan & Partners	2/3

\*FY22 refers to the period from 1 April 2021 to 31 March 2022

## **Resilience Collective (RC) Board Committees for FY22\***

There are now 3 board committees:

### **1. Executive Committee**

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

#### **Chairman**

Ms Tina Hung

#### **Member**

AP Chua Hong Choon

### **2. Audit Committee**

In carrying out its functions as specified in its terms of reference, the Audit Committee (AC) reviewed the overall scope of the external and internal audit and met with the RC's independent external auditor to discuss the findings of their audits. The AC also reviewed the financial statements of the charity and the auditor's report for the financial year ended 31 March 2022.

#### **Chairman**

Dr Fidah Alsagoff

#### **Member**

Ms Jennifer Fan

### **3. Fundraising Committee**

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

#### **Chairman**

Ms Goh Swee Chen

#### **Members**

Mr Hsieh Fu Hua

Ms Chan Chia Lin

Ms Goh Shuet-Li

\*FY22 refers to the period from 1 April 2021 to 31 March 2022

## **Policies**

### **Conflict of Interest Policy**

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

### **Whistle-Blowing Policy**

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

### **Finance Policy**

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

# Related Party Transactions for the Financial Year ended 31 March 2022

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

	2022 \$	2021 \$
Salaries and other related costs	149,197	110,635
Retainer fees	12,000	–
Contribution to defined contribution plans	13,565	10,465
	174,762	121,100
Number of key management personnel	2	1

One of the key management personnel of the company is also the director (and the highest paid staff) of the Company, and has received remuneration, retainer fees and benefits from the Company for the financial years ended 31 March 2022 and 31 March 2021 as disclosed above.

The disclosure of the three highest paid staff who has received remuneration exceeding \$100,000 has been included in the following classification.

	2022	2021
Remuneration band (\$):		
Between \$0 - \$100,000	1	2
Between \$100,001 - \$200,000	2	1

Other than this, none of the directors and their close family members have received any form of remuneration and benefits from the Company for the financial years ended 31 March 2022 and 31 March 2021.



# **GOVERNANCE EVALUATION CHECKLIST**

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For the Financial Year ended  
31 March 2022

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

**Submission Form for Governance Evaluation Checklist (Enhanced Tier)**

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	<b>Are there governing board members holding staff<sup>1</sup> appointments?</b> (skip items 2 and 3 if “No”)		Yes	
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> 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	<p>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) <b>can only serve a maximum of 4 consecutive years.</b></p> <p>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.</p>	1.1.7	Complied	
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	<b>Is there any governing board member who has served for more than 10 consecutive years?</b> (skip item 7 if “No”)		No	
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>	1.1.13		Not Applicable
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Conflict of Interest</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied	
<b>Strategic Planning</b>				
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
<b>Human Resource and Volunteer<sup>2</sup> Management</b>				
12	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
13	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")			
15	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied	
<b>Financial Management and Internal Controls</b>				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	

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

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

**Notes:**

<sup>1</sup> 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.

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

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

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

A close member of the family may include the following:

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

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

**Declaration**

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

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

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



Mr Nicholas Lee  
Executive Director  
31 August 2022



# **FINANCIAL HIGHLIGHTS**

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For the Financial Year ended  
31 March 2022

# Statement of Financial Activities for the Financial Year ended 31 March 2022

INCOME	Unrestricted Fund \$	Restricted Funds \$	2022 Total \$	2021 Total \$
<b>Income from generated funds</b>				
- Voluntary income	25,254	–	<b>25,254</b>	286,004
- Activities for generating funds	508,045	–	<b>508,045</b>	253,986
<b>Income from charitable activities</b>	359,689	603,074	<b>962,763</b>	660,963
<b>Other income</b>	6,330	–	<b>6,330</b>	9,609
<b>Total income</b>	899,318	603,074	<b>1,502,392</b>	1,210,562
<b>LESS: EXPENDITURE</b>				
Costs of generating funds				
- Fundraising costs	8,778	–	<b>8,778</b>	22,308
Cost of charitable activities	334,340	386,741	<b>721,081</b>	543,583
Governance costs	127,778	–	<b>127,778</b>	87,096
<b>Total expenditure</b>	470,896	386,741	<b>857,637</b>	652,987
<b>Net income for the financial year</b>	428,422	216,333	<b>644,755</b>	557,575
Fund balances at 1 April	547,977	140,638	<b>688,615</b>	131,040
<b>Fund balances at 31 March</b>	<b>976,399</b>	<b>356,971</b>	<b>1,333,370</b>	688,615

# Balance Sheet

## as at 31 March 2022

	2022 \$	2021 \$
<b>Non-current assets</b>		
Property, plant and equipment	20,392	27,169
Intangible assets	2,275	3,413
	22,667	30,582
<b>Current assets</b>		
Sundry receivables	126,474	155,817
Bank balance	1,252,739	566,318
	1,379,213	722,135
<b>Total assets</b>	<b>1,401,880</b>	<b>752,717</b>
<b>Current liabilities</b>		
Payables and deferred income	68,510	64,102
<b>Total liabilities</b>	<b>68,510</b>	<b>64,102</b>
<b>Net assets</b>	<b>1,333,370</b>	<b>688,615</b>
<b>Funds</b>		
Unrestricted Fund	976,399	547,977
Restricted Funds	356,971	140,638
<b>Total funds</b>	<b>1,333,370</b>	<b>688,615</b>

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