



**Babes Pregnancy Crisis Support Limited**

# **Annual Report**

**For the financial year  
1 April 2014 to 31 March 2015**

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## CHAIRMAN'S MESSAGE

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On behalf of the Board of Directors, I am pleased to present Babes' Annual Report for the Financial Year from 1 April 2014 to 31 March 2015.

It's been a busy year, and we've done more than we did in our first financial period - more casework, more youth engagement and outreach, more community engagement, more fundraising (we are very fortunate and grateful that, during the period under review, and until March 2016, as Babes is a participating VWO, donations received by Babes were and will be matched 1.25 times under the Care & Share @ SG50 Movement). In addition, because we were still in a ramp-up phase, much work was done developing a good infrastructure (systems, policies and practices) to enable us to work more efficiently and effectively to achieve our vision and mission.

But there is much, much more work to be done! We know that there are girls out there who are going through a crisis and who could benefit from our unique support. Sadly, Babes is still a relatively unknown entity. It is my personal vision that whenever anyone suffers or knows of a pregnancy crisis for anyone 21 or below, their first thought is to contact Babes. We therefore need to increase our outreach efforts to establish our 'brand', and to 'get with the times' by increasing the use of social media to get our message out. It takes time and effort to change mindsets, and we need to be both innovative and sensitive in our approach. Sadly, our message remains controversial and, too often, a taboo subject. We are sometimes misunderstood as advocating teenage pregnancy. We don't, but teenage pregnancy is a fact of life, and we strongly believe that every girl faced with a pregnancy crisis deserves to be supported by her family and her community, and we are there to journey with her to help ensure that she makes informed decisions and resumes as normal a life as possible. It is not an easy task for an organisation that supports girls in a pregnancy crisis to get buy-in from society in general for the work that we do. That being the case, we are especially grateful to our community - all our sponsors, donors, partners, volunteers and staff - who have been compassionate, enlightened and bold enough to support our cause so generously.

**Carrie Seow**

## EXECUTIVE DIRECTOR'S SUMMARY

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This financial year has been our first full year of operation and we were busy setting up the necessary systems and frameworks needed for us to operate efficiently and diligently.

Carrying on from last year's work, we've been busy recruiting board committee members to assist our board members in overseeing governance in various areas of work. We've also been drafting policies and guidelines to ensure effective administration. At the same time, we've strengthened our work processes to ensure that the pregnant teenagers we work with are well supported.

We've supported 63 girls this financial year. This is still a small number in relation to the total number of teenage pregnancies in Singapore (Immigration & Checkpoints Authority, reported a total of 1,065 teenage pregnancies as of 2013). The number of genuine individuals contacting our helpline also increased by 21%. The majority of the girls we've worked with have been able to resume life as normally as possible and have been supported by their immediate community.

What has helped our cause, and what we're continuously working towards in our work, is the increase in public awareness on the issue of teenage pregnancy. Our outreach work and our tie-ups with various stakeholders, such as Baby Steps Singapore, The Nail Salon, etc., have been extremely beneficial to us and for which we are very grateful. With the increase in public awareness, we've been humbled by the number of people who have come forward to support our work in various capacities. We want this to continue and grow in order to help the pregnant teenagers we work with achieve the outcomes they are working towards.

Motherhood in itself can be a trying time for many women, even those with family and community support, what more for the teenager who has to navigate both her pregnancy and the reaction of those around her. In May 2014, we celebrated Mother's Day with the pregnant teenagers and their families to celebrate motherhood and the resilience they've displayed on their journey. With the help of volunteers, we organised a photo shoot with the pregnant teenagers and their families and refreshments were served. This was the first time we organised such an

event and it was such a success that we've decided to make this an annual event.

Besides our Mother's Day celebration, another highlight of the year was the fund raising dinner held on September 11, 2014 at the Island Ballroom of Shangri-La Hotel, Singapore which was jointly organised by Beyond Social Services, South Central Community Family Service Centre and Babes. The Guest of Honour for the dinner was Mr Lawrence Wong, Minister for Culture, Community and Youth and Second Minister for Ministry of Communications and Information. We are deeply appreciative of Shangri-La Hotel, Singapore for sponsoring the venue and dinner, those who bought tables and attended the event, other sponsors, donors and everyone else who contributed their time, talent and resources to make it a memorable evening for all.

The work has not been without its challenges but what has kept us going is the determination and resilience displayed by the pregnant teenagers and their families in this difficult phase of their lives. It has often been a humbling experience which has taught us many lessons, and we look forward to continuously learning from the people we come across in our work.

**Shaziah Wasiuzzaman**

## OUR BACKGROUND

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The work of Babes Pregnancy Crisis Support Limited (**Babes**) began in 2005 as a programme under Beyond Social Services (**Beyond**). It was the first programme in Singapore that provided a targeted service to teenagers needing support with their pregnancies.

In May 2013, Babes spun off from Beyond to become a separate organisation, in order to provide more focus on the issue of teenage pregnancy. We are the only organisation in Singapore that is devoted to exclusively supporting pregnant teenagers. In August 2013, Babes began operating independently.

Babes believes in taking a non-judgemental, “mother-centric” approach. We want every pregnant teenager to be aware of her options and to make sure that she has the opportunity to make an informed decision with regard to her pregnancy.

Babes believes that support from her family, friends and wider community is essential for a pregnant teenager to come to, and implement, her decision responsibly. We advocate and help her to nurture long-term, on-going support from family, friends and volunteers and as normal a life as possible for her during her pregnancy and beyond.

Babes was set up on 31 May 2013 as a public company limited by guarantee (Unique Entity Number (UEN) 201314611H), and is governed by its Memorandum and Articles of Association. It is a registered charity under the Charities Act (since 13 September 2013) and has been accorded the status of an Institution of Public Character (IPC) from 1 October 2013 to 30 September 2015.

Our registered office address is:  
1 Kaki Bukit Road 1  
#02-09  
Singapore 415934

Our mailing address is:  
Blk 26, Jln Klinik  
#02-42/52  
Singapore 160026

## OUR VISION

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Babes' vision is for an inclusive society where every pregnant teenager needing support will not feel estranged or marginalised.

## OUR MISSION

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- To proactively reach out to, and journey with, anyone aged 21 and below needing support with their pregnancy, helping them to:
  - ✓ make responsible decisions about their pregnancy
  - ✓ take the appropriate steps to carry out their decision responsibly, with the support of their immediate family and wider community
  - ✓ navigate their lives during pregnancy and cope with the impact of pregnancy on their lives.
- To advocate for a more inclusive society, where pregnant teenagers do not feel marginalised or estranged, by:
  - ✓ raising awareness and appreciation of the problems faced by pregnant teenagers in Singapore
  - ✓ garnering community support for pregnant teens in crisis.

## OUR ORGANISATION

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### BOARD OF DIRECTORS

#### DATE OF APPOINTMENT

<b>Chairman</b>	Ms Carrie Seow	31 May 2013
<b>Treasurer</b>	Mr Purandar Rao	22 July 2013
<b>Members</b>	Mr Stanley Tan	31 May 2013
	Mr Gerard Ee	31 May 2013
	Ms Julia Raiskin	22 July 2013
	Dr Sadhana Nadarajah	22 July 2013

### AUDIT COMMITTEE

<b>Chair</b>	Ms Julia Raiskin
<b>Members</b>	Ms Seema Sanghani, Mr Roland Randall

### APPOINTMENTS AND NOMINATIONS COMMITTEE

<b>Chair</b>	Ms Carrie Seow
<b>Member</b>	Mr Thomas Wai

### FUND-RAISING COMMITTEE

<b>Chair</b>	Ms Julia Raiskin
<b>Members</b>	Mr Kevin Teng, Mr Steve Duncan

### HUMAN RESOURCE COMMITTEE

<b>Chair</b>	Mr Purandar Rao
<b>Members</b>	Ms Carrie Seow, Mr Rishpal Singh Sidhu, Ms Shuchi Bahl

### PROGRAMMES & SERVICE COMMITTEE

<b>Chair</b>	Ms Sadhanah Nadarajah
<b>Members</b>	Mr Gerard Ee, Ms Sonia Chawla

## **STAFF**

<b>Executive Director</b>	Shaziah Wasiuzzaman (till 31 March 2015)
<b>Community Worker</b>	Sharonjeet Kaur (till 7 June 2014)
<b>Community Worker</b>	Noor Haslinda Md So'od
<b>Community Worker</b>	Emilah Tanzil
<b>Community Worker</b>	Hetal Gala
<b>Community Worker</b>	Goh Noriko (from 1 July 2014)
<b>Community Partnership Executive</b>	Anita Devi Balakrishnan (16 June – 22 October 2014)
<b>Community Partnership Executive</b>	Siti Fatimah (from 1 December 2014)
<b>Group Administrator</b>	Jennifer Low

As at 31 March 2015, there are 6 full-time staff and 1 part-time administrator employed by Babes.

## **BANKER**

DBS Bank

## **AUDITOR**

Helmi Talib & Co.

# REVIEW OF ACTIVITIES

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In order to reach out to as many pregnant teenagers needing support as possible, Babes has organised its work into 3 components:

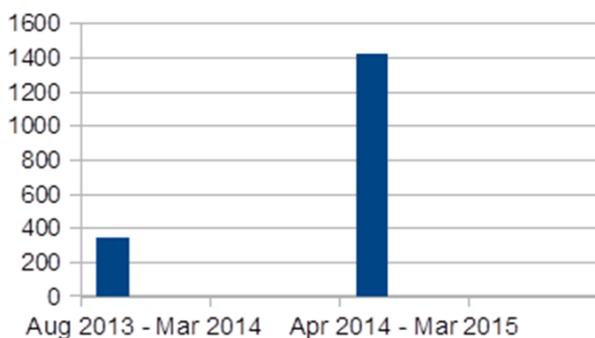
- Youth Engagement & Outreach
- Case Management
- Community Integration

## 1. YOUTH ENGAGEMENT & OUTREACH

Though the number of teenage pregnancies is declining, those who are getting pregnant face an uphill task in resuming normal lives. The youth engagement & outreach component of our work focuses on reaching out to young people to create an awareness of the avenue of help available should they or someone they know face an unplanned pregnancy. We also hope to get young people to reflect on the issue of teenage pregnancy.

We partnered with educational institutions to run roadshows and focus group discussions on the issue of teenage pregnancy. We showcased 5 forum theatre performances on the issue of teenage pregnancy in different communities in Singapore.

Through our activities, we managed to reach out to **1,422** individuals.



Together with a group of final year students from Wee Kim Wee School of Communication and Information at Nanyang Technological University, we launched Baby Steps Singapore, a public awareness campaign aimed at raising awareness of the issue of teenage pregnancy. The campaign included a survey conducted amongst **591** young people on their level of awareness of the issue, and we discovered that, while half of the respondents knew at least one pregnant teenager, only **10** knew where to turn to for help. With this in mind, the campaign designed an immersive roadshow at SCAPE aimed at giving the audience an idea of what goes through the mind of a pregnant teenager. The campaign was also featured in various media outlets. Through this campaign, we reached out to more than **10,000** individuals.

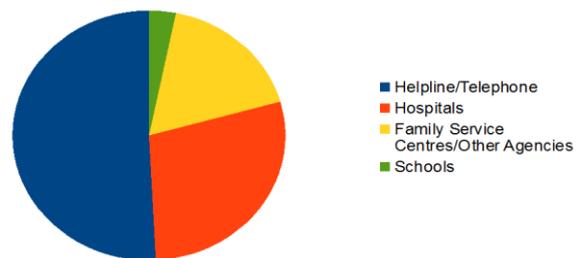


## 2. CASE MANAGEMENT

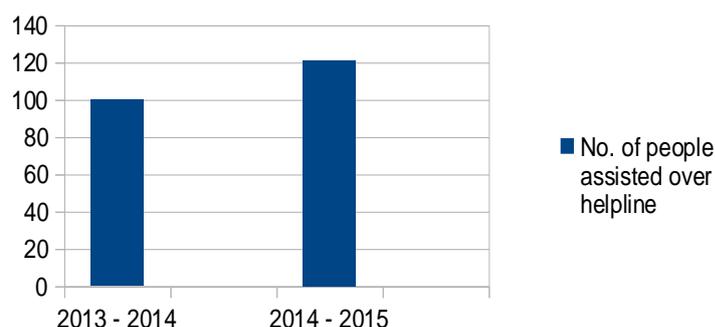
*Sarah was an 18 year old polytechnic student when she was referred to us by KK Women's and Children's Hospital (KKH). Sarah was 8 months pregnant, and both her and her boyfriend Eddie's families were aware of the pregnancy. While both families supported Sarah's decision to keep the baby, they did not agree on any plan of action that was put forward by Sarah and Eddie. This was causing Sarah a lot of stress which was of concern to Sarah's Medical Social Worker at KKH who felt Sarah needed more support and hence referred Sarah to Babes. Our Community Worker engaged Sarah and both families. In journeying with Sarah and both families, our Community Worker discussed with the families the issues they were dealing with. The families eventually agreed on a plan keeping both Sarah and the baby's best interest at the centre. This gave Sarah considerable relief and she was able to concentrate on taking care of herself during her pregnancy. Sarah was keen to learn as much as she could about self-care during and after pregnancy as well as infant care, and was an active participant in the monthly ante-natal workshop run by Babes' volunteers. Sarah found this and the assistance given by the volunteer confinement nannies extremely helpful and they increased her confidence in her parenting ability. Sarah gave birth to a healthy baby boy and today is back at school with support from her family.*

Pregnant teenagers have multiple, unique needs and it is important to address their needs adequately. Babes believes that every pregnant teenager should be aware of the options she has and has the opportunity to make an informed decision with regards to her pregnancy. Babes works on the basis that pregnant teenagers need support from their family, friends and other resources in the community to ensure that they are able to resume their lives as best as possible and, should they choose parenthood, are able to provide the best care possible for their child(ren). Babes Community Workers work together with the pregnant teenager and facilitate delivery of support and resources focusing on achieving outcomes that ensure that the unique needs of the pregnant teenager are met effectively and that the teenager is well supported during and after pregnancy.

The pregnant teenagers we assisted came to us through various channels with the majority connecting with us through our helpline.



Part of our case management service is our 24-hour SMS helpline. The helpline is a dedicated helpline for pregnant teenagers needing support. Pregnant teenagers can either call or text this helpline to ask for help. The helpline is a tool for teenagers who may need support with their pregnancy, so that we can counsel them on their options, provide referral services and invite them to meet us at a time and place that they are comfortable with. The face-to-face meeting enables us to engage the pregnant teenagers and work together with them in more depth. We assisted **121** individuals over the helpline in 2014 – 2015.



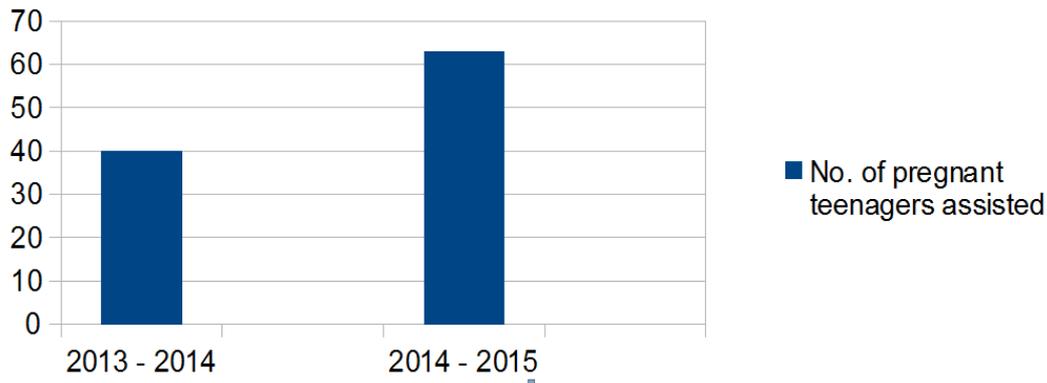
Once a pregnant teenager has agreed to meet up with us or a pregnant teenager is referred to us by an external agency, Babes goes through her options with her with a view to facilitating a responsible decision and consequent actions. Babes Community Workers meet the girl at a time and place that she is comfortable with. The Community Worker journeys with the girl to ensure that she is well supported by her family, friends and wider community in her decision and is able to carry out her decision as best as possible. The Community Worker ensures that the pregnant teenager takes the necessary steps to ensure that her decision is carried out responsibly.

The issues faced by the girls we work with are mainly financial, lack of employment, emotional issues, familial difficulties and infant care. To address these issues and to work towards positive outcomes for the pregnant teenagers and the families we work with, we've developed 3 stages in case management, namely:

- a) **Problem De-escalation** – This is the stage where a pregnant teenager approaches Babes to seek assistance. Usually, this is a highly tense period for the pregnant teenager and possibly also for those around her if they are aware of the pregnancy, and Babes will work towards de-escalating the crisis/tension. Babes Community Workers will work with the girl and/or her immediate community on the options the girl has and to make an informed decision. Once a decision is made, Babes will work with the girl and/or her family on devising a plan that carries out her decision responsibly. At this stage, Babes Community Workers will provide informational, emotional and practical support to ensure that the crisis is de-escalated.
  
- b) **Family Strengthening** – Teenage pregnancy can either bring a family closer or create more tension within a family. Once crisis has been de-escalated and a decision has been made with regards to the pregnancy, there may still be residual bitter feelings harbored by family members either because of the pregnancy or issues that surfaced before the pregnancy that were heightened by the pregnancy. At this stage, Babes works towards strengthening the relationship between the girl and her family through family meetings, family group conferences, and formal and informal opportunities for the family to convene and discuss key issues so that they are able to support each other well.

- c) **Community Integration** – Babes will link the pregnant teenager and her family to the various resources in the community – formal or informal – such as Family Service Centres (FSCs), employers, educational institutions, befrienders, etc., where needed.

In 2014-2015, we assisted **63** pregnant teenagers.



### 3. COMMUNITY INTEGRATION

Babes works with partners in the community to gain support for our work. We create an inclusive environment that is helpful for the pregnant teenagers to regain a sense of normalcy. Support could be in the form of volunteers sharing their time with the pregnant teenagers, individuals and corporates wanting to support the organization financially and/or in-kind.

We've been blessed with tremendous support from members of the public this past year. We've been slowly increasing our volunteer intake and some of the programmes our volunteers have assisted in include:

#### 1) Post-Natal Confinement Nanny Assistance

Physical care of self and the baby is very important for pregnant teenagers who have delivered. Most teenagers would have family support in this area after delivery. There are a number who would need additional support. Babes has teamed up with WINGS (Women's Initiative for Ageing Successfully) in linking these girls to volunteer confinement nannies trained by WINGS. These volunteer confinement nannies will visit these girls after delivery and will teach the girls how to care for the baby and themselves post-delivery. With the support of a post-natal confinement nanny, a teenage mother would have increased confidence in caring for her child(ren).

## 2) **Ante-natal Workshops**

Babes holds monthly ante-natal workshops conducted by our volunteer professional doulas. The workshops focus on a different topic related to pregnancy each month and is aimed at providing information on safe and healthy pregnancy and childbirth to the pregnant teenagers we work with.

## 3) **Befriender Service**

Babes has developed a befriender service for the girls we work with. These befrienders are volunteers who will provide one-on-one support to the pregnant girls and be a friend to these girls.

## 4) **Forum Theatre**

Our forum theatre group comprises a volunteer director and actors who meet every week to ensure that they deliver a powerful performance that keeps the audience engaged.



Other than the programmes mentioned above, volunteers have also been involved in other aspects of our work. Our Mother's Day celebration was a huge success, largely thanks to the support we received from our volunteer photographer.

Other than volunteers, we've tied-up with corporations such as L'Oreal and The Nail Salon who've provided services to their customers while simultaneously raising funds for us. We're also looking at engaging various employers, social enterprises and employment schemes to assist our pregnant teenagers in finding suitable employment for those who are ready to take on employment.

## Calendar of Events

Month	Event
April 2014	✓ Roadshow at SPH
May 2014	✓ 1 <sup>st</sup> Mother's Day Celebration for Teen Mums
June 2014	✓ Focus Group Discussion with Youth from Lengkok Bahru Community
July 2014	✓ Youth United Day at Tiong Bahru Park ✓ Road Show at Republic Poly (Mental Wellness Week)
August 2014	✓ Forum theatre at Whampoa
September 2014	✓ Forum theatre at Lengkok Bahru CC for the community of Lengkok Bahru, Henderson and Bukit Ho Swee ✓ Charity Gala Dinner ✓ Annual General Meeting
October 2014	✓ Forum Theatre & Public Showcase at James Cook University
November 2014	✓ Focus group discussion with St Joseph Institution (International)
January 2015	✓ Roadshow at ITE College Central
February 2015	✓ SG50 Closing Ceremony: Roadshow at Scape Ground Theatre
March 2015	✓ Baking Workshop

## Fund-raising event

Charity Gala Dinner held on September 11, 2014 at the Island Ballroom of Shangri-La Hotel, Singapore which was organised together with Beyond Social Services and South Central Community Family Service Centre. Thanks to the generosity of the Shangri-La Hotel and the larger community, the dinner raised **\$802,817**, shared amongst the three organisations, of which Babes' agreed 25% share was **\$334,867**.

## Other Internal Activities

- ✓ Fortnightly Case study discussions
- ✓ Monthly department meetings
- ✓ Yearly Team bonding Activity

# **CONFLICTS OF INTEREST, RELATED PARTIES, RESERVES & OTHER POLICIES**

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## **MANAGEMENT AND AVOIDANCE OF CONFLICTS OF INTEREST**

Under our Conflict of Interest policy, all Directors, Board Committee Members, staff and volunteers of Babes are required to read and understand the policy, to make full disclosure of interests and to declare their interests on an annual basis. When a conflict of interest situation arises, the person concerned must declare his or her interests and abstain from participating in the discussion, decision-making and voting on the matter.

There was no transaction with a corporation in which Directors, Board Committee Members, staff or volunteers had an interest during the financial year 1 April 2014 to 31 March 2015.

## **RELATED PARTY TRANSACTIONS**

During the financial year under review:

- our Director, Mr Stanley Tan was also Vice-President of the MILK Fund and
- Our Director, Mr Gerard Ee, was also Executive Director of Beyond Social Services

MILK Fund was a major donor to Babes, and Beyond Social Services provided outsourced HR, payroll and bookkeeping services to Babes. Please refer to Note 2.14 and Note 3 to the attached Financial Statement.

## RESERVES POLICY

The reserve that Babes has set aside is to provide financial stability and a means for the development of its principal activity. Babes is looking at increasing its reserves to a level which is at least equivalent to 24 months' worth of annual operating expenditure. Babes intends to maintain its reserves in fixed deposits with an established bank for the next 12 months. The Board of Directors will review the amount of reserves that are required to ensure that they are adequate to fulfill Babes' continuing obligations annually. Babes has no restricted funds as of 31 March 2015. All reserves will be used as unrestricted funds. Net cash resources of Babes are as follows:

	2015	2014
	\$	\$
Cash and cash equivalents	1,009,882	103,792
Receivables (excluding prepayments)	35,217	-
Payables	(40,430)	(28,219)
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	1,004,669	75,573
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There are no funds in deficit.

## OTHER POLICIES

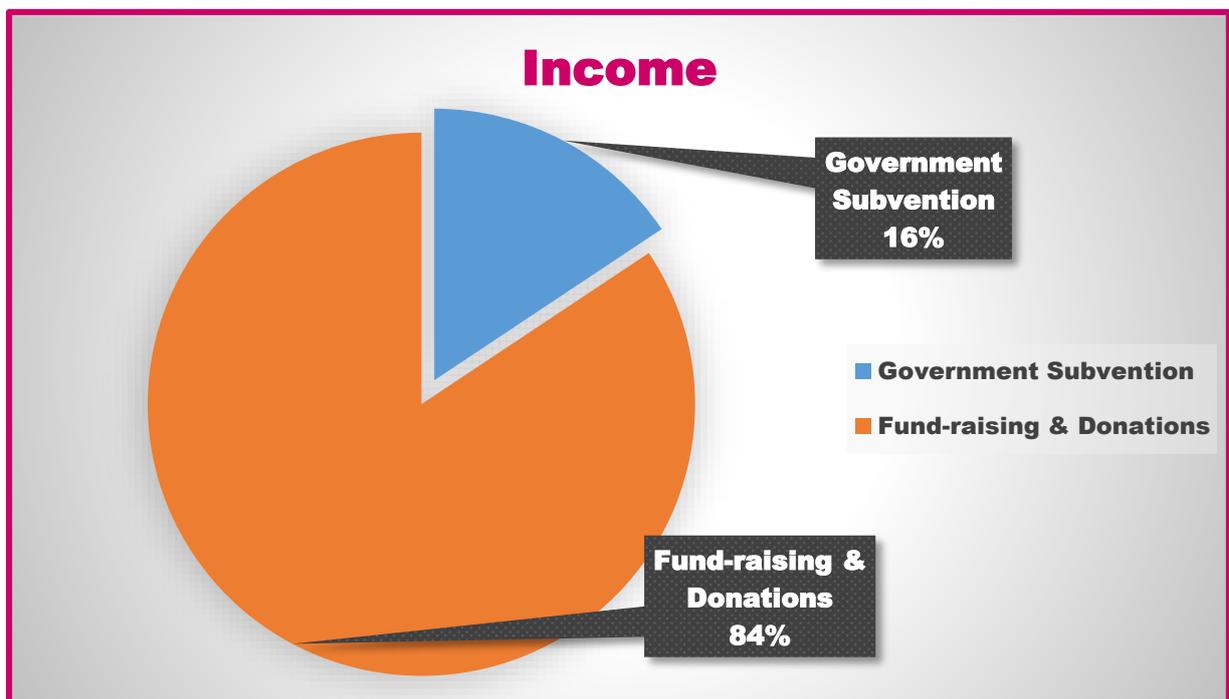
Babes has also put the following policies in place:

- ✓ Personal Data Protection/Privacy Policy
- ✓ Whistleblowing Policy
- ✓ Info-Communication Technology Policies

## FUNDING SOURCES

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Babes does not charge for its services. We are funded by donations from philanthropic establishments, corporate and individual donors, and government grants managed by the National Council of Social Service (**NCSS**). The following gives a breakdown of our income in 2014/2015.



## FINANCIAL REVIEW

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During the financial year ended 31 March 2015, Babes incurred total operating expenditures of **\$354,813**. This represented an increase of **121%** or **\$194,092** in operating costs compared to the previous financial year. The increase was mainly due to increases in staff costs as the organization increased headcount to meet operational requirements.

The Tote Board Social Service Fund (administered by NCSS) provided funding of **\$207,721** towards Babe's operating expenses during the current financial year. The remaining operating expenses were funded by donations received from other sources including the Mainly I Love Kids (MILK) Fund and funds raised from a charity dinner. Donations enabled the organisation to access the Care & Share Matching Grant, and during the year **\$149,956** was obtained under this scheme.

The current financial year for Babes ended in net income of **\$933,956** compared to \$78,141 in the previous financial year. Donations to Babes contributed to the increase in the funds carried forward from \$78,141 to **\$1,012,097**. The surplus led to an improvement in our cash and cash equivalents, from \$103,792 last year to **\$1,009,882** in the current financial year.

## FUTURE PLANS AND COMMITMENTS

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In addition to our usual operating costs (e.g. staff and staff-related services, facilities and programme costs):

- 1) Babes intends to reach out to more people to inform them of the services we provide for all pregnant teenagers needing support and guidance. Thus, we will be channelling more resources, and giving greater focus, to:
  - ✓ Social Media (Instagram, Twitter, etc.)
  - ✓ Designing and distributing new marketing collateral to all hospitals, polyclinics, women's clinics, secondary schools, polytechnics, junior colleges, ITEs and private educational institutions
  - ✓ Re-vamping our website to make it more interactive
  
- 2) We also plan to enhance our services further to all pregnant teenagers in crisis and teen parents by:
  - ✓ Providing a befriender service to encourage, motivate and journey with them
  - ✓ Continuing to partner with government bodies to provide short term financial assistance, job opportunities, etc.
  
- 3) We would like to establish a network of corporate donors for both long-term (instead of just one-off) donations and volunteer collaborations, with a view to achieving sustainable and holistic relationships with them.
  
- 4) We will be exploring renting of larger office premises/storage space to house all the donations-in-kind that we receive (baby cots, strollers, play pens, etc.)

# THANK YOU

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## A BIG THANK YOU TO....

**Art Studio, Global Yellow Pages Limited**, for helping us with our branding and image

**Baby Steps Singapore**, for promoting the issue of teenage pregnancy and raising awareness

**Centre for Non-Profit Leadership (CNPL)**, for your support in guiding key people to our organization for our Board Committees

**Beyond Social Services**, for your continued support, guidance and confidence in our work

**Global Yellow Pages Limited**, for generously hosting our website and providing us with the support needed to reach out to the larger community

**KK Women's & Children's Hospital**, for your partnership in ensuring that the pregnant teenagers are well supported

**Lexlink Pte Ltd**, for providing pro-bono corporate secretarial services

**L'Oreal Paris Singapore**, for supporting our work by choosing as your 50 for 50 beneficiary

**Mainly I Love Kids (MILK) Fund**, for your generosity and kindness, ensuring that our work can continue

**National Council of Social Service (NCSS)**, for your confidence in the organization, your friendship and support

**South Central Community Family Service Centre**, for your partnership and support

***The Nail Salon***, for helping us create awareness and raising funds

***Up & Up***, for designing our collaterals and making us look good

***Women's Initiative for Ageing Successfully (WINGS)***, for your partnership and volunteer confinement nannies who've been an excellent source of support for our pregnant teens

***XL Photography***, for your amazing portraits of our teenagers and their children for our Mother's Day celebration

All our volunteers (including our Board Committee Members), for sharing your time and yourselves to serve the people we work with

The spouses, partners, children, family & friends of our staff, for respecting and supporting their odd working hours and particular perspectives of life

Finally, our most grateful thanks to all others who are not mentioned here but have contributed time, energy, resources or funds. Your kindness and generosity provide reassurance to the pregnant teenagers that, with the help of their community (and that includes you), they can better cope with their lives during and beyond their pregnancies.

# GOVERNANCE EVALUATION

Babes adheres to the Code of Governance for Charities and Institutions of Public Character (IPC) issued by the Charities Council.

Code Description	Code ID	Compliance
<b>BOARD GOVERNANCE</b>		
Are there Board members holding staff appointments?		No
There is a maximum term limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.16	Complied
There are Board committees (or designated Board members) with documented terms of reference.	1.2.1	Complied
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
<b>CONFLICT OF INTEREST</b>		
There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board	2.1	Complied
Board members do not vote or participate in decision-making on matters where they have a conflict of interest	2.4	Complied
<b>STRATEGIC PLANNING</b>		
The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public	3.1.1	Complied
The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with the objectives	3.2.2	Complied
<b>HUMAN RESOURCE MANAGEMENT</b>		
The Board approves documented human resource policies for staff.	5.1	Complied
There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied

<b>FINANCIAL MANAGEMENT AND CONTROLS</b>		
The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied
The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied
The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
The charity discloses its reserves policy in the annual report.	6.4.1	Complied
Do the charity invest its reserves?		No
<b>FUNDRAISING PRACTICES</b>		
Donations collected are properly recorded and promptly deposited by the charity	7.2.2	Complied
<b>DISCLOSURE AND TRANSPARENCY</b>		
The charity makes available to its stakeholders an annual report that included information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied
Are Board members remunerated for their services?		No
Does the charity employ paid staff?		Yes
No staff is involved in setting his or own remuneration	2.2	Complied
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 discloses this fact.	8.3	Complied
<b>PUBLIC IMAGE</b>		
The charity accurately portrays its image to its members, donors and the public.	9.1	Complied

# **FINANCIAL STATEMENT YEAR ENDING MARCH 2015**

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