

SHINE CHILDREN & YOUTH SERVICES(SHINE)

RESPONSIBILITIES AND DUTIES OF SHINE BOARD AND KEY OFFICE BEARERS

1. Board Composition and Structure

1.1 The SHINE Board shall comprise:

- (a) A Chairman
- (b) A Vice-Chairman
- (c) A Honorary Secretary
- (d) A Honorary Treasurer
- (e) Not less than five or not more than seven members

1.2 Qualifications for Appointments:

- (a) A person who is a member of SHINE
- (b) A person who is a Singapore Citizen or Permanent Resident in Singapore.
- (c) The Treasurer is a Certified Public Accountant/Chartered Accountant.
- (d) A person who is not a member of the staff of SHINE.
- (e) A person who is not disqualified from acting in their respective office under the Charities Act.

2. Responsibilities and Duties of Board

2.1 The Board shall:

- (a) Ensure compliance with the Constitution of SHINE as endorsed by the Registry of Societies (ROS) and the Commissioner of Charities (COC) and all-applicable laws, rules and regulations of Singapore.
- (b) Adopt good practices and good governance to responsibly govern and manage SHINE in accordance to the Charities Act and Regulations, the Societies Act, "Code of Governance for Charities and IPCs" by Charity Council, and the guidelines and rules issued by the National Council of Social Service (NCSS).
- (c) Set and review the mission, core values and constitution of SHINE to keep them relevant.
- (d) Focus on policymaking, strategic issues, and good governance of SHINE while delegating the management and implementation role to the Executive Head and staff.
- (e) Approve strategic plans, key directions, and annual work plans of the organization aligned to the mission of the organization.
- (f) Ensure that Committees of SHINE adhere closely to the objectives, defined roles and requirements as stipulated in their Terms of Reference (TORs), with members having no vested or personal interest or interest of third parties that could affect the decision-making, integrity, fairness and accountability of SHINE.

- (g) Ensure that SHINE complies with the legal and statutory requirements for its financial (including applicable Central Fund Scheme requirements), and administrative services/ systems in accordance to the strategic directions, mission and core values of the organisation which are crucial to achieving its social mission and maintaining accountability to the stakeholders and donors/ public.
- (h) Provide support, advice, and endorsement to the Committees, Executive Head, and staff.
- (i) Ensure regular renewal with new board members for periodic Board rejuvenation and succession planning to continuously enhance Board effectiveness.
- (j) Ensure clear, transparent and fair human resource policies/ systems/ practices/ procedures in accordance to the Singapore Employment Act and applicable laws of Singapore.
- (k) Ensure good financial management, limits, and control, disclosure, and transparency of the operations to ensure accountable and legitimate use of SHINE's resources.
- (l) Approve and endorse audited financial statements and budgets of SHINE.
- (m) Adopt proper guidelines/ procedures/ policies/ systems to ensure honest and ethical fund-raising meant solely for the causes/ direct services/ development of SHINE.

3. Term of Appointment

- 3.1 The term of appointment shall be for one year according to the SHINE constitution and election process. The Honorary Treasurer shall not hold office for more than two consecutive terms.

4. Frequency of Meeting

- 4.1 The Board shall hold a meeting at least once every three months. There shall be an agenda for every Board meeting.

5. Responsibilities and Duties of Key Office Bearers

5.1 Chairman

- (a) The Chairman shall chair all General and Board meetings. He shall also represent the Service in its dealings with external parties.
- (b) Ensures the effective action of the board in governing and supporting the organization and oversees board affairs. Acts as the representative of the board as a whole, rather than as an individual supervisor to staff.
- (c) Partners with the Executive Director (ED) in achieving the organization's mission.

- (d) Provides leadership to the board in expediting the goals of the organization.
- (e) Encourages board's role in strategic planning.
- (f) Speaks to the media and the community on behalf of the organization (as does the ED); represents the agency in the community.
- (g) Recommends to the board that committees are to be established and appoint the chairpersons of committees, in consultation with other board members.
- (h) Seeks volunteers for committees and coordinates individual board member assignments. Make sure each committee has a chairperson and stays in touch with chairpersons to ensure that their work is carried out; identify committee recommendations that should be presented to the full board. Determine whether executive committee meetings are necessary and convene the committee accordingly.
- (i) Serves *ex officio* as a member of committees and attend their meetings when invited.
- (j) Establishes search and selection committee (usually acts as chair) for hiring an ED wherever necessary. Convenes board discussions as necessary, on evaluating the executive director and negotiating compensation and benefits package; conveys information to the executive director.
- (k) Reviews with the ED any issues of concern to the board and discusses issues confronting the organization.
- (l) Evaluates the performance of the ED and informally evaluates the effectiveness of the board members and interacts with the nomination committee.
- (m) Ensures that board matters are handled properly, including preparation of pre-meeting materials, committee functioning, and recruitment and orientation of new board members.
- (n) Monitors financial planning and financial reports.
- (o) Plays a leading role in fund-raising activities.
- (p) Evaluates annually the performance of the organisation in achieving its mission.
- (q) Performs other responsibilities assigned by the board.

5.2 Vice Chairman

- (a) The Vice-Chairman shall assist the Chairman and deputise for him in his absence.
- (b) Reports to the Chairman.
- (c) Works closely with the Chairman and other staff.
- (d) Participates closely with the Chairman to develop and implement officer transition plans.

- (e) Frequently assigned to a special area of responsibility, such as membership, media, annual dinner, facility, or personnel.
- (f) Performs other responsibilities as assigned by the Board.
- (g) Chairs the Staff and Services Committee.

5.3 Honorary Secretary

- (a) The Secretary shall keep all records, except financial, of the Service and shall be responsible for their correctness. He will keep minutes of all General and Board meetings. He shall maintain an up-to-date Register of Members at all times.
- (b) Maintains records of the board and ensures effective management of the organization's records.
- (c) Ensures minutes are distributed to members shortly after each meeting.
- (d) Is sufficiently familiar with legal documents(constituencies, by-laws, etc.) to note applicability during meetings.

5.4 Honorary Treasurer

- (a) The Treasurer shall keep all funds and collect and disburse all moneys on behalf of the Service and shall keep an account of all monetary transactions and shall be responsible for their correctness. He will not keep more than \$1,000 in the form of cash per SHINE location and money in excess of this will be deposited in a bank to be named by the Board. Withdrawals from the bank will be signed by the Treasurer and either the Chairman or the Vice-Chairman or the Secretary or staff member as the Board may appoint.
- (b) Manages the board's review of, and action related to, the board's financial responsibilities.
- (c) Works directly with SHINE staff to develop and implement financial procedures and systems.
- (d) Ensures that appropriate financial reports are made available to the board and in a timely manner. Regularly reports to board on key financial events, trends, concerns, and assessment of fiscal health.
- (e) Chairs the Finance Committee and prepares agendas for meetings.
- (f) Recommends to the board the appointment/ re-appointment of a firm of Certified Public Accountants as Auditors during the AGM.
- (g) Works with the auditor during the annual audit process and obtain board's endorsement of the financial statements.

- (h) Ensures sound management and maximisation of surplus funds through the Finance Committee.

5.5 Ordinary Board Member

- (a) Ordinary Board members shall assist in the general administration of the Service and perform duties assigned by the Board from time to time.
- (b) Attends board meetings regularly and supports organisation's events and functions.