

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 must be well-versed in Accounting or Financial Management.
- 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 and statutory requirements, financial and non-financial related.
- b) Adopt good practices and governance in accordance with 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) 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, and accountability of SHINE.
- e) Approve strategic plans aligned to the mission of the organisation. Focus on policy making, strategic issues, and good governance of SHINE while delegating the management and implementation to the Executive Head and staff.
- f) Support and conduct review of Board renewal and succession planning to continuously enhance Board effectiveness.
- g) Ensure clear, transparent and fair human resource policies and practices in accordance with the Singapore Employment Act and applicable laws of Singapore.

- h) Ensure good financial management, appropriate level of internal controls, transparency and disclosure of the operations and other necessary information for stakeholders, to ensure accountable and legitimate use of SHINE's resources.
- i) Approve and monitor the use of Annual budgets proposed by management and endorse the Audited Financial Statements.
- j) Adopt proper guidelines/ procedures/ policies/ systems to ensure honest and ethical fund-raising meant solely for the causes/ direct services/ development of SHINE.
- k) Provide appropriate level of support and resource to the management in the execution of the strategies towards the mission.

3. Term of Appointment and Frequency of Meeting

3.1 The terms of appointment and frequency of meeting shall be as stated in the Constitution.

4. Responsibilities and Duties of Key Office Bearers

4.1 Chairman

- a) Ensure that the Board fulfils its responsibilities in directing the Charity to achieve its objectives in compliance with ethical, legal and regulatory requirements.
- b) Ensure that every Board Member is a contributing, engaged, committed Member of the Board.
- c) Preside at General and Board meetings and facilitate open communication and constructive discussions.
- d) Establish a strong tone at the top and advocate adoption of best governance practices.
- e) Participate in strategic planning and monitor the Charity's progress in achieving its objectives.
- f) Ensure the effective action of the board in governing and supporting the organisation and oversees board affairs. Act as the representative of the board, rather than as an individual supervisor to staff.
- g) Oversee financial sustainability and planning of the Charity.
- h) Oversee the Board evaluation process and interact with the nomination committee on Board effectiveness, renewal and succession.
- i) Recommend committee establishment and appoint the chairpersons of committees, in consultation with other board members. Stay in touch with the appointed committee chairperson to ensure good work progress.

- j) Represent the Charity at public events, interviews and publications, and cultivate a strong public image for the Charity.
- k) Build a strong working relationship with the Executive Head. Partner the Executive Head in achieving the organisation's mission.
- l) Lead succession and/or recruitment of Executive Head's position. Conduct periodic reviews with Executive Head on organisation's progress. Evaluate the performance of the Executive Head. Approve remuneration and benefits package of the Executive Head.
- m) Play a leading role in fund-raising activities.
- n) Evaluate the performance of the organisation in achieving its mission annually.
- o) Perform other responsibilities assigned by the board.

4.2 Vice Chairman

- a) Assist the Chairman and deputise for him in his absence.
- b) Participate with the Chairman to develop and implement Board Office Bearer transition plans.
- c) Frequently assigned to a special area of responsibility, such as membership, media, facility, or human resource.
- d) Perform other responsibilities as assigned by the Board.
- e) Chair the Staff and Services/Programmes Committee.

4.3 Honorary Secretary

- (a) Keep all records, except financial, of the Service and shall be responsible for their correctness. Keep minutes of all General and Board meetings. Maintain an up-to-date Register of Members.
- (b) Maintain records of the board and ensure effective management of the organisation's records.
- (c) Ensure minutes are distributed to members shortly after each meeting.
- (d) Be sufficiently familiar with legal documents (constituencies, by-laws, etc.) to note applicability during meetings.

4.4 Honorary Treasurer

- (a) 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) Manage the board's review of, and action related to, the board's financial responsibilities.
- (c) Support staff to develop and implement financial procedures and systems.
- (d) Ensure appropriate financial reports are made available to the board and in a timely manner. Regular report to board on key financial events, trends, concerns, and assessment of fiscal health.
- (e) Chair the Finance Committee and prepare agendas for meetings.
- (f) Recommend to the board the appointment/ re-appointment of a Certified Public Accountant as Auditor, during the AGM.
- (g) Work with the auditor during the annual audit process and obtain board's endorsement of the financial statements.
- (h) Ensure sound management and maximisation of surplus funds through the Finance Committee.

4.5 Ordinary Board Member

- (a) Ordinary Board members shall assist in the general administration of the organisation and perform duties assigned by the Board from time to time.
- (b) Attend board meetings regularly, be engaged and committed, attend and support the organisation's events and functions.