

Code of Governance for Charities & IPCs:

Governance Evaluation Checklist for NCSS (1 Apr 2019 - 31 Mar 2020)

(For Large IPCs – Advanced Tier)

Key Code Guidelines		Code Guideline ID	NCSS Compliance	Remarks/Explanation
S/No	Board Governance			
1.	Induction and orientation are provided to incoming Board members on joining the Board	1.1.2	Not Applicable	There is no new incoming Board member joining the Board during FY19.
Are there Board members holding staff¹ appointments? (Skip items 2 and 3 if “No”)			No	
4.	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5.	All Board members submit themselves for re-nomination and reappointment , at least once every three years.	1.1.8	Complied	
6.	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	Complied	
Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if “No”)			Yes	
7.	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years .	1.1.13	Complied	
8.	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
Conflict of Interest				
9.	There are documented procedures for Board members and staff ¹ are to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10.	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11.	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
12.	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.	3.2.4	Complied	
Human Resource and Volunteer² Management				
13.	The Board approves documented human resource policies for staff ¹ .	5.1	Complied	
14.	There is a documented Code of Conduct for Board members, staff ¹ and volunteers ² (where applicable) which is approved by the Board.	5.3	Complied	
15.	There are processes for regular supervision, appraisal and professional development of staff ¹ .	5.5	Complied	
Are there volunteers serving in the charity? (Skip item 16 if “No”)			Yes	
16.	There are volunteer management policies in place for volunteers ² .	5.7	Complied	

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Financial Management and Internal Controls				
17.	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
18.	The Board ensures internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	
19.	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20.	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks .	6.1.4	Complied	The Senior Management Team identifies key risks and monitors them every three to six months. On an annual basis, the EXCO – and subsequently the Board – reviews NCSS' key risks and endorses the risk mitigation plans.
21.	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
Does the charity invest its reserves, including fixed deposits? (Skip item 22 if "No")			Yes	
22.	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 23 if "No")			Yes	
23.	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
Did the charity receive donations-in-kind during the year? (Skip item 24 if "No")			Yes	
24.	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
25.	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance.	8.2	Complied	
Are Board members remunerated for their Board services? (Skip items 26 and 27 if "No")			No	
Does the charity employ paid staff? (Skip items 28, 29 and 30 if "No")			Yes	
28.	No staff ¹ is involved in setting his or her own remuneration.	2.2	Complied	

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Disclosure and Transparency				
29.	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff¹ , who each receives remuneration exceeding \$100,000 , in bands of \$100,000; and ii) If any of the three highest paid staff ¹ also serves on the Board of the charity. OR The charity discloses that none of its staff ¹ receives more than \$100,000 in annual remuneration each.	8.4	Complied	i) The annual remuneration of all NCSS staff, in salary bands, is disclosed in the Annual Report. ii) NCSS staff do not serve on the Board.
30.	The charity discloses the number of paid staff ¹ who are close members of the family ³ of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff ¹ who are close members of the family ³ of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied	There is 1 staff who is a family member of a Board member whose remuneration is between \$100,000 - \$200,000.
Public Image				
31.	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

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Staff Remuneration

In compliance with item 29 of the Code of Governance, in terms of remuneration band, the breakdown below shows a two-year comparison by headcount.

Annual Remuneration*		
Remuneration Band	FY18	FY19
<\$100,000	185	198
\$100,000 to \$200,000	107	86
\$200,001 to \$300,000	13	12
\$300,001 to \$400,000	1	1
\$400,001 to \$500,000	0	1
\$500,001 to \$600,000	1	1
\$600,001 to \$700,000	1	0
Total	308	299

* Please note that Salary and bonus (including employer's CPF contribution). This excludes remuneration for Sun Ray staff & NCSS staff who are on secondment to other agencies but includes secondment charges for staff who are seconded to NCSS.

References:

1. Staff: Paid or unpaid individuals who are involved in the day-to-day operations of the charity, e.g. an Executive Director or Administrative personnel.
2. Volunteer: Persons who willingly give up time for charitable purposes, without expectation of any remuneration. For volunteers who are involved in the day-to-day operations of the charity, they should also abide by the best practices set out in the Code applicable to 'staff'.
3. Close members of the family: Those family members who may be expected to influence, or be influenced by, that person in their dealings with the charity. In most cases, they would include:
 - That person's children and spouse;
 - Children of that person's spouse; and
 - Dependants of that person or that person's spouse.

Board Attendance and Reasons

In compliance with items 7 and 25 of the Code of Governance, information below states the reasons for retaining Board member(s) who have served for more than 10 consecutive years, as well as the number of Board meetings and Board members' attendance.

	Period	Number of meetings in FY2019	Total number of Board members	Remarks
NCSS Board of Council 2018/2020	1 April to 31 July 2019	1	22	20 attended the meeting. Adj Assoc Prof Lee and Mr Puvan Ariaratnam were absent.
NCSS Board of Council 2018/2020	1 August 2019 to 31 March 2020	3	22	8 attended all 3 meetings. The remaining 14, namely, Mr Phillip Tan, Ms Ooi Chee Kar, Ms Tan Khiaw Ngoh, Mr Chern Siang Jye, Dr Cheong Choong Kong, Mr Girija Pande, Mr Latiff bin Ibrahim, Mr Cyril Chua, Mr Eugene Seow, Mr Keith Chua, Mr Kevin Gerard Wong, Adj Assoc Prof Kevin Lim, Mr Puvan Ariaratnam, Adj Assoc Prof Mariam Aljunied attended 2 out of the 3 meetings.

Mr Phillip Tan has served on the NCSS Board since 2002. He has served in various capacities as Board member, Honorary Treasurer and Board Vice-President (2006 – 2018). He has been the Chairman of Community Chest since 2013, a role appointed by the Minister for Social and Family Development. Mr Tan's various appointments on the NCSS Board are in compliance with the requirements and term limits set out in the NCSS Act, which requires a review of the Board appointments every term of two years.

As Chairman of Care & Share @SG50 Steering Committee, Mr Tan led Community Chest in driving the national movement to encourage donations and volunteering in the social service sector, raising \$1.3 billion in donations with the Government matching to benefit over 240 charities. He has been pivotal in driving efforts to engage the community and encouraging holistic giving to enable the social service sector. Under his leadership, Community Chest has raised over \$50 million of donations each year and spearheaded innovative fund-raising initiatives. Mr Tan also played an important role in strengthening partnerships across the people-public-private sectors to cultivate philanthropic holistic giving for Singapore. The inaugural signing of the Enabling Employment Pledge under President's Challenge demonstrated corporates' commitment in building a more inclusive workforce for people with disabilities. Besides fund-raising and volunteerism, Mr Tan is also a strong advocate of nurturing the next generation of givers through the Sharity programme which inculcates the values of caring and sharing in school children and youths.

With his foresight, Mr Tan championed the set-up of the ComChest Emergency Fund to support social service agencies during times of crisis. In particular, during the COVID-19 outbreak, social service agencies were able to tap on the Fund to purchase essential items and strengthen business continuity plans.

Beyond NCSS, Mr Tan is also contributing extensively to other charitable organisations as an experienced volunteer.