

Terms of Reference for the Board Committees

1. HR Committee

- Review and identify any gaps in staff competencies and capabilities required to design and implement the new and existing services, and make recommendations on whether such competencies should be built up in-house or out-sourced.
- Review staff remuneration and benefits, and ensure that they are aligned to NCSS guidelines and competitive with NCSS guidelines and industry norms.
- Review and make recommendations on improving the physical work environment and work-life balance of staff.
- Join the interview panel or provide comments on short-listing and appointment of new staff.

2. Services Committee

- Review the relevance, scope, functions, and implementation of existing services, with a view to continue, expand, or terminate such services.
- Survey landscape and clients' needs, to determine gaps in services that need to be addressed with new programmes.
- Consider the resources, staff competencies, and capabilities required to design and implement the new and existing services, and make recommendations to the fund-raising and HR subcommittees for support.
- Review existing relationship with key vendor, Viva Kids Pte Ltd, and provide recommendations for development of this relationship, as well as with other future vendors.

3. Finance Committee

- Recommend to the Board for approval:
 - a) appropriate investment policies;
 - b) investment plan(s) based on approved investment policies;
 - c) appointment and removal of fund managers/investment advisors to manage investment portfolio on behalf of the Charity, and
 - d) Acquisition and disposal of the Charity's investments when the amount involved exceeds the existing Investment Ceiling authorised by the Board.
- For acquisition and disposal of investments where the amount is within the authorized Investment Ceiling, the Committee need not seek the Board's approval as long as more than 75% of the Committee agrees with the action.
- Monitor and Evaluate the performance of the Charity's investments and fund managers/advisors, taking into account the investment policies.
- Report to the Board at least quarterly on the status of the funds invested.

4. Fundraising Committee

- Review the financial requirements of our services, taking into consideration the recommendations from the services sub-committee, to ensure sustainability and health of our financial reserves.
- Provide linkages to potential donors, volunteers, and fund-raising opportunities.
- Generate opportunities for outreach and publicity such as media coverage, participation at largescale events, etc.

5. Audit Committee

- Recommend to the Board the appointment, reappointment, or removal of the external auditors for the ensuing year.
- Review and approve the audit plans of the external and internal auditors focusing on optimum coverage for the review of financial processes. Review the reports of the external auditors and internal auditors and approve the draft annual financial statement before finalization.
- Advise the management on the effectiveness of responses / actions taken on the audit recommendations and observations. Review the effectiveness of the system for monitoring compliance with laws and regulations; and the results of management's investigation and follow-up (including disciplinary action) of any fraudulent acts or non-compliance.
- To advise the management, where necessary, on appropriate internal controls and processes, especially that relating to accounting and auditing procedures to improve the transparency and integrity of all financial information.
- To advise the Finance and Investment Committee on risk management.
- Review and manage the whistle blowing policy as required. The Audit Committee Chairman will be the point of contact for all whistle blowing matters.
- Review the findings of any examinations by regulatory agencies, where applicable.
- Regularly update the Board about the committee activities and make recommendations where appropriate.