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Cycling Without Age Singapore Board Committees

Cycling Without Age Singapore will have as part of its organisational setup the following sub-committees: (1) Audit & Compliance, (2) Finance & Fundraising, (3) Programmes, Marketing & PR, (4) Business Development & Innovation. Each committee will be chaired by a director of the Board and co-chair by an appointed volunteer. All sub-committee chairs report to the Board Chairman.

Any changes to these assignments will be done through discussion in a Board Meeting, with the changes put on record and agreed on by the Board.

A. Terms of Reference for Board Committees

Legal, Audit & Compliance Committee

The Legal, Audit & compliance Committee facilitates the external and internal audit of the organisation for the Board to obtain independent information about the organisation's activities. The Treasurer or Finance Committee Chairman should not concurrently chair the Audit Committee. Furthermore, the Audit and Compliance committee oversees our organisation's adherence to good governance guidelines set by the Commissioner of Charities and the sectoral governing body.

The Legal, Audit & Compliance Committee's responsibilities include the following:

1. To oversee the financial reporting and disclosure process, and monitor the choice of accounting policies and principles.
2. To review the audit plans and reports of the external auditors and internal auditors, and considers the effectiveness of the actions taken by management on the auditors' recommendations.
3. To conduct periodic internal checks on key processes to ensure compliance with the established procedures, and report to the Board on the findings and recommendations for improvements.
4. To analyse and address the risks that are associated with the key processes.
5. To oversee regulatory compliance and whistle blower guidelines (where applicable)
6. To report to the Board of any financial irregularities, concerns and opportunities or whistleblow to social sector regulator should the irregularity involved the Chairman of the board.
7. To liaise with auditors on any significant matters arising.
8. To oversee adherence to good governance guidelines set by the Commissioner of Charities, MCCY, NCSS and MSF as needed.
9. To ensure robust policies and procedures, including but not limited to data policies, HR policies and other appropriate checks and balances.
10. To ensure service delivery for our beneficiaries and trishaw training are up to standards drafted in organisation's policies.

Finance & Fundraising Committee

The Finance & Fundraising Committee is often led by the Board treasurer. It is responsible for overseeing the organisation's prudent fiscal handling and overall fundraising strategy. The committee's tasks are as follows:

1. To review budgets initially prepared by General Manager & Accountant, to help develop appropriate procedures for budget preparations, and on a consistency between the budget and the organisation's plans;
2. To ensure regular and accurate monitoring and accountability for funds and report to the Board on any financial irregularities and concerns;
3. To recommend financial guidelines to the Board (such as to establish a reserve fund or to obtain a line of credit for a specified amount);
4. To work with staff to design financial reports and ensure that reports are accurate and timely;
5. To plan and oversee short, mid and long-term fund raising activities;
6. To advise the Chairman and General Manager and other appropriate staff on financial priorities, depending on committee member expertise.
7. To work with staff to establish a fundraising plan that incorporates a series of appropriate vehicles, such as special events, direct mail, fundraising campaigns, etc;
8. To work with fundraising staff in their efforts to raise money;
9. To identify and solicit funds from external sources of support;
10. To take the lead in certain types of outreach efforts, such as chairing a dinner/dance committee or hosting fundraising parties, etc;
11. To be responsible for involvement of all Board members in fundraising, such as having Board members themselves make some monetary contributions;
12. To monitor fundraising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.

Programmes, Marketing & Public Relations Committee

The Programmes, Marketing & PR Committee often comprises Board directors and members who are most familiar with the approaches and operations of the organisation's programmes and stakeholders management. This committee's responsibilities are:

1. To oversee existing & new programme development that is relevant to the community needs and organisation's vision/mission
2. To monitor and assess outcomes of existing programmes to ensure these are in line with the vision, mission and objectives of the organisation;
3. To guide development of service delivery mechanisms;

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4. To initiate and guide programme evaluations;
5. To ensure appropriate and meaningful impact studies on programmes are conducted and publicised in partnership with relevant organisations.

Further, the committee defines the overall external communication approach and strategy towards raising the brand awareness and impact of the organisation towards key stakeholders. It supports the other committees to ensure that the programmes, activities and events gain traction and visibility towards needed stakeholders for these to be defined as a success.

Business Development & Innovation

The Business Development & Innovation committee is responsible for seeking out new partnership opportunities for the organisation. It develops plans designed to expand existing partnership and capture new opportunities. Its responsibilities are:

1. To interpret the organisation's strategy and offer advice on innovative solutions to support the strategy implementation;
2. Work closely with the Marketing committee in developing strategic marketing initiatives for new opportunities and innovative solutions
3. Work together with staff to innovate on the operations and service delivery process for better efficiency, productivity and social impact
4. Work together with stakeholders on service/product innovations for beneficiaries

B. Onboarding committee members

Volunteers or members of the community who join the organisation in the capacity of a committee members of Cycling Without Age Singapore agree to support the committee in alignment with the tasks set out for each committee.

Committee members joining the board committees must have the professional qualifications or relevant experience in the areas of work related to the committee. The Board Chairman and chair of each committee will be in charge of vetting the qualifications of interested parties before they are admitted to the committee.

Committee co-chairs can be considered as part of the succession plan of the Board of Directors. As such, each new member must undergo an onboarding process consisting of:

1. Onboarding presentation on the vision, mission, organisational setup and programmes of the charity as a whole, including meeting the team and understanding their roles and responsibilities
2. Our core training programmes: Trishaw handling training and Aging simulation training

Committee members are expected to serve a minimum of one year in their role. A person may be a member of more than one committee, with the exception of the Audit & Compliance and Finance & Fundraising Committees, which act as a check and balance for each other and must



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not have redundant members. Should members not be able to serve out their full year in the committee, they are asked to give a 30-day notice to ensure ample time for turnover.

Membership

Committee members may be invited to become members of the organisation following the onboarding process for members as stated in section 5.

Board Succession

Committee members may be invited to sit as a Board Director if he/she has proven to possess the suitable attributes of a Board Director, such as:

- **Personal attributes that align with our organisation's values and culture:** integrity, authenticity, transparency and high standards of excellence;
- **Core competencies in specialised fields** such as accounting, finance, legal, human resources, business and management, strategic planning, fundraising, communications and relevant sectoral knowledge in social services, eldercare and engagement and similar; and
- **Commitment** necessary to govern the charity effectively as an active Board director. Directors should attend relevant training to develop these competencies and keep abreast of relevant new laws and regulatory requirements. The Chairmen of both the Audit and Finance Committees, and the Treasurer should preferably have recognised accounting qualifications and / or appropriate practical experience.