

## **1. Introduction**

1.1 The STSPMF Board Governance Manual serves to guide STSPMF Board of Trustees in the Board and Trustee's responsibilities. The Manual sets out the structure, procedures and processes that the Board has in place to see the STSPMF is run well and responsibly so that STSPMF will be effective, credible and sustainable in furtherance of the objects set out in the STSPMF Trust Deed and Supplemental Trust Deed.

## **2. Background of STSPMF**

2.1 STSPMF started as a community project by The Straits Times on Children's Day in Oct 2000 to help children from low-income families. The children can use this money to buy a meal during recess, pay for their bus fares or use it to meet their schooling needs.

2.2 STSPMF received its charity status in 2011 and has been an Institution of Public Character (IPC) since 2012.

## **3. STSPMF - Vision, Mission and Objects**

3.1 The vision, mission and objects of STSPMF are as follows:

Vision: Give every child a promising future

Mission: To reach out to every child in need and provide them with the resources to do well in school – and beyond

Objects: Financial Support to Children & Youth in Need to Pay for School-Related Expenses

Support Social & Educational Development of Children & Youth in Singapore

3.2 The Board shall periodically review and approve the vision and mission to ensure that STSPMF stays relevant to any changing environment and needs. STSPMF shall clearly document and communicate any substantial change to the public and stakeholders, including NCSS, MOE, beneficiaries, and donors.

3.3 The Board shall ensure that there are adequate resources to sustain STSPMF programmes and activities for the furtherance of STSPMF objectives.

3.4 As part of the annual budget exercise, the Board shall review the charity's strategy and its plan to develop the capability and capacity of the charity.

3.5 In reviewing the **capability** of STSPMF, the Board shall focus on manpower, board and organisational competencies so as to ensure that resources are available or optimised to carry out the plan.

3.6 In reviewing the **capacity** of STSPMF, the Board shall focus on its financial resources, external partnerships/collaborations and technology to be more effective and efficient in furthering its mission.

3.7 The Board shall monitor the progress of the strategy and its plan regularly.

#### **4. Board Composition & Roles**

4.1 The trustees shall be organised into a Board comprising the Chairman, Treasurer, Secretary (“Office Bearers”) and Ordinary Board Members.

4.2 The Board shall conduct regular review and give consideration to succession planning exercise for the key office bearer positions, such as the Chairman and Treasurer.

4.3 The Trustees shall be responsible for the proper and smooth operation of STSPMF and ensure compliance with the relevant laws, rules, regulations and Code of Governance for Charities and IPC.

4.4 The Trustees shall observe key principles of good governance of the Board which include, but not limited to the following:

- a. Advance STSPMF charitable objectives and safeguard STSPMF’s assets
- b. Ensure STSPMF is accountable to the public, donors and all key stakeholders
- c. Exercise independent judgement and act in the best interests of STSPMF, the stakeholders, namely beneficiaries, donors, general public, governing bodies and SPMF employees

4.5 The Board shall comprise trustees who possess suitable personal attributes, core skills or competencies and commitment.

4.6 The Board shall collectively oversee the requirements of the audit, programmes & services, fundraising, appointment / nomination and human resources. Designated trustees may be appointed to form separate committees for these areas, where necessary.

4.7 The Chairman of the Audit / Finance Committees, if appointed, should preferably have recognised accounting qualifications and/or appropriate practical experiences.

4.8 To ensure objectivity in decision-making, STSPMF Board shall be independent from full time STSPMF employees. If any employees are appointed, they should not form more than one-third of the Board, and no employee shall chair the Board.

4.9 The General Manager/ delegate shall not take part in decision making or vote at Board meetings.

## **5. Board Meeting Proceedings and Procedures**

5.1 STSPMF Board of Trustees shall meet regularly, and hold at least two meetings each year.

5.2 Board members shall make every effort to attend the meetings.

5.3 Proceedings and decisions of the Board meetings shall be minuted and circulated to the Board as soon as practicable.

## **6. Conflict of Interests**

6.1 SPMF Trustees shall act in the best interests of SPMF.

6.2 The Trustees should not benefit financially from their position.

6.3 A register of interest of trustees' declaration of personal interest shall be maintained. Trustees are to provide updates to the General Manager as and when the changes occur. Trustees shall provide an annual confirmation of the declaration made at the Board of Trustees Meeting.

6.4 Any appointment of staff who is related to the Trustees or employees are discouraged. "Related" means a member of the immediate family of the Trustees or STSPMF employee.