

GOVERNANCE

The Girls' Brigade Singapore makes every effort to ensure all our practices are aligned with good governance and management standards according to the principles of the Code of Governance for Charities and Institutions of a Public Character (IPC).

Board Composition, Selection and Evaluation

GBS is governed by a Board whose members are elected biannually according to the Constitution with the aid of a Nominations Committee. The voting members of the General Meeting are known as the Council. The Board comprises:

- The President
- Up to two Vice Presidents
- Secretary
- Assistant Secretary
- Treasurer
- Up to eight ordinary board members

Each brings with them skills and abilities in diverse areas such as finance, accounting, audit, business and management, human resource, technology, fundraising, and legal. Together with the Executive Director (ED) the Board charts the strategic involvement of organisation and that we are run well and responsibly.

Board Members do not receive any remuneration for their involvement. No Board member holds a staff appointment. The Executive Director is an ex-officio member who has the right to attend all Board and Board Committee meetings but does not vote on the Board's decisions.

Except for the Treasurer, all members serve a term of 2 years for a maximum of 10 consecutive years. The term of office for the Treasurer shall not be more than four (4) consecutive years. Thereafter, reappointment to the Treasurer position can be considered after a lapse of at least two (2) years.

All current Board Members have not reached their maximum term of service.

Selection and Evaluation

All incoming Board members are recommended a list of training lessons to attend, given an orientation to GBS, and provided a handbook that states their roles, responsibilities, and the spirit in which they are to perform their duties.

The Nominations Committee is responsible for selecting Board Members based on the final composition of the board which would fulfil the following:

- Specific governance skill-sets
- Sector experience
- Diversity e.g. age, organisational passion etc.

Once every two years, board members are required to fill in a Board Evaluation Checklist and self-reflection sheet.

Executive Board 2024

Name	Current Appointment	Occupation	Past Appointments	Attendance
Sharon Liat	President 21 Mar 2024	Vice Principal, Ministry of Education	President, 28 Mar 2020 26 Mar 2022	5/5
Joann Gor	Vice President 21 Mar 2024	Director, Biohealth Link Pte Ltd	Asst Treasurer, 24 Mar 2018 Vice President, 28 Mar 2020 26 Mar 2022	5/5
Sandra Tan	Secretary 21 Mar 2024	Company Chaplain	Secretary, 28 Mar 2020 26 Mar 2022	5/5
Heng Ci Pei	Asst Secretary 21 Mar 2024	Subject Head, Ministry of Education	Asst Secretary 26 Mar 2022	5/5
Juliet Ang	Treasurer 21 Mar 2024	Homemaker, 15 years of prior experience in the financial sector.	Board Member 26 Mar 2022	4/5
Cheryl Lim	Audit Committee Chairperson 21 Mar 2024	Executive Director, Deloitte Singapore	Audit Committee Chairperson, 28 Mar 2020 26 Mar 2022	4/5
Eunice Yao	Nomination Committee Chairperson 21 Mar 2024	Partner, Virtus Law LLP Stephenson Harwood (Singapore) Alliance		5/5
Christopher Chow	Board Member 21 Mar 2024	Director, SleepWorks Pte Ltd		5/5

The Board must meet at least 4 times a year and met five times (including the AGM in 2024).

Executive Management

Glen Ong Executive Director	<i>Appointed since 01 May 2019</i>
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Board Committees

The Board has five Board Committees that look into specific key areas to ensure that matters are given the right support, resources and fiduciary guidance.

Audit Committee

The Audit Committee facilitates external and internal audits for the Board to obtain independent information about the organisation's activities. The committee also assists to put in place the internal audit plan for the organisation.

Nominations Committee

The Nominations Committee is responsible for selecting Board Members based on the final composition of the board which would fulfil the following:

- Specific governance skill-sets
- Sector experience
- Diversity e.g. age, organisational passion etc.

Finance Committee

The Finance Committee assists the Board of The Girls' Brigade Singapore in fulfilling the Board's responsibilities to oversee the management of all fund investment activities of GBS, and to provide advice to the Board on such matters.

Staff Committee

The Staff Management Committee manages all Human Resource and Development matters, ensuring that HR systems and resources remain effective and current to industry practices.

Programmes and Services Committee

The Programme and Services Committee reviews new initiatives or programmes, ensure that new and existing services are well resourced with outcomes are aligned with GBS' mission and strategic plans, and limitations stipulated by funders where applicable.

BB/GB Campsite Management Committee

The BB/GB Campsite Management committee develops and implements policies governing the usage and maintenance of the BB/GB Campsite at 1200 Sembawang Road.

Financial Management and Internal Controls

In keeping with good governance and transparency The Girls' Brigade Singapore has in place documented procedures for key financial areas including and not limited to our system for delegation of authority and limits of approval, payment procedures and controls, procurement procedures and controls, as well as receipting.

Planned timing of use for restricted or endowment funds

The Girls' Brigade Singapore does not have a planned timing of use for its restricted or endowment funds. Disclosure of timed planning of use is made in our audited reports only when donors or grant makers have specified a timeline for use of these funds.

Purpose of Restricted / Endowment Funds

GBS discloses its restricted funds in its Audited Financial Statements (Pg 7 of FY22 Financial Statements.) We do not have endowment funds according to the Charity Portal.

Risk Management and Internal Audit

The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the organisation and its stakeholders.

In addition, the Audit Committee is responsible for reviewing at least annually the adequacy and effectiveness of the organisation's internal controls and risk management systems.

Girls' Brigade Singapore requires internal audits to be carried out throughout the organisation for purposes of assessing the overall effectiveness of the governance, risk and control frameworks of the organisation, and carries out an internal audit of selected key areas over a three-year cycle, covering:

- IT/Data/Cyber Security
- Corporate Governance & Compliance
- Income & Receipts
- Procurement & payments
- Human resources and payroll
- Fixed Assets
- Personal Data Protection
- Enterprise Risk overview

Disclosure and Transparency

- No Board members receive any remuneration for their board services.
- No staff is involved in setting his or her own remuneration.
- No paid staff are close family members of the ED or Board members.
- GBS does not make any loans to any employees, management, Board members, or any related parties or third parties.
- GBS does not provide any sponsorship to any charities.
- The top 3 salaries are declared in our Financial Statements.
- Other disclosures may be found in our Audited Financial Statements, downloadable from www.gb.org.sg
- Annually, GBS compiles and submits the Governance Evaluation Checklist in the Charity Portal at www.charities.gov.sg.

Our Policies

- Reserves Policy
GBS will endeavour to maintain a level of reserves which is at least equivalent to 12 months of annual operating expenses. The growth of reserves ensures the long-term financial sustainability of the organisation and its work, allowing GBS to weather against income fluctuations as well as to respond to costly and unpredictable situations beyond the control of GBS.
Reserves will be held in accounts with the approval of the Board and in accordance with other guiding policies set out by the Board.
Management will inform the Treasurer/Assistant Treasurer, at least three months before the cashflow is expected to breach the threshold of 12 months of operating expenses.
- Conflict of Interest Policy
The Girls' Brigade Singapore has in place a Conflict of Interest (COI) Policy which all incoming staff & Board Members are required to endorse and align with.
This involves avoiding conflicts of interest between the interests of the Girls' Brigade, and personal, professional, and business interests.
- Privacy Policy, IT and Cybersecurity guidelines
The Girls' Brigade Singapore has in place a Privacy Policy covering data protection of all information we receive. We regard the privacy of our member's personal data with utmost importance and are committed to comply with the Personal Data Protection Act of 2012 (PDPA).
- Volunteer Management and Code of Conduct
Volunteers are important to the success of GBS and are the source of inspiration and care to the next generation. Staff and volunteers are equal partners of the organisation and undergo a process of screening, on-boarding and ongoing training to ensure that they are well equipped to safely serve children and youth.

- Investment Policy
GBS endeavours to steward our financial reserves with sound investment principles and objectives, with guidance on investment decisions, asset allocation, risk management, and performance measurement.
- Anti-Money Laundering and Countering the Financing of Terrorism
GBS ensures controls are in place to combat Anti-Money Laundering and terrorist funding activities.
- Communications
GBS regularly publishes information regarding our programmes, activities and all regulatory disclosures. This is done through our annual reports, marketing collateral, website and social media platforms. We also have in place procedures for the use of media, media releases and crisis communications.
- Whistle Blowing Policy
GBS has in place a Whistle Blowing Policy to provide a framework to promote responsible and secure whistle blowing. The procedures allow employees and anyone outside the organisation to report concerns related to irregularities, inappropriate behaviour, legal or ethical violations.

