

Scout Council (SC) Committees

As the highest policy making body of the Association, the key roles of the Scout Council are to advance scouting in Singapore through adopting sound and forward looking strategies, and to ensure good governance and accountability. To carry out these roles meaningfully and effectively, standing Committees are set up.

Based on needs, the following Committees will be formed for the year 2017-18:

- 1.** Establishment Committee
- 2.** Finance Committee
- 3.** Fund Raising Committee
- 4.** Building And Estate Committee
- 5.** Communication and Partnership Committee
- 6.** Award Committee
- 7.** Audit and Risk Committee
- 8.** Education Committee
- 9.** Unit Performance and Recognition Committee
- 10.** IT Committee
- 11.** Nominating Committee
- 12.** Sands Leadership Development Centre Committee

The members and TOR of the Committees are reflected on Annex A. The members are from the SC and the Commissioner council. The chairman of the Committee can invite others with relevant expertise to serve on its Committee as co-opted members. The President should be informed before extending the invitation.

The Committee should meet at least twice a year and, where applicable, present a report at each Scout Council meeting on the progress of the work/task undertaken. Minutes of meetings should be circulated to the SC for information, unless of confidential nature.

Under the Code of Governance for Charities, the number of meetings held and the attendance of committee members will be reported in the Annual Report.

Terms of Reference of SC Committees and Members: 2017 - 18

In accordance with Code of Governance, we will be reporting numbers of meetings held and attendance.

I Establishment Committee

Chairman: Raymond Chia
Members: Chief Commissioner
Ranvir Kumar
Secretary: ED

1. To review and formulate human resource /staffing policies to recruit, nurture and retain Professional Staff of SSA
2. To review and establish an appropriate and competitive framework of remuneration for Professional Staff
3. To review the request for the employment of Senior Professional Staff, and oversee the interview and selection of candidates for such post. (Senior Professional Staff covers Executive Director and Division Heads at Director level)
4. To receive and approve the recommendations of Executive Director on the annual performance bonus payable to staff other than himself
5. To receive and approve the performance of the Executive Director as evaluated by the Chief Commissioner and in agreement by the President of SSA with feedback from any party as deemed appropriate.

II Finance Committee

Chairman Fong Heng Boo
Members Lai Seng Kwoon
Henry Baey
Chay Hong Leng
Dr Jeffery Ho
Secretary: Director Accounts and Finance

Staff in Attendance: ED

1. To supervise the disbursement of funds under the HQ Account, approved by the SC
2. To receive and review yearly budget estimates for the ensuing year for any expenditure under HQ Account which has been duly endorsed by the Chief Commissioner.
3. To present to the Scout Council the yearly budget estimates after review for approval.
4. To introduce and implement appropriate control systems in the disbursement of funds

5. To review request and approve supplementary budget estimates for any expenditure up to S\$50,000. Scout Council has to be duly informed of such approvals at the next Council Meeting following approvals with supporting reasons.
6. To manage and place deposits of cash assets of SSA
7. To review and approve other finance related matters as referred.
8. To review the incomes of the annual fund raising projects including Job Week, and Donation Draw.
9. To Monitor and review the financial Performance of the SLDC (including the Scout Shop)

III Fund Raising Committee (Incorporating the Scout Foundation Board)

Chairman: Raymond Chia
 Members: Tan Tee How
 Ranvir Kumar
 Philip Ling
 Andrew Ang
 Secretary: ED

1. To formulate a fund raising strategy for the Association.
2. To oversee the fund raising activities and review their performance and appropriateness
3. To oversee fund raising for the Scout Foundation.
4. To approve proposals for the use of the Scout Foundation funds.

IV Building and Estate Committee

Chairman: Richard Yeong
 Members: Roy Lai
 Michael Ong
 Ho Chee Heng
 Malcolm Tan
 Secretary: KC Lai

(Raymond Chia's advice will be sought when needed.)

Staff in Attendance: ED
 Programme Director (SLDC-Camp)
 Director (Accounts & HR))

1. To advise on management, enhancement and development of SSA's properties
2. To review tender document pertaining to physical infrastructure
3. To review and approve guidelines on the use of SSA facilities in HQ and Camp
4. To review camp contract for renewal and recommend to Scout Council

V Communication and Partnership Committee

Chairman: Philip Chua
 Members: William Wan
 Lim Kar Yee (Ms)

Ngien Hoon Ping
Henry Baey
Darren Tay
Ms Michelle Tay

Secretary KC Lai

Staff in Attendance: ED
Manager (IT & IR)

1. To strategise, direct and manage the overall effort of the Association in engaging and maintaining ties with the media, members, ex-members, parents, supporters and other key stakeholders.
2. To enhance the visibility and image of Scouting of the Association through media communication, social media, publicity and promotional activities.
3. To promote partnerships with relevant stakeholders
4. To increase the public profile of SSA and strengthen the branding of scouting in Singapore
5. To oversee the publication of all communication materials and management of such communication channels as websites, social media etc.

VI Award Committee

Chairman: Tan Tee How
Members: Prof Lui Pao Chuen
Philip Chua
Chief Commissioner
Dr Jeffrey Ho
Secretary: ED

To consider and approve nominations for the DSA

1. To consider and recommend nomination for Life Achievement Award to SC
3. To recommend SSA leaders for National Awards

VII Audit and Risk Committee

Chairman: Philip Ling
Members: Ee Tiang Hwee
Ms Lim Kar Yee
Charles Phua
Secretary: ED

Staff in Attendance: Director (Accounts & HR)

1) Overseeing financial reporting

- Monitor the integrity of the financial information provided by the Association.
- Assess and challenge, where necessary, the correctness, completeness, and consistency of financial information before submitted to Scout Council (SC) for approval or made public.

2) Overseeing internal control including risk management

- Review the external and internal auditors' evaluation of the effectiveness of the internal control (including risk management) systems established by management.
- Review the Association's procedures for detecting fraud and whistleblowing, and ensure that arrangements are in place by which staff may, in confidence, raise concerns about possible improprieties in matters of financial reporting, financial control, or any other matters.
- Recommend good corporate governance procedures/practices to the SC.

3) Overseeing Internal Audit (IA) and External Audit (EA) processes

Internal Audit (IA)

- Monitor and assess the role and effectiveness of the IA function (if any) in the overall context of the Association's risk management system.
- Review and approve the IA's plan.
- Ensure an adequate budget is allocated to the IA's function. Review IA's reports and monitor Management's responsiveness to IA's findings and recommendations.
- Ensure the IA has direct and unrestricted access to the AC.

External Audit (EA)

- Oversees the Association's relations with the EA.
- Recommend to the SC the selection, appointment, reappointment, and resignation of the EA.
- Review the EA's audit fees and recommend it for approval by the SC.
- Monitor and assess the EA's independence.
- Review the scope, results and effectiveness of the EA.
- Review the EA's representation letters before consideration by the SC.
- Ensure the EA have direct and unrestricted access to the AC.

4) Reporting

- The AC shall report regularly to the SC on the exercise of its duties, identifying those matters which it considers require action or improvement, and making recommendations as to the step to be taken.

5) Risk management

- To oversee risk management and its mitigation.

VIII Education Committee

Chairman: Prof Lui Pao Chuen
Members: Philip Chua
William Wan
Chief Commissioner
Steve Ow
Charles Phua

Ngien Hoon ping
Desmond Chong (Dy CC)
Tan Kay Kerng (NTC)
Yang Chen (NPC)

Secretary: ED

1. To review and enhance the value proposition of scouting, in line with the principles, methods and unique characteristics of scouting.
2. To develop and review policies and strategies on the Youth Programme to make it relevant to the needs of Young people and to enhance its attractiveness and competitiveness as a Youth Movement.
3. To improve the quality of Scouting experience at the ground level
4. To provide guidance and oversight for the training and development of adult leaders.

IX Unit Performance and Recognition Committee

Chairman: William Wan
Members: Steve Ow
Kim Lay Eng (Ms)
Desmond Chong
Secretary: KC Lai

Staff in Attendance: Manager (Youth Programme)
UDCs

1. To put in place a suitable framework for promoting good unit performance.
2. To develop policies and strategies to improve unit performance.
3. To monitor and gather feedback on unit performance.
4. To review the structure, quota and criteria for unit recognition schemes
5. To consider additional form of unit performance recognition.

X IT Committee

Chairman: Michael Ong
Members: Ng Han Kim
Roy Lai
Lim Say Chionh
Hoo Chuan Yang
Secretary: KC Lai

Staff in Attendance: ED

1. To review business processes of the Association,
2. To implement a new IT system for the Association so as to provide better services to members and units
3. To review IT security measures

XI Nominating Committee

Chairman: President
Members: Chair of Establishment Committee
Chief Commissioner
Secretary: ED

1. To establish a framework and process for identifying suitable persons for succession to key SC, CC and professional positions.
2. To make related recommendations for development of successors to the various key posts.

XII Sands Leadership Development Centre (to be considered for reconstitution as Company limited by guarantee and not for profit)

Chairman: Prof Leo Tan
Members: SK Lai
Philip Chua
Philip Ling
Tan Cheng Kiong

1. To monitor the progress of the Sands Leadership Development Centre.
2. To make recommendation on the future of the Centre beyond seed funding stage.
3. To oversee the operation of the Scout Shop with strong focus on turning it into a shop for outdoor adventure equipment.

Other committees

YMAB (Maritime) – Philip Chua will chair.

YAAB (Aviation) – Prof Lui will chair