

SINGAPORE DISABILITY SPORTS COUNCIL TERMS OF REFERENCE FOR SDSC BOARD

1 INTRODUCTION

- 1.1 The Board of the Singapore Disability Sports Council (“SDSC”) comprises individuals elected by Ordinary Members and co-opted by the Board.
- 1.2 The Board is appointed for a four-year term.
- 1.3 As a society and a registered charity with IPC status, SDSC comes under the jurisdiction of the Registry of Societies and the Commission of Charities. As a National Sports Association, SDSC also comes under the jurisdiction of Sport Singapore.
- 1.4 It is critical to ensure that members of the Board are aware of their roles and duties so that the Board can govern and manage SDSC responsibly and prudently to achieve its vision and mission, and establish a positive working relationship with SDSC staff.

2 MEMBERSHIP

- 2.1 The Board comprises:
 - a) Up to 10 individuals elected from Ordinary, Associate or Individual Members, by Ordinary Members
 - b) Up to five (3) individuals co-opted by the Board. This includes the Chairperson of the Singapore Para Athletes Commission (SPAC). All co-opted members, except the Chairperson of the SPAC, shall apply to become Individual Members of SDSC upon their appointments, if they are not already representatives from Ordinary or Associate Members.

3 ROLES AND RESPONSIBILITIES

- 3.1 The principal responsibilities of the Board are as follows:
 - a) Provide stewardship and trusteeship on behalf of members and be responsible for ensuring that SDSC remains viable and effective in the present and for the future. Focus on policy, strategy and governance of SDSC.
 - b) Provide strategic leadership, set objectives, and ensure that the necessary plans, policies, programs and resources are in place for SDSC to meet its objectives. This includes setting and periodically reviewing the vision and mission statements of SDSC to keep its goals and objectives relevant. Discuss and approve strategic plans

and annual work plans of SDSC and ensure that they are aligned to its vision and mission.

- c) Ensure all legal and statutory obligations are met and all constitutional and governance requirements are complied with. Review SDSC's constitution, as necessary.
- d) Establish a framework of prudent and effective controls which enables risk to be assessed and managed, including safeguarding of SDSC's assets and the public funds it receives
- e) Set SDSC's values and standards and ensure that obligations to members and other stakeholders are understood and met, and address all disciplinary issues that arise
- f) Appoint the Executive Director (ED) and other senior management employees and provide them with clear documented roles, responsibilities and accountabilities. Support and assess the ED, and provide advice to the ED and staff as a partner in achieving the vision and mission of SDSC.
- g) Appoint a person of high rank and distinction to be the Patron of SDSC, and suitable persons as ambassadors, where appropriate.
- h) Review management and Board performance periodically. Review periodic work progress reports and financial reports to monitor and evaluate SDSC's performance.
- i) Manage conflict of interest and take appropriate measures to ensure that SDSC is protected against any personal or business interests of Board Members and employees of SDSC
- j) Identify and sufficiently engage key stakeholder groups of SDSC and seek their views and feedback on SDSC's strategies and policies
- k) Consider financial sustainability, social issues and environmental factors as part of its strategy and policy formulation. Set policies and guidelines for financial limits, internal control procedures and budget overspending. Review and approve the annual budget and financial statements of SDSC.
- l) Raise funds for SDSC and approve any expenditure from the funds and / or reserves of SDSC for SDSC's activities, subject to clause 24.1.12 of the SDSC Constitution.
- m) Appoint a suitable individual to serve as Vice President of the SNPC and decide on any further nominations for SNPC's elections.

- n) Plan for development, succession and diversity of the Board.
- o) Recommend the external auditor for approval.

3.2 Members of the Board, as individuals, should also:

- a) Support and participate in SDSC's activities.
- b) Promote the work, services and mission of SDSC.
- c) Participate in the process of recruitment and orientation / induction of new Board members.
- d) Participate in activities that develop the Board to better serve its governance role (e.g. Board self-assessment, Board retreat, training workshops, networking and liaison with government agencies).
- e) Take up any other duties and projects assigned by the President, or the Board.

3.3 On top of the general duties of the Board, the President has the following additional duties:

- a) Lead the Board in undertaking all duties necessary to achieve the long-term goals and objectives of SDSC.
- b) Ensure that the Board functions effectively and fulfils the responsibilities for the governance of SDSC.
- c) Chair all General and Board meetings
- d) Identify and cultivate potential Board and Committee members.
- a) Along with the Executive Director, be the spokesperson of SDSC to the media and community.
- b) Exercise any delegated authority and financial authority approved by the Board or relevant reporting authorities.
- c) Appraise the performance of the Executive Director, in consultation with other Office-Bearers.

3.4 The Vice President shall assist the President and deputise for him in his absence

- 3.5 The Honorary Secretary shall ensure that all records of SDSC, except financial, are kept safely and shall be responsible for their correctness. He shall ensure that the minutes of all General and Board meetings are recorded correctly. He shall also ensure that an up-to-date Register of Members is maintained at all times.
- 3.6 The Treasurer shall:
- Be responsible for the funds of SDSC
 - Keep an account of all monetary transactions and be responsible for their correctness
 - Report on the financial status of SDSC at Board meetings and present audited financial reports at AGMs
 - Not hold office in the Audit Committee.
- 3.7 The Assistant Treasurer shall assist the Treasurer and shall deputise for the Treasurer in his absence, and shall not hold office in the Audit Committee.
- 3.8 All cheques, electronic or online payments for withdrawals from the bank shall be co-signed by the Treasurer or Assistant Treasurer, and either the President or the Vice President.

4 BOARD MEETINGS

- 4.1 Board meetings will be convened at least once every two months.
- 4.2 The quorum for Board meetings is one-half of its total voting membership. This will include Board Members who participate in the meeting via telephone or video conferencing.
- 4.3 All Board members are encouraged to attend all Board meetings. Attendance of Board meetings will be recorded in meeting minutes and annual reports. A Board Member who is absent for three (3) consecutive Board meetings without any reasonable excuse accepted by the Board shall be deemed to have withdrawn from the Board.
- 4.4 All members of the Board shall have the right to vote on any issue at Board meetings, except in circumstances where the Board member has a conflict of interest in the issue. If so, he or she must inform the Board and recuse himself or herself from the room until the motion has been voted on by the other members of Board.
- 4.5 Voting at Board meetings shall be by show of hands unless the meeting decides otherwise by a majority vote for a secret ballot. All Elected Board Members and Appointed Board Members who qualify as independent members shall have one (1) vote each at Board meetings.
- 4.6 Board Members who are not present at a meeting may write in prior to the meeting or call in during the meeting to vote on resolutions or required decisions circulated prior to the meeting.

- 4.7 The Chairman of the Board meeting shall have a casting vote (i.e. second vote) in the event of a tie in the votes.

5 BOARD COMMITTEES AND WORKGROUPS

- 5.1 To assist the Board in specific initiatives and duties, the Board has formed the following Committees:

- a) Audit Committee
- b) Fundraising Committee
- c) Finance Committee
- d) Human Resource Committee
- e) Nomination Committee
- f) High Performance and Development Committee
- g) Community Sports and Participation Committee

- 5.2 The Board is further assisted by a Medical Advisory Workgroup.

- 5.3 All Board Committee members shall apply to become Individual Members of SDSC upon their appointments, if they are not already representatives from Ordinary or Associate Members.

6 IMPLEMENTATION AND EXECUTION OF BOARD'S DECISIONS, POLICIES AND WORKPLANS

- 6.1 The Executive Director and staff are responsible for the execution and implementation of the Board's decisions and plans.

7 DOCUMENT LOG

Document / Section & Clause	Details of Revision	Approval
Terms of Reference for SDSC Executive Committee	N.A.	12 May 2020 by Board
Terms of Reference for SDSC Board	<ul style="list-style-type: none">- Alignment with revised constitution- Insertion of membership requirement for co-opted members	21 Mar 2023 by Board

8 RELATED DOCUMENTS

Nil.