

Submission Form for Governance Evaluation Checklist (Enhanced Tier)

Please note that this checklist is based on the Code of Governance (2017).

Applicable to large charities with gross annual receipts or total expenditure of \$10 million or more;

And IPCs with gross annual receipts or total expenditure from \$500,000 to less than \$10 million.

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	Induction and orientation are provided to incoming Board members.
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if "No")		No	Board members are not staff of WHCF as WHCF does not have any employed staff.
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	There is a maximum limit of 4 consecutive years for Board member holding the treasurer position as mandated by the WHCF Operating Rules (Para 2c). The current Treasurer (Mr Francis Tan) was appointed on 1 Jun 2021 and he is in his 2nd year term.
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	The Board members submit themselves for re-nomination and re-appointment after each term (two years) as mandated by the WHCF Operating Rules (Para 2b & Annex 3 - "Policy on Renewal of Board of Directors"). The recent re-nomination and re-appointment was done on 26 Nov 2021 for all Board members.
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	BOD has completed the self-evaluation survey in Jun 2021. We are engaging Centre For Non-Profit Leadership (CNPL) to conduct BoardPulse Programme and target to complete by May'23.
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes	Mr Lee Chow Soon, Ms Irene Png and Ms Tina Hung have each served more than 10 consecutive years on the Board as at 31 Mar 23.
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	The reasons for retention for BOD who served more than 10 years have been reflected in the Annual Report for FY2021 (pg 3).
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	The terms of reference for Board members is spelled out in the WHCF Operating Rules (Annex 1).
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	The WHCF Operating Rules (Para 5 and Annex 5 on "Policy on Conflict of Interest") requires BOD to declare "actual or potential conflicts" at the "start of their term of office" or "as and when the conflict occurs".
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	The WHCF Operating Rules (Annex 5) stipulates that "the person with potential conflict of interest is excluded from discussion and approval of such transaction".

RESTRICTED

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Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	A thorough review of the strategic plan of the charity was conducted on 19 Jul 2021 to ensure alignment of the charity's activities with its objectives. Subsequently, at every Board of Directors' meeting held every 3-4 months, the programme updates including the KPIs achieved, expenditures are presented and the Board of Directors would review and provide feedback. New initiatives would then be developed and/or adjustment would be made to existing programmes.
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Not Complied	Not applicable: WHCF does not have any employed staff as it is supported by IMH under National Healthcare Group (NHG).
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	The Code of Conduct for governing Board members is spelled out in the WHCF Operating Rules (Annex 2).
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Not Complied	Not applicable: WHCF does not have any employed staff as it is supported by IMH under National Healthcare Group (NHG).
	Are there volunteers serving in the charity? (skip item 15 if "No")		No	Volunteers are managed under IMH and are governed by IMH's policies.
15	There are volunteer management policies in place for volunteers.	5.7		
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	The WHCF Operating Rules (Para 3b) stipulates that WHCF "does not provide loans or donations to external parties".
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	WHCF relies on the internal control systems and processes of NHG and it also has three policies under the WHCF Operating Rules (Annex 6 to 8) on "Managing Fundraising Events", "Revenue & Receipts" and "Procurement & Payments" to further strengthen internal controls.
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	WHCF Operating Rules (Para 6b) stipulates that an internal audit shall be conducted at least once every 3 years. The last audit for the period from 1 Nov 2018 to 31 Dec 2020 was conducted in end FY2021 and concluded on 4 Aug 21. The next audit will be conducted in Q4 FY2023. WHCF also regularly submits the programme KPIs achieved for review by Board members.
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	The last review of key risks approved by Board members was on 25 May 2022. The next review of key risks will be conducted in May 2024.
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	The Board approves the annual budget usually in Jan or Feb of each year before the start of the new financial year in Apr, and reviews its expenditure at every Board meeting.
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes	Reserves were invested in fixed deposits.
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	The WHCF Operating Rules (Para 4) has an Investment Policy which requires the fund to be placed "in a low risk, safe and conservative instruments to generate returns while protecting capital".

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Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	The WHCF Operating Rules (Annex 6 and 8) on "Revenue & Receipts" & "Fund Raising" policies of WHCF provide clear and detailed procedures on accounting and safeguarding of all collections. All donations collected complied with the policy.
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		No	WHCF did not receive donations in kind during the financial year.
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3		
Disclosure and Transparency				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	The information is disclosed on Woodbridge Hospital Charity Fund's website and Annual Report.
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No	WHCF does not remunerate its Board members.
25	No governing board member is involved in setting his own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		No	WHCF does not have any employed staff as it is supported by IMH under National Healthcare Group (NHG).
27	No staff is involved in setting his own remuneration.	2.2		
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4		

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29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5		
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	There is "Communications policy" of WHCF which provides guidelines on all communication with donors, members of the public, the media and beneficiaries.

Notes:

1 Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

2 Volunteer: A person who willingly serves the charity without expectation of any remuneration.

3 Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —

(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependant of the Executive Head or governing board member.

(d) the dependant of the Executive Head's or governing board member's spouse.

4 Executive Head: The most senior staff member in charge of the charity's staff.

Declaration

- I declare that my charity's / IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf. All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact. The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.