

## Singapore Ice Skating Association

### Annual Report for Year Ended 31 March 2025

The Singapore Ice Skating Association was established on 11 Dec 1998 as a society and was registered under the Charities Act on 31 Dec 2010.

**Unique Entity Number (UEN):** S98SS0168E

**Registered Address:** #01-33, 3 Stadium Drive, Singapore 397630

#### SISA BOARD

The incumbent Board members will serve until 30 Sep 2026 when elections of office bearers for a fresh term will take place. From the AGM on 31 Oct 2022, each term of office will be four years. The composition of the SISA Board is as follows:

Name	Designation	Date First Appointed	Date Appointed (Current Term of Office)	Tenure	Occupation	Involvement with Other Charities or Volunteer Work
<b>ELECTED BOARD MEMBERS</b>						
Ms Alison Chan	President	16 November 2018	31 October 2022	Ends in Sep 2026	Manager, BCH Enterprise	
Ms Alicia Tan	Secretary General	18 September 2017	31 October 2022	Ends in Sep 2025	Director, Allecret Global Pte Ltd	Dyslexia Association Singapore
Mr Zhang Wei	Vice President (Figure Skating)	31 October 2022	31 October 2022	Ends in Sep 2026	Director, Edge Sports	Edge Ice Skating Club
Mr Lewis Teo	Vice President (Short Track Speed Skating)	23 August 2023	27 September 2024	Ends in Sep 2028	Director, Nexus Link Pte Ltd	
Ms Bang Ying Ying	Treasurer	7 November 2022	27 September 2024	Ends in Sep 2026	Senior Finance Manager, Bonvests Holdings Limited	
Mr Leonard Cheah	Assistant Treasurer	31 October 2022	31 October 2022	Ends in Sep 2026	Assistant Director, Ministry of Defence Singapore	
<b>APPOINTED BOARD MEMBERS (2 year term)</b>						
Keith Han	Appointed Board Member	7 November 2022	7 November 2022	Stepped down on 2 Sep 2024	Partner in a legal firm, Oon & Bezul LLP	
Wee Su-Ann	Appointed Board Member	3 October 2024	3 October 2024	Ends in 2026	Associate at Bayfront Law LLC	

**Note:**

No Board Member received remuneration for their Board services.

**Bankers:** United Overseas Bank Limited

**Auditor:** SB Tan Audit PAC  
UEN No.: 201709525H

**Other services:** The SISA utilises the services of E Business Accounting Services & Consultancy for book-keeping, payroll and accounting services.

**GOVERNING INSTRUMENT**

1. SISA is governed by a Constitution which was presented and approved at the Extra Ordinary General Meeting (EGM) held on 19 May 2022 and approved by the Registry of Society on 21 September 2022.

Full Members - Affiliated Clubs

1. Champions Ice Skating Club
2. Edge Ice Skating Club
3. Ice Angels (Friends of Ice Skating)
4. Island Ice Figure Skating Club
5. Snow Leopard Speed Skating Club
6. Tropical Blades Ice Skating Club
7. 111.12m Club

Associate Members – Affiliated Clubs

1. Artistry of Movement
2. Blue Cantabile Ice Skating Club

## NOTE

As per SISA Constitution Article 12, all membership applications shall be submitted to the Secretary General as prescribed by SISA.

Application for membership may be rejected on any of the following grounds:

- a. The applicant does not satisfy all the relevant membership criteria set out in the relevant membership category in this Constitution.
- b. The applicant has been convicted of an offence involving moral turpitude, declared a bankrupt, wound up or dissolved
- c. Where accepting the applicant would in the Board's absolute discretion be deemed prejudicial to the interest of SISA as a whole.

## Governance Evaluation Checklist

*"Governance in the charity sector refers to the framework and processes concerned with managing the overall direction, effectiveness, supervision and accountability of an organisation.*

*Charities, as community organisations working for public benefit, are accountable to the public and other stakeholders. Good governance is increasingly an important criterion for the public and charity stakeholders to decide whether to donate or volunteer their services to a charity.*

*The Charity Council developed the Code of Governance in 2007, to set out principles and best practices in key areas of governance and management that charities are encouraged to adopt.*

*All charities and IPCs to which the Code applies are required to submit a Governance Evaluation Checklist (GEC) online via the Charity Portal. Disclosure of this checklist is made available for public viewing on the Charity Portal. The Code operates on the principle of 'comply or explain'. Compliance is not mandatory. However, charities are encouraged to review or consider amending their governing instrument, by-laws and policies as necessary to adopt this Code for the best interest of their charities."*

Source: <https://www.charities.gov.sg/Pages/Charities-and-IPCs/Manage-Your-Charity/Code-of-Governance-for-Charities-IPCs.aspx#>

As an Institution of a Public Character (IPC), the SISA will submit the Online Evaluation Checklist on the Charity Portal which will be reflected [here](#) by 30 September 2025 and in Annex A.

The Period of Approved IPC status granted to SISA is from 1 January 2024 to 31 December 2026.

**KEY OBJECTIVES, VISION, PURPOSE AND CORE VALUES:**

Since SISA's inception in 1998, incremental progress has been made in meeting our Constitutional and Mission objectives. This includes the provision of recreational and competitive programmes, the charting of athlete development pathways and the organization of local and international competitions. To complement these activities, SISA also organizes seminars and clinics for all levels of skaters, coaches and officials.

2. The objects of the Association are:
  - a. Promote, develop and increase participation for the sport of Ice Skating in Singapore.
  - b. Promote physical activity for health and wellness, foster community engagement and bonding for social inclusiveness and integration, and inspire the Singapore Spirit through the sport of Ice Skating.
  - c. To engage communities and provide Ice Skating access to vulnerable segments of the community such as youth at risk and the less privileged.
  - d. Unify, co-ordinate, sanction and organise Ice Skating activities in Singapore, including national and international Ice Skating tournaments and events.
  - e. Raise the competitive standards of Ice Skating athletes in Singapore for sustainable elite level performance at international competitions and multi-sport major games.
  - f. Provide sport pathways and opportunities for the progression and advancement of Ice Skating athletes, coaches and technical officials in Singapore.
  - g. Raise the technical capability of Ice Skating coaches and technical officials in Singapore.

## **Selection and Recruitment of Board Members**

### **3. As extracted from the SISA Constitution:**

#### **Key Office Bearers**

- a. The Board's key office bearers will minimally be the President, Secretary General and Treasurer.
- b. The key office bearers shall be Elected Board Members who are Singapore citizens.
- c. The Treasurer should preferably have a recognized accounting qualification and / or appropriate practical experience.
- d. The President should have served and made positive contributions to the sport of Ice Skating and/or SISA as an ex-athlete, official or elected Board member, or should be a prominent individual of good standing within the sport and / or business community.

#### **Board Members**

- e. Board members shall at least be twenty-one (21) years of age and shall be Singapore citizens or Permanent Residents.
- f. Board members shall not be undischarged bankrupts or have criminal convictions.
- g. Board members shall not be serving a suspension or ban from ISU or other regulatory authority
- h. Board members shall be persons of exemplary character with the relevant experience and credentials.
- i. Board members shall neither be a paid employee of SISA nor have a family member (i.e. child, sibling, parent, spouse, spouse's parent, spouse's sibling, grandparent, or grandchildren) who is a paid employee of SISA.
- j. No Board members shall be family members during the same term of office.
- k. Any change of Board members shall be notified to the Registrar of Societies and the Commissioner of Charities within two (2) weeks of the change

## POLICIES

### Membership

4. As at 31 March 2025, there were 307 current SISA individual members, 7 Full Members (affiliated clubs with voting rights) and 2 Associate Members (affiliated clubs with no voting rights).

5. Affiliation Fees (annual)

Full Member	Associate Member	Individual Member
\$80	\$30	\$45

### Review and Changes in Policies

6. During the course of the year, SISA developed and introduced and/or upgraded the following policies:

	Document Name	Version	Date
1	Athlete Selection Committee – Terms of Reference	1	28 May 2024
2	SISA Constitutional By Laws - Elected Board Members Tenure	1	1 May 2024
3	2024/2025 Squad Selection Policy	1	June / Aug 2024
4	2024/2025 Squad Funding Policy	1	June / Aug 2024
5	2024/2025 Competition Selection Policy	1	June / Aug 2024
6	9 <sup>th</sup> Asian Winter Games Selection Policy	1	June 2024
7	SEA Games 2025 Selection Policy	1	Dec 2024 / Feb 2025

### Funding Sources

7. The Singapore Ice Skating Association's operating expenses is funded by:
- sponsorships
  - donations
  - membership
  - entry fees from tests
  - government grants; specifically from Sport Singapore and International Skating Union

## REVIEW OF ACTIVITIES (1 April 2024 to 31 March 2025)

### General

#### Board Meetings

8. A Board meeting shall be held at least once every two (2) months between 1 Apr 2023 and 31 Mar 2025.
9. It is expected that a Board Member shall not be absent for three (3) consecutive Board meetings without any reasonable excuse accepted by the Board as well as relevantly lend his/her expertise to specific tasks or actively participate in specific task group or sub-committee meetings when called upon to do so. A letter of appreciation would be extended to a Board member who is no longer able to commit his/her time and expertise actively and, a replacement would be appointed.
10. The date of the meetings and the attendance of members were as follows:

Name	Designation	8 Apr 2024	2 Sep 2024	3 Oct 2024	6 Jan 2025	12 Mar 2025
Ms Alison Chan	President	Present	Present	Present	Present	Present
Ms Alicia Tan	Secretary General	Present	Present	Present	Present	Present
Mr Zhang Wei	Vice President (FS)	Present	Present	Present	Present	Present
Mr Lewis Teo	Vice President (ST)	Present	Present	Present	/	/
Ms Bang Ying Ying	Treasurer	/	Present	/	/	Present
Mr Leonard Cheah	Asst Treasurer	Present	Present	Present	Present	/
Mr Keith Han	Appointed Board Member	/	Stepped down with effect from 2 Sep 2024	NA	NA	NA
Ms Wee Su-Ann	Appointed Board Member	NA (not appointed yet)	NA (not appointed yet)	Date of appointment	Present	Present

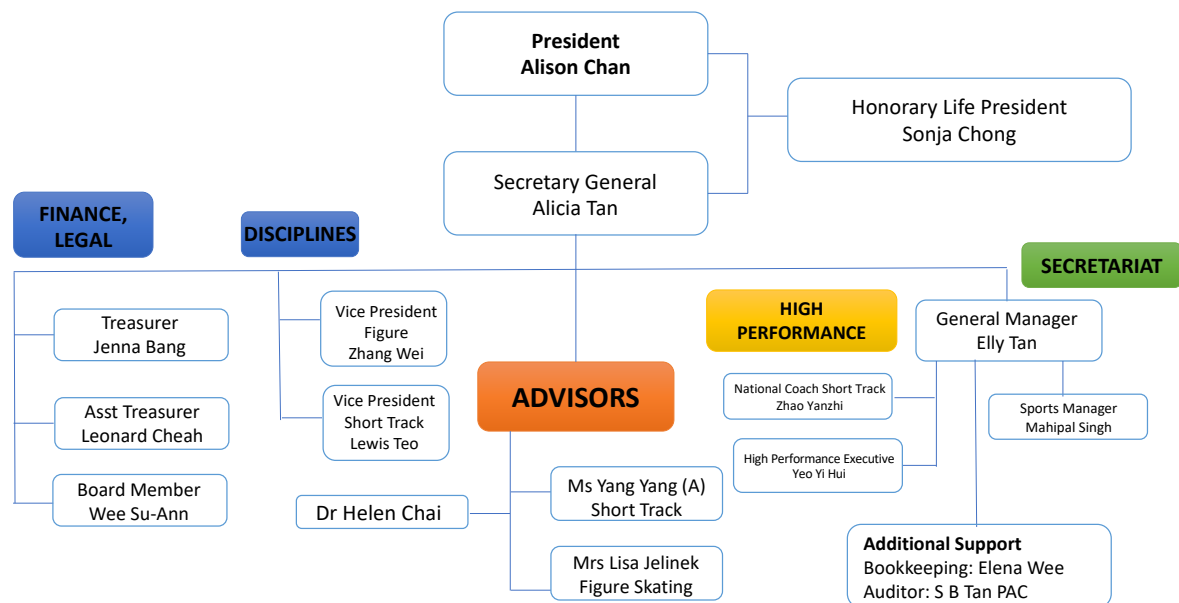
#### Note:

- (1) Apart from either in-person, online or hybrid meetings, SISA Board matters were also approved via Circular Resolutions.

## Staffing and Organisational Structure

11. The Secretariat of SISA is headed by Ms Elly Tan, the General Manager, who was appointed on 1 May 2018.
12. Elly Tan graduated from the Republic Polytechnic, Diploma of Sports and Leisure Management in the Year 2011 and has been with SISA for the past 12 years. She specialises in event organisation and management, from National, Regional to International events.
13. As at 31 March 2025, there are four full time staff
  - a. General Manager – Elly Tan
  - b. Sports Manager – Mahipal Singh
  - c. National Coach (Short Track) – Zhao Yanzhi (contract ended on 31 March 2025)
  - d. High Performance Executive – Yeo Yihui

## SISA Organisational Structure



### **Employee Remuneration**

14. The top 3 employee annual salaries (including employer CPF) for 2024 were in the following bands:

Less than \$100,000	-	3
---------------------	---	---

15. None of the three (3) highest paid staff also served as a Board member of the SISA. In addition, there is no paid staff being a close member of the family belonging to the General Manager or a Board member of the SISA who has received remuneration in excess of \$50,000 during the financial year.
16. On matters of salary increments, salary adjustments and promotions as well as staff performance review, the SISA's Key Office Bearers would make reference to best practices available in Singapore.

### **Remuneration for key staff**

17. The Board may by way of a unanimous vote of the Board members recruit any person to be its Chief Executive Officer, General Manager, Technical Director, or such other key or other staff on a full time or on a part time basis, or any entity with the relevant qualification and ability, to manage the operations of the Association. The Board will make such recommendations to Sport Singapore as part of its annual funding/budgetary requirements prior to recruiting such persons or entity(ies).
18. For key executives eg. the Chief Executive Officer, the Association and Sport Singapore shall jointly recruit such key staff through joint interviews and evaluation, and the appointment of such key staff will be subject to Sport Singapore's approval, which will not be unreasonably withheld.
19. The appointment, remuneration, key performance indicators and terms of employment of such staff shall be determined by the Board and approved by Sport Singapore.
20. The Board shall formulate policies and procedures to help assess, screen, supervise and train volunteer appointees including procuring appropriate HR provisions for its staff, officials and volunteers, e.g. insurance coverage. Such decisions will be documented in the minutes of Board meetings.

### **Conflict of Interest Declaration**

21. SISA's Conflict of Interest Policy can be found on SISA's website [www.sisa.org.sg](http://www.sisa.org.sg). On an annual basis, all Board members and staff would be required to make a conflict of interest declaration. A staff or Board member who declares that he/she has existing/potential conflict of interest is required to state the conflict of interest (including persons, companies with whom/which he/she has official dealings and/or private interest) and for this to be escalated to the President, SISA. He/She will then be required to recuse himself/herself from all transactions, recommendations or decision making on matters pertaining to the subject matter in which he/she is in a conflicted position.

### **Whistle Blowing Policy**

22. Whistle-blowing is defined as a deliberate, voluntary disclosure of individual or organisational malpractice by a person who has or has had privileged access to data, events, or information about an actual, suspected, or anticipated wrongdoing within or by SISA, that is within SISA's control. Reportable Incidents must have been, or are expected to be, committed at SISA premises and/or during the conduct of the SISA Board members'/staff's/ duties, employment or conduct of business with SISA.
23. The SISA's Whistle Blowing Policy can be found on the SISA website: [<https://sisa.org.sg/about-sisa/policies>].
24. The SISA is committed to a high standard of compliance with accounting, financial reporting, internal controls, auditing requirements, and any legislation relating thereto. In line with this commitment, SISA's Whistle Blowing policy aims to provide an avenue for employees and external parties to raise concerns and offer them reassurance that they will be protected from reprisals or victimisation for whistle-blowing in good faith. Reportable incidents can be made to SISA's Executive Ombudsman and, addressed to:

#### **Private & Confidential**

Singapore Ice Skating Association Executive Ombudsman  
300 Beach Road  
The Concourse #32-07  
Singapore 199555  
Attn: Winston Wong (Flint & Battery LLC)

### **Annual General Meeting (AGM)**

25. The SISA held the AGM on 27 September 2024. The following individuals had earlier been elected on a four-year term of office (unless stated otherwise):

President	: Ms Alison Chan
Secretary General	: Ms Alicia Tan
Treasurer (2-year term)	: Ms Bang Ying Ying
Asst Treasurer	: Mr Leonard Cheah
Vice President (FS)	: Mr Zhang Wei
Vice President (ST)	: Mr Lewis Teo
Appointed Board Member (2-year term)	: Mr Keith Han

26. SISA's strategic focus for 2024 and 2025 would be on the development of a permanent rink with a potential investor and in consultation with Sport Singapore and Singapore Land Authority. At the same time, be able to support our high-performance athletes in the upcoming Major Games.
27. SISA's Strategic Objectives for the period from 2024 to 2029, it would be as follows:
- Encouraging Participation and Development
  - Promoting Sportsmanship

### **National Championships**

28. Due to the closure of the JCube ice-skating rink and the lack of an alternative option in Singapore, no competitions were held locally in the period between 1 April 2024 and 31 March 2025.

### **International Squad / Development Squad**

29. Figure - <https://sisa.org.sg/figure-skating/team>
30. Short Track - <https://sisa.org.sg/short-track/team>

## Community Outreach and Collaborations

The SISA also hosted, participated and/or supported the following events and activities:

### International Competitions Representation and Results

31. Representation (Figure Skating) – <https://sisa.org.sg/figure-skating/international-assignments>
32. Representation (Short Track) – <https://sisa.org.sg/short-track/international-assignments>

### Camps, Certification, Technical Courses and Continuing Education (CCE)

#### Coaching Courses

33. International Figure Skating Seminar for Coaches & Skaters – 8 – 11 May 2024, Thailand

#### Technical Courses

34. International Figure Skating Seminar – 9 – 14 July 2024, Frankfurt, Germany.
35. Zoom Seminar on Short Track Rules by Sarah Henderson – 7 August 2024, Singapore.
36. ISU Short Track Starters and Competitor Steward (Online Video Seminar) – 8/14 – 15 September 2024.

#### Outreach Event

37. Disney on Ice with the Singapore Children Society and Presidents' Challenge, 2024.

### Awards

38. The SISA would like to congratulate the following skaters for receiving the following /awards:

- a. Singapore Olympic Foundation – Peter Lim Scholarship:

S/n	Name	Category	School
1	Keegen Chan	Tertiary	New Town Secondary School

- b. ISU Junior Scholarship

S/n	Name	Discipline
1	Joyce Yang	Figure Skating

## **REVIEW OF FINANCIAL STATE AND EXPLANATION OF MAJOR FINANCIAL TRANSACTIONS**

39. Sport Singapore approved a total of \$305,200 for FY24 and, a further \$19,200 in the form of direct athlete funds (spexTag). Additionally, OTSF matching grant of \$90.00 was received in FY24.
40. The Secretariat ensured that funds were utilised for its intended purposes and provided half-yearly reports to Sport Singapore.
41. S B Tan PAC was responsible for auditing SISA's accounts for FY24. For FY24, SISA had a surplus of \$99,312 (vs a surplus of \$60,906 in prior year FY23).
42. Apart from funding received from Sport Singapore and International Skating Union, the SISA managed to generate additional income through different sources. Details as follows:
  - a. Donations
  - b. Individual membership fees
  - c. Ice Practice
  - d. Test fees
43. For more information on the SISA's financial transactions please refer to SISA's Financial Statement for year ending 31 March 2025, available on SISA's website.

## **MANAGEMENT AND AVOIDANCE OF CONFLICTS OF INTEREST**

44. Board members are expected to avoid actual and perceived conflicts of interest. Where Board members have personal interest in business transactions or contracts that SISA may enter into, or have vested interest in other organisations that SISA have dealings with or is considering to enter into joint ventures with, they are expected to declare such interests to the Board as soon as possible and abstain from discussion and decision-making on the matter. Where such conflicts exist, the Board will evaluate whether any potential conflicts of interest will affect the continuing independence of Board members and whether it is appropriate for the Board member to continue to remain on the Board.

## RESERVES POSITION

45. SISA has a reserve policy for stability of the operations and it ensures that there are sufficient resources to support planned activities and its day-to-day operations in the event of unforeseen circumstances. As a general rule of thumb, SISA strives to maintain 3 months of operational expenditure kept as reserves. The reserve level is reviewed half-yearly by the Board to ensure that the reserves are adequate to fulfil SISA's continuing obligations.

	Current Year	Previous Year	% Increase / (Decrease)
<b>Unrestricted Funds (Reserves)</b>	\$163,466	\$76,910	112.5
Restricted / Designated Funds:			
- Building Fund			
- Education Fund			
- Others: ISU World Development Trophy Fund	\$8,393	\$8,393	0
Others: One Team Singapore (OTSF)			
- Short Track Donation	\$25,912	\$20,012	29.5
- Figure Donation	\$31,147	\$31,057	0.3
- OTSF Matching Grant	\$29,506	\$32,856	(10.2)
Endowment Funds			
Total Funds <sup>1</sup>	\$258,424	\$169,228	52.7
<b>Ratio of Reserves<sup>2</sup> to Annual Operating Expenditure<sup>3</sup></b>	0.317	0.14	

46. Separately and, in accordance to SISA's Constitution, decisions on expenditure, where more than 10% of SISA's reserves or \$0.25M, whichever is higher, is required, would be presented at a General Meeting by a resolution carried by at least two-thirds of the votes recorded at the meeting.

<sup>1</sup> Total funds include unrestricted, restricted, designated and endowment funds.

<sup>2</sup> Unrestricted Funds.

<sup>3</sup> Charitable Activities and Other Operating and Administration Expenses.

## EXPENDITURE AND OTHER FUTURE PLANS

### Facilities – Ice Skating Rink

47. Development of a permanent rink in Pandan and, in collaboration with a private investor(s). This project will also see the active involvement of Sport Singapore and the Singapore Ice Hockey Association.

### Southeast Asian Games (SEA) and International Competitions

48. To collaborate with the Southeast Asian countries and lobby for Ice Skating to be featured in the SEA Games i.e. 2025, 2027 and 2029 editions.

### SEA Games 2025 – qualification, training and preparation

49. To support the qualification of SEA Games for both Figure Skating and Short Track Speed Skating, SISA will be introducing a funding scheme of up to \$27,000. This will be published in due course to the community.
50. To support the pre-SEA Games training/preparation of both Figure Skaters and Short Track Speed Skaters, SISA will also organise a centralised training camp sometime in December 2025.

### Staff Appointment

51. With the departure of National Coach, Zhao Yanzhi, SISA has initiated a global search for a replacement – the selection of a suitable candidate will be carried out in consultation with Sport Singapore and CoachSG (Singapore).

### Human Resource and Admin Overheads

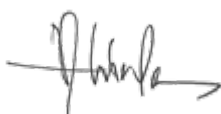
52. Human Resource and admin overheads – staff retention and continuity will be an important consideration for SISA. It is expected that cost on admin overheads, human resource and staff growth will be in the region of \$350,000 including the appointment of a new National Coach (Short Track Speed Skating).

The above constitutes the Annual Report of the Singapore Ice Skating Association.

Prepared for the Association as at 31 March 2025.



Alison Chan  
President



Alicia Tan  
Secretary General



Bang Ying Ying  
Treasurer

## Annex A – Charity Portal Governance Evaluation Checklist



### Governance Evaluation Checklist

Reference No: CPG-250301-000224

Submitted By: S\*\*\*\*276Z on 04-09-2025 11:09:47 TAN YE LI, ELLY

### Tier 2 (All IPCs and Large Non- IPC Charities)

Tier 2 Checklist is for charities with gross annual receipts or total expenditure (whichever is higher) of \$10million or more. To change the checklist, please go back to Checklist Selection page.

S/N	Code Guidelines	Code ID	Response	Explanation
<b>Principle 1: The charity serves its mission and achieves its objectives.</b>				
	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument.	1.1	Yes	
1	Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.			
	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
2	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
3	Document the plan for	1.4	Yes	
4				

S/N	Code Guidelines	Code ID	Response	Explanation
	building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.			
	"Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.			
	Principle 2: The charity has an effective Board and Management.			
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity:	2.3	Yes	
	a. Audit			
	b. Finance			
	* Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and			

S/N	Code Guidelines	Code ID	Response	Explanation
	Investment.			
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and re-appointment, at least once every three years.	2.5	Yes	
	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).			
	For Treasurer (or equivalent position) only:			
10	a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.	2.6	Yes	
	i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position			

S/N	Code Guidelines	Code ID	Response	Explanation
	may be considered after at least a two-year break.			
	ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer. Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.			
11		2.7	Yes	
	a. No staff should chair the Board and staff should not comprise more than one-third of the Board. Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.			
12	a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making. The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.	2.8	Yes	
13		2.9a 2.9b 2.9c	Yes	
	For all Board members:  a. Should the Board member leave the Board for less than two years, and when he/she is being re-			

S/N	Code Guidelines	Code ID	Response	Explanation
	<p>appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report. For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four</p>			
14		2.9d	Yes	

S/N	Code Guidelines	Code ID	Response	Explanation
	consecutive years.			
	i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting - refer to 2.9.b.			
	Principle 3: The charity acts responsibly, fairly and with integrity.			
	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.			
15	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.	3.1	Yes	
16	a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/ herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	
	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.			
17	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18		3.3	Yes	

S/N	Code Guidelines	Code ID	Response	Explanation
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	
Principle 4: The charity is well-managed and plans for the future.				
	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.			
21	a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.			
22	b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:	4.1b	Yes	
	i. Revenue and receipting policies and procedures;			
	ii. Procurement and payment policies and			

S/N	Code Guidelines	Code ID	Response	Explanation
	procedures; and			
	iii. System for the delegation of authority and limits of approval. Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
23				
	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks. Set internal policies for the charity on the following areas and regularly review them:	4.3	Yes	
24				
	a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);			
	b. Board strategies, functions, and responsibilities;	4.4	Partial Compliance	Certain policies in place. Areas for improvement.
25				
	c. Employment practices;			
	d. Volunteer Management*;			
	e. Finances;			
	f. Information Technology (IT) including data privacy management and cyber-security;			

S/N	Code Guidelines	Code ID	Response	Explanation
	g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board);			
	h. Service or quality standards; and			
	i. Other key areas such as fund-raising and data protection.			
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	Basic coverage. There are areas for improvements.
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Partial Compliance	Specific areas e.g events, finances.
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits	5.2	Yes	

S/N	Code Guidelines	Code ID	Response	Explanation
	remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member. The charity should disclose the following in its annual report			
30	a. Number of Board meetings in the year; and  b. Each Board member's attendance The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact. The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the	5.3	Yes	
31		5.4	Yes	
32		5.5	Yes	

S/N	Code Guidelines	Code ID	Response	Explanation
	year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact. Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable. Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.			
33		5.6a	Yes	
34		5.6b	Yes	
35	b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument. Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently	5.7	Yes	

S/N	Code Guidelines	Code ID	Response	Explanation
	investigated and follow-up action taken as appropriate.			
	Principle 6 The charity communicates actively to instil public confidence.			
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	

• • •

## Declaration

Full Name as per ID

TAN YE LI, ELLY

ID Type

NRIC

ID No.

S\*\*\*\*276Z

Email Address

elly@sisa.org.sg

Designation (within Organisation)

General Manager

- ☒ I confirm that the information provided in this submission is true and accurate to the best of my knowledge. I am aware that the provision of false or misleading information in relation to this submission to the Commissioner of Charities can constitute a criminal offence, which is punishable by imprisonment and/or a fine.
- ☒ I hereby declare that the Governing Board has approved this Governance Evaluation Checklist and has authorised me to submit this checklist 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.

• • •