



Restoring women with the power of God's love

EXECUTIVE COMMITTEE KIT

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Our Vision

We help female drug and penal code offenders to be transformed by the Word of God, in our Ministry of Love.

Our Mission

We aspire to rehabilitate the lives of female substance abusers, prisoners and ex-offenders committed to our residential programme. We provide them with the necessary help and resources to steer them to live addiction/crime free lives to become responsible members in society.

Our Core Values

Trust

Teamwork

Professionalism

Hearth

Harmony

STATEMENT OF VALUES

As Exco Members, the values below state the actions that we take in developing our policies and informing our practices.

1. Selflessness
We commit to "Do nothing out of selfish ambition but value others above yourselves." as exemplified in Philippians 2:3-4. We will prioritise others' needs over our own, echoing Christ's selfless sacrifice for humanity.
2. Integrity
We do not place ourselves under any financial or other obligation to outside individuals or organisations that might influence us in the performance of our official duties.
3. Objectivity
In carrying out TTP's business, including making appointments, awarding contracts, or recommending individuals for rewards and benefits, we make choices based only on merit.
4. Accountability
We are accountable to the public for our decisions and actions and submit ourselves to whatever scrutiny is appropriate to our office. We ensure good stewardship of resources for the continuity of TTP's work with female substance abusers.
5. Transparency
We prioritise transparency in all our decision-making and actions, striving to provide the public with comprehensive information. We only restrict information when it is essential for the safety and privacy of our residents.
6. Honesty
We declare any private interest relating to our duties as Exco member and take steps to resolve any conflicts arising to protect TTP.
7. Leadership
We commit to governance and due diligence expected of a good charitable organisation. We work with the management team to ensure that TTP upholds the professional standards expected of a credible Christian organisation and commit to complying with legal and accounting requirements. Our leadership is firmly rooted in an unwavering commitment to serve God and others with resolute devotion. We lead by setting a compelling example and nurture a community marked by unity, grace, and purpose.
8. Inclusiveness and Social Justice
We have respect for the worth and dignity of all individuals. We work with Singapore Prison Services, relevant government agencies, donors, supporters, sponsors, volunteers, and the public to help female drug and penal code offenders to be transformed by the Word of God, in our Ministry of Love.

EXECUTIVE COMMITTEE (EXCO) – TERMS OF REFERENCE

Purpose	The Executive Committee (Exco) guides The Turning Point (TTP) in line with our vision and mission. They provide spiritual leadership, manage resources responsibly, ensure compliance with TTP's governing instrument and all relevant laws and regulations. The Exco actively engages with the Christian community, upholds moral and spiritual standards, and manages TTP's resources to sustainably conduct its activities. In these ways, they lead TTP with a commitment to Christ and His teachings, fostering a faithful and impactful organisation.
Objectives	1. Ensure that fellow Exco members, key officers or trustees of TTP are not disqualified from acting in their respective office under the Charities Act. 2. Ensure that TTP complies with the Charities Act and Regulations, as well as regulatory requirements of the Commissioner of Charities or Sector Administrators. 3. Comply with other legislations which govern TTP's activities such as the Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits), Anti-Money Laundering (AML), Terrorism (Suppression of Financing) Act), Trustees Act, Companies Act and Societies Act, if applicable. 4. Establish good governance practices that increase TTP's transparency and accountability. 5. Exercise prudence over financial matters and ensure that TTP charity remains solvent. 6. Avoid undertaking activities that may place TTP's funds, assets and reputation at undue risks, including the risk of being misused for terrorist financing, money laundering or illegal purposes. 7. Act in good faith and ensure proper management of TTP such that it is not subject to abuse. 8. Establish proper procedures to manage and deal with conflict of interest if any. 9. Understand TTP's purposes as stated in its governing instrument and ensure that charitable resources are used only in furtherance of these purposes. 10. Act lawfully, responsibly and reasonably in the best interests of TTP and be actively involved in the management and decision-making process, and jointly make decisions as a governing board on policy matters. 11. Stay steadfast in their commitment to TTP's vision, mission, and purposes, while embracing and upholding the organisation's ethical values deeply rooted in Christian principles of faithfulness, compassion, and servanthood. 12. Ensure that TTP only conducts activities in keeping with its governing instrument and for the furtherance of its objects, which must be exclusively charitable. Among other things, TTP should not allow its funds and/or premises to be used for political purposes and should refrain from conducting itself in a way that can be reasonably construed as involving partisan politics. 13. Exercise appropriate due diligence on beneficiaries, partners and donors. 14. Embody values of transparency and integrity by establishing clear, written agreements with partners. These agreements should not only outline the scope of

	work/activities and monitoring measures but also reflect our commitment to ethical stewardship of TTP's name and resources, in accordance with Christian principles. 15. Exercise discernment grounded in Christian principles when understanding the donor's specific intentions regarding their engagement with TTP. Be mindful that donations with conditions attached should be carefully assessed to ensure they align harmoniously with TTP's Christian purposes, priorities, and activities, preserving the sanctity of our mission.
Composition and Meetings	1. At least 7 and a maximum of 11 Exco Members as stipulated under TTP's constitution. 2. The Exco will be further structured as: Chair, Vice-Chair, Honorary Secretary, Honorary Treasurer, and a minimum of 3 ordinary exco members. 3. Quorum of 50% of exco members present including the Chairman. 4. In the absence of the Chairman, Vice-chairman will chair the meeting. 5. At least 6 Executive Committee Meetings to be held within the financial year.
Roles and Responsibilities	1. Attend at least 75% of Exco meetings and voluntarily serve on sub-committees as assigned. 2. Keep abreast of trends in the charity sector and other factors that will affect the work of TTP. 3. Build goodwill and team spirit among Exco members and staff for the benefit of the collective interest of TTP. 4. Maintain independence and objectivity and exercise fairness, integrity, and ethics in the execution of their duties. 5. Be mindful that Exco members represent TTP publicly and should promote TTP's image and interests when appropriate. 6. Read the minutes of meetings and supporting materials before all TTP Exco meetings and sub-committee meetings. 7. Raise timely and substantive questions and request information whenever there is something that appears unclear or questionable, to ensure that all policy matters are thoroughly deliberated. 8. Maintain confidentiality of Exco meetings and support the final majority decision on issues discussed by Exco. 9. Periodically suggest agenda items for Exco meetings and ensure that significant, policy-related matters are addressed. 10. Set the Executive Director and key staff's remuneration upon Chair and HR Committee's recommendation. 11. Counsel the Executive Director (ED) as appropriate and support her work in TTP. 12. Serve their term of office without remuneration to maintain the integrity of serving for public trust and community good instead of for personal gain. 13. Promote fund-raising projects through encouragement and network/contacts with possible and prospective sponsors/donors (corporations, individuals, and foundations). 14. Complete the annual Exco self-evaluation questionnaire with the aim of continuous improvement

OFFICE BEARER RESPONSIBILITIES

Chair

1. Ensures the effective action and timely action of The TTP's Exco in governing and supporting TTP and oversees Exco affairs. Acts as the representative of the Exco as a whole, rather than as an individual supervisor to staff.
2. Provides leadership to the Exco in expediting the goals of TTP.
3. Partners with the Executive Director in achieving TTP's mission.
4. Encourages Exco in strategic planning.
5. Represents TTP in communication with the media and the community.
6. Chairs Exco and sets agenda in consultation with Exco members and inputs from the Executive Director.
7. Recommends to the Exco the establishment of Sub-committees. Appoints the Chairperson of Sub-Committees, in consultation with the other Exco Members.
8. Seeks Volunteers for Sub-committees, assigns Exco Members to the various Sub-Committees and coordinates individual Member assignments. Ensure each Sub-Committee comprises a chairperson and its stipulated numbers of members and works in achieving the goals of TTP.
9. Serves ex officio as a Member of Sub-Committee and attends their meetings when invited.
10. Sits in Nomination Sub-Committee to initiate search and selection of Executive Director, Exco members for TTP wherever necessary. Convenes Exco discussions on evaluating the Executive Director and negotiating compensation and benefits package.
11. Reviews any TTP issues of concern with the Executive Director for Exco discussion.
12. Formally evaluates the performance of the Executive Director in consultation with the HR Sub-Committee and informally evaluates the effectiveness of the Executive Director.
13. Ensures that all Exco Matters are handled properly, including the preparation of pre-meeting materials, recruitment, and orientation of new members in the Board.
14. Monitors financial planning and financial reports.
15. Plays a leading role in fund-raising activities, if any.
16. Evaluates annually the performance of TTP in achieving its mission.

Vice – Chair

1. Acts as the Chair in her/his absence and assists the Chair on specified duties.
2. Works closely with the Chair and Executive Committee
3. Participates closely with the Chair to develop and implement staff transition plans.
4. Occasionally manage a specific area of focus, which could include membership, media, annual dinners, facilities, personnel, and more.
5. Takes on duties as assigned by the Chair when required.

Honorary General Secretary

1. Maintains records and ensures proper recording of Exco meetings' minutes.
2. Ensures minutes are distributed to members shortly after each meeting.
3. Is sufficiently familiar with legal documents (constituencies, by-laws, etc.) to note applicability during meetings.
4. Records minutes during the AGM and circulates them thereafter.

Honorary Treasurer

1. Chairs the Finance Sub-Committee and ensures that TTP Accounts are properly audited annually.
2. Manages the review of and action taken on financial statements.
3. May work directly with the book-keeper or other Staff in developing and implementing financial procedures and processes.
4. Ensures that appropriate financial reports are made available to the Exco. Regularly reports to the Exco on key financial events, trends, concerns, and assessment of financial health.
5. Ensures, through the Finance Sub-Committee, sound management and maximisation of cash and investments.

FINANCE SUB-COMMITTEE – TERMS OF REFERENCE

Purpose	The Finance Sub-committee (Finance Sub-com) of TTP's Executive Committee (Exco) is constituted to assist the Exco to oversee the financial affairs of TTP.
Objectives	1. Assist Exco in fulfilling its fiduciary responsibilities and governance for TTP. 2. Review and guide TTP's financial management to ensure it supports TTP's purpose, vision and mission.
Composition and Meetings	1. The Finance Sub-com shall consist of at least 3 members, at least 2 of which must be TTP Exco members. 2. The Exco shall appoint all members of the Fin Sub-com and designate one of the appointed Exco members as Chair of the Fin Sub-com (Chair). 3. The Exco may appoint the Treasurer as Chair of the Finance Sub-com if he/she is independent from management and staff. 4. The Exco shall ensure that Finance Sub-com members are appropriately qualified, having necessary financial or related expertise to properly discharge their responsibilities. 5. Quorum of at least 2 Fincom members, with Fincom Chair present, and not less than half members. 6. The Sub-com Minuting Secretary shall be appointed by the Sub-com Chair. 7. Sub-com shall meet at least 2 times a year. 8. The Fincom Meeting shall be conducted in-person or in virtual format.
Roles and Responsibilities	1. The Finance Sub-Com shall oversee the following: 1.1 Review of Budgets prepared by TTP's Executive Director (ED) and shall endorse this for Exco approval. 1.2 Review and monitor the Actual Financial Performances against Budget and against Prior Financial Period, on a regular basis. 1.3 Monitor the financial status of the Charity and ensure financial sustainability. 1.4 Report to Exco on any financial irregularities and concerns 2. Recommend to Exco the appropriate level of Cash and Reserves to maintain and ensure proper and prudent management of Cash and Fixed Deposits, and appropriate financial and investment policy. 3. Ensure a Financial Governance Framework that has a system for clear Delegation of Authority and Signing Matrix Limits for Exco members, Treasurer and ED. 4. Ensure appropriate resources, including competent accounting/bookkeeping, to support timely and accurate Financial Reporting. 5. Oversee, advise and support ED on financial priorities including accounting systems, financial processes and fund-raising matters. 6. Review and support the Treasurer, ED and Exco, on any engagement with (or examination by) external auditors, regulators, authority, government agency, and/or donors on financial matters and affairs of TTP

PROGRAMME SUB-COMMITTEE – TERMS OF REFERENCE

Purpose	The Programme Sub-committee (Programme Sub-com) is constituted to assist TTP's Executive Committee (Exco) to oversee overall programmes and volunteer management.
Objectives	The purpose of the Programme Sub-com is to oversee: (a) The execution of existing programmes and assessment of their relevance and outcomes; (b) The identification and development of new programmes; and (c) Volunteer management to ensure that operations and outcomes are in line with the vision, mission and objectives of the organisation.
Composition and Meetings	1. The Programme Sub-com shall consist of at least 3 members, at least 2 of which must be TTP Exco members. 2. The Exco shall appoint all members of the Programme Sub-com and designate one of the appointed Exco members as Chair of the Programme Sub-com (Chair). 3. The Exco must appoint the Executive Director to the Programme Sub-com. The Exco may appoint other members to the Programme Sub-com including Exco members, relevant staff, and up to 3 external parties with relevant experience. 4. The Exco shall ensure that Programme Sub-com members are appropriately qualified, having the necessary expertise to properly discharge their responsibilities. 5. Quorum of at least half the total members of the Programme Sub-com, with Executive Director present, and with Chair present (unless Chair has delegated to another Programme Sub-com member who must be an Exco member). 6. The Programme Sub-com shall meet at least 4 times a year. 7. Meetings may be conducted in person or virtually as needed. 8. The term of office for Programme Sub-com members shall be 2 years. 9. The Programme Sub-com may set up ad-hoc work committees involving volunteers to assist on any matter within the Programme Sub-com's purview.
Roles and Responsibilities	1. To develop a clear vision and strategic plan for programmes and volunteers. 2. To propose a budget for expenses for programmes and volunteers. 3. To guide and support evaluation of programmes and training of volunteers.

HUMAN RESOURCE SUB-COMMITTEE – TERMS OF REFERENCE

Purpose	The Human Resource Sub-committee (HR Sub-com) of TTP's Executive Committee (Exco) is constituted to assist the Exco to oversee the HR affairs of TTP.
Objectives	The overall purpose of the HR Sub-com is to initiate, help develop, monitor and evaluate strategic HR policies that will enhance TTP's reputation as an employer, and enable TTP to recruit, develop, engage and retain the best staff. It does not replace formal processes and procedures for dealing with individual HR issues, nor have responsibility for operational HR matters at TTP.
Composition and Meetings	1. The HR Sub-com shall consist of at least 3 members, at least 2 of which must be TTP Exco members. 2. The Exco shall appoint all members of the HR Sub-com and designate one of the appointed Exco members as Chair of the HR Sub-com (Chair). 3. The Exco shall ensure that HR Sub-com members are appropriately qualified, having the necessary management or related expertise to properly discharge their responsibilities. 4. Quorum of at least 2 members, with HR Sub-com Chair present. 5. The HR Sub-com shall meet at least 2 times a year. 6. The term of office shall be 2 years.
Roles and Responsibilities	The HR Sub-com: 1. Ensures and monitors that TTP's HR strategy, policy development, change management, performance and reward systems, reporting to the Exco as appropriate. 2. Provides advice to ensure HR processes and practices are relevant, up to date, and conform to any relevant standards or practice. 3. Provides the Code of Conduct for staff (where applicable). 4. Serves as a grievance board for employee feedback but will only act on formal written grievances or when an employee formally appeals a decision by the Executive Director to the Exco. 5. Review staffs' appraisal or any other periodic review with Executive Director. 6. Proposes Executive Director and key staffs' remuneration to Exco for final approval.

NOMINATION SUB-COMMITTEE – TERMS OF REFERENCE

Purpose	The Nomination Sub-committee (Nom Sub-com) of TTP's Executive Committee (Exco) is constituted to assist the Exco in overseeing the overall composition of the Exco.
Objectives	The Nomcom is established by Exco with the objective of assisting Exco in making recommendations regarding the nomination of new members, that the Exco considers contains the best possible balance of expertise, skills, attributes, fit and ability to contribute to TTP's vision and mission, and to sustain TTP's long-term governance effectiveness. Its guiding principle is to recommend a candidate to fill a vacancy in a formal and transparent process.
Composition and Meetings	1. At least 3 members, to consist of TTP's Exco members 2. The Exco shall appoint the Nomcom Chairman and Nomcom members 3. The Nomcom shall meet at least once a year 4. Quorum shall be 2 members 5. The term of office shall be 2 years
Roles and Responsibilities	The Nomcom: 1. Reviews the composition of the Exco annually to ensure that the Exco has an appropriate balance of independent members and to ensure an appropriate balance of expertise, skills, attributes, fit and ability among members. Nomcom shall also plan for renewal and succession of Exco members. 1.1 Assists the Exco in conducting its own Board Self-evaluation Questionnaire, once every 2 years during the current Exco Chairman's term. The purpose of this evaluation is to identify needs or gaps in skills that can further strengthen Exco as a group. 1.2 Assists the Exco to monitor maximum board term limits in compliance with the Singapore Charity Council's Code of Governance to ensure progressive renewal of the board. The Nomcom shall conduct effective succession planning and advise the Exco on vacancies that need to be filled. 2. Identifies potential Exco member candidates and explore their interest and availability for board service, through recommendations internally within Exco or externally. Nomcom shall also interview candidates for Exco Sub-committees. 3. Ensures that the selection and nomination processes are transparent, open, honest and fair by informing Exco of vacancies, and screening candidates for suitability based on their expertise, skills, attributes and ability to contribute to fulfil the mission and vision of TTP. 4. Ensures that the final selection of candidates is based on majority vote by Exco. 5. Provides the Code of Conduct for Exco members (where applicable).

CASE REVIEW SUB-COMMITTEE FOR VOLUNTARY RESIDENTS

TERMS OF REFERENCE

Purpose	The Case review sub-committee for voluntary residents of TTP's Executive Committee (Exco) is constituted to assist ED and the casework team to review admitting voluntary residents(walk-ins).
Objectives	The purpose of the Case Review Sub-Committee for voluntary residents is to evaluate cases after the casework team has conducted a preliminary assessment, focusing on situations where residents have been declined or do not meet the criteria but are still recommended to by the casework team to stay at TTP.
Composition and Meetings	1. At least 3 members, consisting of TTP's Exco members and staff. 2. The Exco shall appoint the Case review Sub-com for voluntary residents' chair, Sub-com members, which can include the Executive Director and case manager and up to 1 external member preferably with relevant experience. 3. The Exco shall ensure that Case review Sub-com members are appropriately qualified, having the necessary management or related expertise to properly discharge their responsibilities. 4. Quorum of at least 3 members, with at least 1 Exco member and the Executive Director or Case Manager present. 5. The Case review Sub-com shall meet when deemed necessary. 6. The term of office shall be 2 years. 7. Virtual meetings may be conducted whenever the need arises.
Roles and Responsibilities	The Case review Sub-com: 1. Review & Evaluate Cases – Assess voluntary residents' cases using the Admission Scoring Matrix, particularly those declined by the casework team, as well as walk-ins who did not meet the scoring criteria but are recommended for acceptance by the casework team. 2. Decision-Making – Provide recommendations or final decisions on declined cases. 3. Ensure Fairness & Compliance – Uphold ethical standards and ensure decisions align with programme policies. 4. Collaborate & Communicate – Work with the casework team and other stakeholders for clarity and improvements. 5. Enhance Programme Effectiveness – Identify gaps in the process and suggest improvements to better support residents.

PASTORAL ADVISORS TO CHAIR AND EXCO

TERMS OF REFERENCE

Purpose and Objectives	The Pastoral Advisors are appointed to provide spiritual leadership to TTP EXCO and extend pastoral care to TTP staff on a voluntary basis in their personal capacity.
Composition and Meetings	1. At least 2 members recommended by Nomcom and appointed by Exco. 2. Pastoral Advisors shall be recognized as TTP members and/or volunteers. 3. The term of service is 2 years from date of appointment.
Roles and Responsibilities	PAB members may: 1. Provide pastoral support, prayers and advice to Chair and Exco on spiritual matters and be guardians of basic orthodoxy in TTP's vision-mission. 2. Provide pastoral care to TTP Staff. They may join staff meetings, hold staff devotions and assist in staff counselling, praying and motivating them to work with compassion. 3. Share the Word of God at TTP events, when invited. 4. Offer suggestions and input on TTP biblical curricula. 5. Be present at the General Meetings with voting rights as members. 6. Be present at Exco meetings by request, to advise, however, they shall have no voting rights at Exco Meetings. 7. Provide good feedback on areas of improvements for TTP, Exco or Staff. Exco and ED are committed to receive the feedback positively and implement improvements aligned to TTP's mission.

***I fully understand of my role as Exco Member of The Turning Point, and I
acknowledge receipt of The Turning Point's Exco Kit***

Signed: _____

Name: _____

Date: _____