



**Children's
Cancer
Foundation**

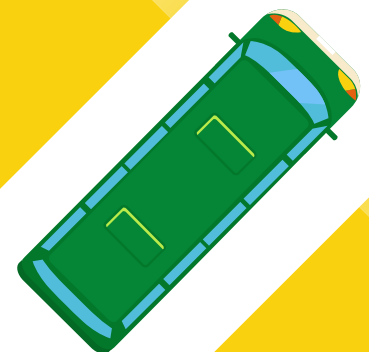




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Corporate Governance
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Registered Address
535 Kallang Bahru #02-01 GB Point
Singapore 339351

Auditor
RSM SG Assurance LLP

CHILDREN'S CANCER FOUNDATION

Founded in 1992, Children's Cancer Foundation (CCF) provides children with cancer and their families impacted by childhood cancer, the much needed support in their battle against the life-threatening illness. Over the years, CCF has helped more than 3,800 children and their families at different stages of the illness and recovery.

VISION

To become a **leading provider of resources and psychosocial services** to children and their families impacted by childhood cancer.

MISSION

To **improve the quality of life of children with cancer** and their families impacted by childhood cancer through enhancing their emotional, social, and medical well-being.

CORE VALUES



Compassion.
We serve with concern, kindness and empathy.



Integrity.
We do the right things the right way.



Excellence.
We do good well by excelling in all that we do.

ORGANISATION CHART



*Ms Peng was appointed as CEO of CCF on 4 June 2020. Prior to CCF, Hai Ying was the Executive Director at SUN-DAC and various organisations including Family Service Centres, Disability Homes and those serving children in need.

CCF MODEL OF CARE

CCF offers a spectrum of critical services to our beneficiaries through our hospital-community service model. It is aligned to their continuum of needs throughout their childhood cancer journey.

CCF SERVICE MODEL

In the Hospitals

CCF supports children and their families to cope with hospital experiences that range from complex treatment procedures and side effects to extended stays and repeated visits. Our comprehensive support system includes social workers and child life therapists, strategically placed at KK Women's and Children's Hospital (KKH) and the National University Hospital (NUH). These professionals work hand in hand with the medical teams in the paediatric oncology wards, aiming to enhance the quality of life for the child and their family. In cases where a child is at the end stage of their life, CCF extends its support to provide palliative and bereavement care.

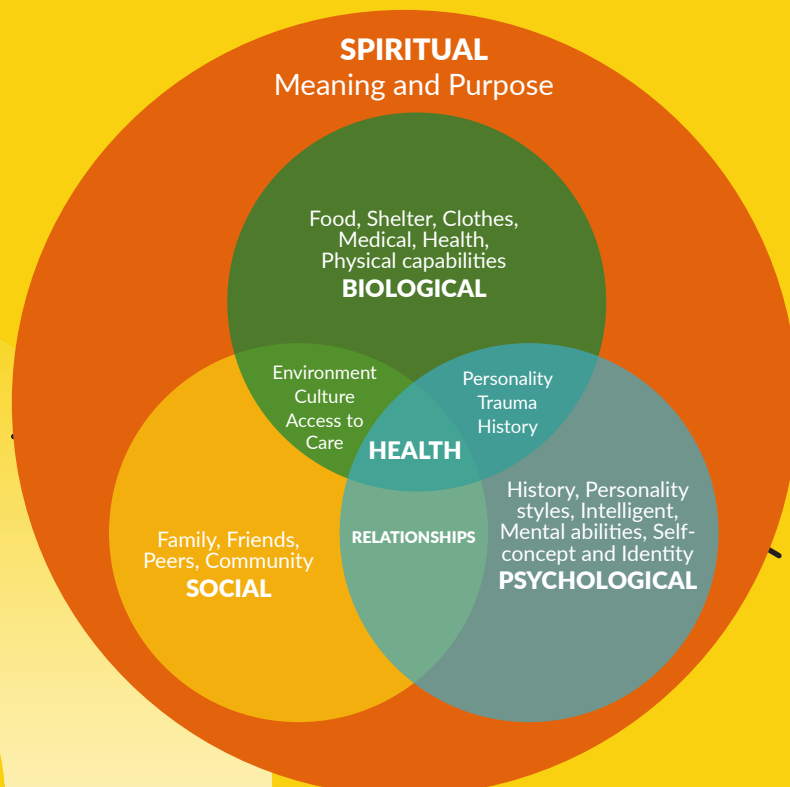
In the Community

With more children surviving childhood cancer, CCF provides continual care to help our survivors reintegrate into their communities and lead fulfilling lives. These include supporting younger children in joining or transitioning back to mainstream schools as well as youth survivors with long-term side effects due to cancer treatment. We also serve children affected by immediate family members diagnosed with cancer.

CCF MODEL OF CARE

BIOPSYCHOSOCIAL-SPIRITUAL (BPSS) MODEL

CCF adopts the biopsychosocial-spiritual (BPSS) model of care for our beneficiaries. This holistic approach considers the unique biological, psychological, social, and spiritual factors that affect each individual's subjective experiences and clinical outcomes. Our social workers conduct specialised assessments using the BPSS model, tailoring a suitable psychosocial treatment plan for the best possible outcomes.



A Year of Resilience, Hope, and Inspiration: A Message from the CCF Family

Hello, everyone! Thanks for being part of the wider CCF family – as a supporter, volunteer, caregiver, cheerleader, sponsor, and staff. Together, we walk alongside children and their families impacted by cancer, to bring cheer and hope.

This year has been another eventful one where CCF's expertise, fueled by your support, has impacted the lives of many children in need. As you read through the remarkable stories in this report, you can see the direct and tangible impact of your support on these children's lives.

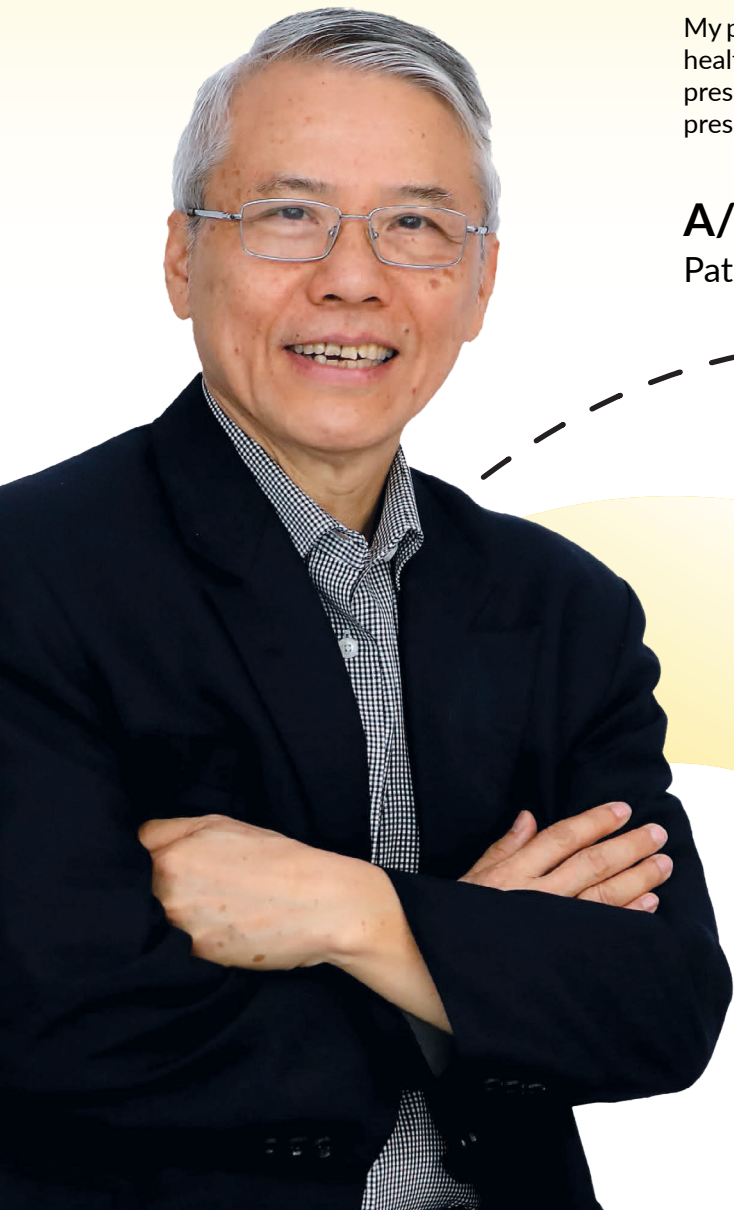
Post-Covid, CCF has remained resilient in facing challenges and is committed to innovation, inclusivity, and sustainability. These principles have addressed immediate needs and laid the foundation for lasting change. The achievements detailed in this report tell tales of empowerment, education, and healing. Each accomplishment is a testament to the compassion and determination that defines CCF. From community outreach programmes to educational initiatives, every endeavour reflects a deep understanding of the unique challenges faced by the children we serve.

I want to express my heartfelt gratitude to CCF's leadership, staff, and volunteers for their unwavering dedication, and to the donors and supporters who have generously contributed to CCF's mission. Together, we have built a community that believes in the potential of every child and strives to create opportunities for a brighter future.

As we navigate the journey ahead, let us remain steadfast in our commitment to the well-being of these young lives. Your dedication and passion continue to inspire. In the coming years, we will build on the many meaningful platforms that CCF has developed thus far.

My prayer and wish for you is that 2024 will continue to bring you good health, happy relationships, and fulfilment in all you do. As Singapore presses forward with "Forward Singapore," we in CCF should likewise press on. Thank You!

A/P Ho Peng Kee
Patron





A Reflection on Hope: A Message from the Chairman

As I reflect on our shared journey, a profound sense of gratitude and pride fills me in this message as the outgoing Chairman of the Children's Cancer Foundation (CCF).

My journey with CCF began on Orchard Road in early 1998. Then, I was a new CCF volunteer helping to recruit volunteer befrienders for children participating in Camp Rainbow. That journey continued over the next 25 years. I was a volunteer tutor for a child, a volunteer coordinator for Camp Rainbow, and my later roles on the CCF Board as Honorary Secretary, Vice-Chairperson and, since 2014, as Chairman. Each of these years and roles has been defined by one prevailing force – Hope. This Hope propelled me and others involved with CCF, even facing formidable challenges.

The theme of this year's Annual Report, "Journey Through Hope," captures the varied experiences, challenges, and triumphs we have collectively navigated.

A key 2023 highlight was the exclusive scavenger hunt at Gardens by the Bay, which provided our children and families with heartwarming experiences and lasting memories. Such community initiatives underscore our belief in providing unique and enriching experiences, significantly contributing to the emotional well-being of the children and families that we serve.

Our Raintree programme exemplifies our commitment to adaptability and strengthening of family well-being. This art-in-nature-based programme allows our children and families to embark on self-discovery and strength-seeking through a harmonious connection with the environment. Our family outings, set against the tranquil backdrops of Sungei Buloh and Pulau Ubin, are also testaments to our dedication to family well-being, enhancing family bonding, and cultivating an appreciation for growth in the lap of nature. Our beneficiary-focused programmes enable our children and their families to develop strengths and grow together as One CCF.

This year's Annual Report documents our collective strides, delves into stories of courage, showcases the tangible impact of our programmes, and underscores the transformative power of hope in the lives of our children and their families.

On behalf of CCF's beneficiaries, I express my deepest gratitude to our donors, volunteers, staff, and the entire CCF community. CCF's achievements would not have been possible without your unwavering support.

I am passing on the Board's Chairman role to Dr Kevin Tay with the utmost confidence in his ability to build upon our shared achievements and lead CCF to new horizons of impact and growth. Dr. Tay's profound knowledge and unwavering passion for our cause align seamlessly with CCF's Mission. I am confident in his ability and commitment to steer the organisation to even greater heights.

May our "Journey Through Hope" continue to inspire and illuminate the path for countless children and families facing the challenges of childhood cancer.

Mr Ho Cheng Huat
Chairman



OUR IMPACT IN 2023



CCF helped more than
3,800
children and families
since inception



165
Newly
diagnosed
cases



74 Students
supported at
PALS

668 Families
Supported



10 Wishlink projects
fulfilled



159 Approved
financial
applications
supporting

104 Families

\$4.78 mil
raised from
Hair for Hope



CCF advised my wife and I
on how to better support my
son, Shahas.

They provided financial
assistance and emotional
support in every step of the
way.

Mr Sharil
Father of CCF
Beneficiary, Shahas

Disbursed **\$32,500** to
64 Recipients for Education Awards

4,451

BALD statements
made at Hair for
Hope



\$1.48mil
supporting
123
families and children
in the areas of
Education and
Financial Needs



When I was in pain during treatments the
activities held by the CCF members helped me
get through. The kindness and the support from
them helped me get through my difficult times
during the prolonged hospital stays.

Faseeha 13 years old

Funded **\$1.92mil** towards Medical Research for Childhood Cancer





Muhammad Mateen Bin Mohamed Sofiyan (left) and Ms Siti Mariam (right)

2023 FINANCIAL SNAPSHOT

38%

Donations:
\$5,162,028

50%

Fundraising activities:
\$6,842,537

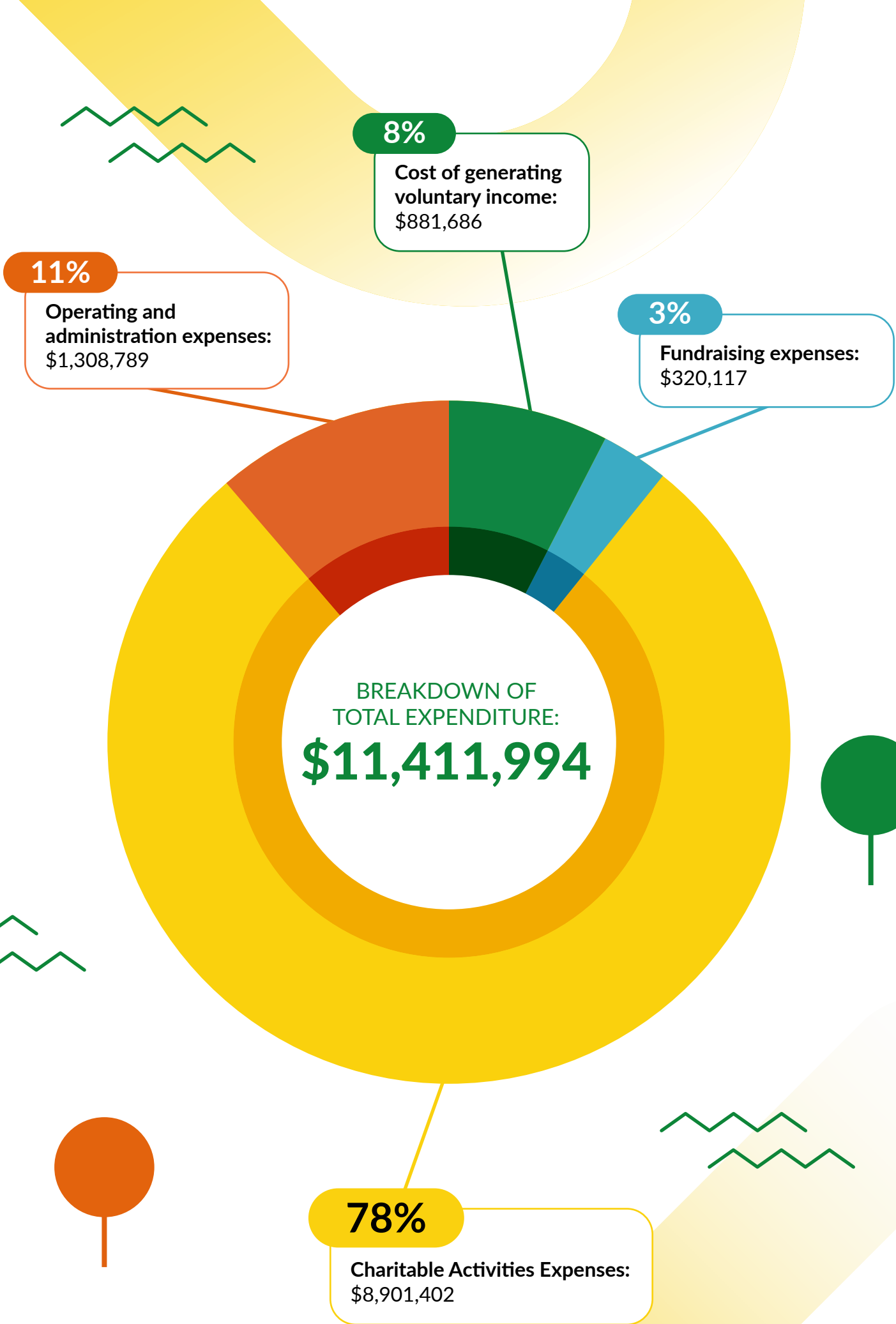
BREAKDOWN OF
TOTAL INCOME:
\$13,673,635

4%

Grant Income:
\$611,848

8%

Interest and other income:
\$1,057,222



KEY HIGHLIGHTS



Heart Work Programme

The Heart Work Programme empowers less-advantaged survivors by providing customised skills training to enhance their employability. In 2023, the program focused on honing art techniques through Artrepreneur, allowing participants to create and sell art pieces at a year-end yard sale. This initiative not only fostered artistic expression, but also offered valuable income-generating opportunities to **28** beneficiaries.

Raintree 2023

This programme, launched in 2023, provides crucial support to families by exploring how cancer impacts individuals within the family unit. Through six sessions, **29** families (**89** participants) gained valuable insights and tools to strengthen family functioning and improve their overall well-being.

"Each tree planted symbolises hope and resilience, contributing to a greener future. We're grateful to CCF, the courageous participants, and their families for this unforgettable experience." — HOYA Electronics



Introduction of Music Learning

This new initiative offered consistent music lessons with a syllabus aligned with the Ministry of Education, ensuring that PALS students receive a holistic education catering to academic and non-academic interests. This programme exposes students to diverse learning experiences and allows them to explore their interests.



The Heart Space and The Mind Space

Replacing the Time for Caring Chat programme, this project offers dedicated support groups for caregivers. Supporting **24** beneficiaries this year, The Heart Space provides a safe space for emotional expression and peer support. At the same time, The Mind Space offers psychoeducational sessions on various topics essential for informed caregiving, including treatment side effects, dietary tips, and practical guidance.

“CCF is like a haven, a safe sanctuary where my child can have fun, play and paint with the sweet Jie Jie and toys. Thank you so much for creating a safe place for our children where they can go to during their treatment.”
– Parents of Joy, 5 years old

Overseas Learning by CCF

CCF's research team made our presence overseas, sharing our expertise at Childhood Cancer International Asia in Kuching and Practice Research in Social Work in Denmark. Our evidence-informed model of care, taking into consideration the needs of children with cancer both within the hospital and community context, allowed CCF to provide relevant psychosocial care to children with cancer and their families. Constant review and monitoring of our programmes and services allowed us to keep up with the evolving needs, enabling us to go beyond the provision of essential psychosocial care outlined in the 15 standards of care.

CCF also attended the International Fundraising Congress (IFC) 2023, held in the Netherlands. The congress broadens the scope of global understanding of philanthropic work for the team. The team also identified several areas of learning and applications that would benefit the organisation in the long run.



“The trip has shifted my perspective in my role as a fundraiser – the need to be an activist first, and fundraiser second. The need to consider diversification and impact when innovating, the need to ensure that all strategies are simple and broken down for all internal stakeholders to understand.”

– Ms Scarlet Tan, Asst Manager, Fundraising and Sponsorships

Hair for Hope



Hair for Hope 2023 returned with the full-scale HfH main event since COVID-19 and set a new national record in the Singapore Book of Records with “70,000 shaven heads in the past 20 years”. As Hair for Hope celebrated its 20th anniversary, it drew the astounding participation of **4,451** shavees and successfully raised **\$4.78 mil** in donations.

A total of **43** satellite events, held across corporate offices, educational institutions, public agencies, grassroots, and community organisations, showcased the inclusivity and diversity of our cause. In addition, a virtual world, “Hopescape,” was created to allow Singaporeans to access the digital space and explore, interact with, and participate in Hair for Hope, further strengthening our sense of community.

“Hair for Hope is an inspiring campaign. Today, it’s a big movement, support from everyone, from different walks of life in Singapore. With society’s help, we can help our children bounce back again... We can shave off their financial burden, we can shave off their disease.”

– Minister Ong Ye Kung, Minister for the Ministry of Health

The Hope Train

Christmas reminds us of generosity and compassion, especially for the 140 children diagnosed with cancer annually, who courageously navigate treatment and recovery. The Hope Train 2023’s heart-warming Christmas Edition sought to support these children and their families, garnering **\$1.18 mil** in donations and dedications from **1,340** donors.





Partnership with Gardens By The Bay



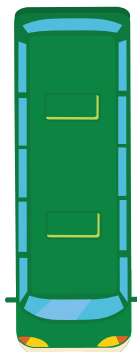
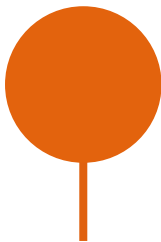
In collaboration with Gardens by the Bay, we brought joy and wonder to **15** families through exclusive events like a treasure hunt and Christmas Day with Santa Claus. Gardens by the Bay's steadfast support transformed ordinary days into cherished memories, spreading compassion and kindness uplifted our community. Notably, the Poinsettia Wishes floral display featuring heartfelt messages from CCF beneficiaries, added depth and meaning to the holiday season, bringing smiles to children impacted by cancer.

"Our heartfelt gratitude to Gardens by the Bay for creating magical moments for our children and families under their Gift of Gardens programme. From an exclusive treasure hunt which left lasting smiles and warmed hearts for the night, to a meet and greet with Santa Claus transforming a Christmas day out into cherished memories to those who need it most. Thank you for being a beacon of compassion and for sharing the spirit of giving during the festive season."

– Ms Teo Ai Ling, Manager, Community Engagement

Conversations towards 1 CCF 2030

Through collaborative discussions, CCF engaged its team members in exploring the organisation's core values and descriptors. This exchange of perspectives, insights, and experiences fostered an enriched understanding of CCF's culture and ethos, promoting alignment, collaboration, and collective growth. As a result, CCF is poised to develop a unified One CCF strategy, embodying our commitment to delivering impactful interventions and supporting the well-being of children and families.



ADVANCING MEDICINE RESEARCH

FOR CHILDHOOD CANCER



PARTNERSHIPS WITH NATIONAL UNIVERSITY HOSPITAL (NUH)

NUH Central for Translational Research In Acute Leukaemia (Central)

Started collaboration with NUS on Children's Cancer Foundation Paediatric Oncology Fund for Research and Education on **18 Feb 2021**.

It is estimated that about **160** children will benefit from CCF CentRAL for the diagnosis of childhood acute leukaemia.

In 2023, CCF has disbursed **\$425,000** to support the programme.

NUH CAR-T Cell Immunotherapy Programme

In 2018, CCF pledged **\$2.5 million** over five years to fund Car-T Immunotherapy clinical trials for children who relapsed or have high-risk Acute Lymphoblastic Leukaemia.

To date **9 children** have benefited from the programme.

In 2023, CCF disbursed **\$500,000** to support the programme.

PARTNERSHIPS WITH KK WOMEN'S AND CHILDREN'S HOSPITAL

CCF-KKH Psychological and Supportive Care Programme for Paediatric Oncology (PSCP)

Established PSCP on **1 Mar 2017**.

Provides a comprehensive range of services for children with cancer with the support from a multi-disciplinary team from KKH and CCF.

To date, **536** children benefited from the programme.

In 2023, CCF disbursed **\$894,910** to support the programme.

CCF-KKH Paediatric Survivorships Programme

Established POSP on **1 Mar 2017**.

Aims to drive innovative models of care for cancer survivors for the long term.

To date, **490** children benefited from the programme.

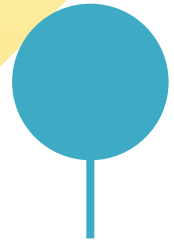
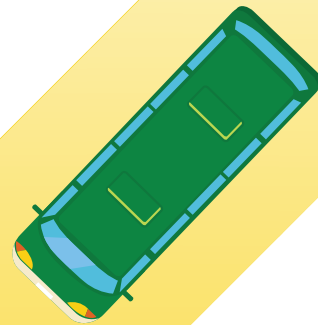
In 2023, CCF disbursed **\$105,090** to support the programme.



JOURNEYING AHEAD - SUPPORTERS

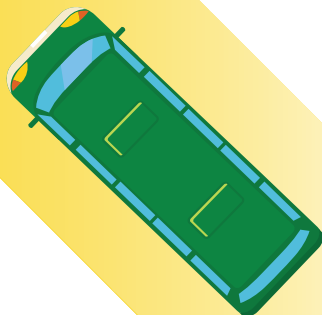
ENHANCING USER FRIENDLINESS FOR WEBSITE

The **Hair for Hope website** is undergoing enhancements to ensure greater user accessibility and friendliness. The aim is to provide supporters with a seamless and engaging experience, simplifying campaign information access, registration for shaving or donation, and staying updated on news and events. This commitment to a user-friendly platform underscores dedication to making a meaningful impact in the childhood cancer fight.



PARTNERSHIP LIFECYCLE MODEL

Partnership Lifecycle Model (PLM) offers a strategic approach to managing relationships with CCF's external partners, optimising resources, alignment, and value creation across partnership stages. It includes various partnership forms, like donations, sponsorships, and volunteering. PLM guides the development and management of partnerships to fulfil the organisation's vision and mission effectively.



JOURNEYING AHEAD - BENEFICIARIES



PALS

Preschool - 2024

Introducing FunStart Move Smart Programme

Incorporating movement and play experiences, this innovative programme promotes the holistic development of children, encompassing mental alertness, creative thinking, physical fitness, and overall well-being.

Working Towards a Trauma-informed Centre

Through collaboration with the Specialist Clinic, PALS equips teachers with the knowledge and skills to become more informed and mindful of the unique needs of children.

Creating a Language-rich Environment

This initiative focuses on nurturing children's speech and language skills by providing stimulating and language-rich learning environments.

Introducing Six Pillars of Character as Part of Character Development

By assembling a toolkit of strengths and practices, PALS equips children with a strong sense of self, values, and character strengths, preparing them to navigate life's challenges with confidence and resilience.

Primary & Secondary School - 2024

Plans are underway to revamp the active learning segment, creating an enriching learning environment filled with purposeful, engaging, and enjoyable experiences that foster a holistic curriculum.

COMFUR 2024 (ENHANCED COLLABORATIONS)

Recognising the therapeutic benefits of human-animal interaction, this programme provides a safe and supportive environment for survivors and their families to connect and express emotions. By collaborating with existing programmes like KidsConnect, Hangouts, and Raintree, ComFur 2024 expands its reach to cater to diverse needs within the CCF community.



FAMILY FITNESS DAY

This exciting new initiative aims to strengthen family bonds and promote a collective commitment to healthy living. The event encourages cancer survivors and their families to engage in physical activities together, fostering awareness of personal fitness and overall wellness.

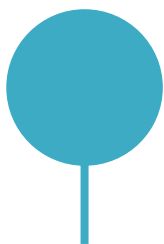


JOURNEYING AHEAD - ORGANISATIONAL



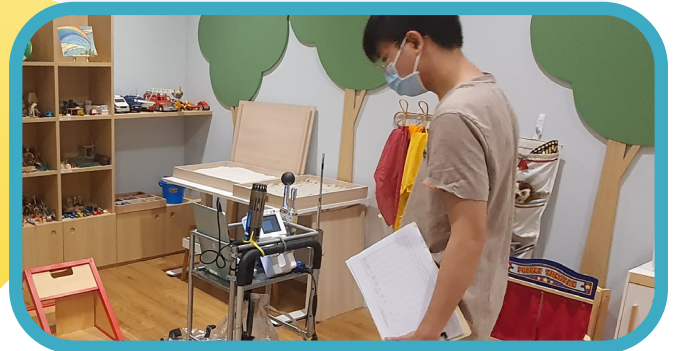
1 CCF 2023

By 2030, the Children's Cancer Foundation (CCF) envisions itself to be a world-class centre of excellence for holistic childhood cancer care, focusing on strengthening survivorship services and partnering with organisations to support children beyond cancer in Singapore. 1 CCF 2030 serves as our strategic roadmap, guiding our efforts to adapt to the evolving landscape of paediatric oncology. Central to our approach is the concept of holistic care, which encompasses not only medical treatment, but also emotional, social, and practical support tailored to the individual needs of each child and family. As we embark on this transformative journey, anchored by our core values of excellence, compassion, and innovation, we envision a future where every child facing cancer can dare to dream and aspire to a life filled with joy, purpose, and limitless possibilities. With 1 CCF 2030 as our guide, we are poised to lead the way in redefining childhood cancer care, one child at a time.



REFURBISHED WORKSPACES

Planned additional and alteration works for offices and service rooms at KK Women's and Children's Hospital and National University Hospital aim to create versatile and adaptable environments. Through strategic space planning, these refurbished spaces enhance functionality and versatility to better meet diverse needs.



ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG)

Aligning to the revised Code of Governance, CCF integrates ESG's principles into all operations. Recognising our broader responsibilities, we go beyond financial metrics, striving to benefit both our shareholders and society. We foster diversity, transparency, and accountability while implementing sustainable practices to minimise our environmental footprint. By embracing ESG, we mitigate risks, drive innovation, and aim to lead in corporate responsibility, maximising positive impacts on the community and environment.



KEY OFFICERS AND DIRECTORS*



PATRON

Mr Ho Peng Kee

BOARD OF DIRECTORS



Mr Ho Cheng Huat
Chairman



Dr Kevin Tay
1st Vice-Chairman



Ms Joyce Sit
2nd Vice-Chairman



Ms Nancy Thio
Ling Lie
Hon Secretary



Ms Young Jennifer
Duong
Hon Treasurer



Dr Chong Tsung Wen



Mr Go Ashokh
Menon



Mr Arthur Lim



Mr Hu Weisheng

CHIEF EXECUTIVE OFFICER



Ms Peng Hai Ying

BOARD COMMITTEES

AUDIT

Chairman Mr Hu Weisheng
Member Ms Nancy Thio Ling Lie
Ms Joyce Sit
Mr Tay Han Wei

MEDICAL AND STRATEGIC ALLIANCE COMMITTEE

Chairman Dr Chong Tsung Wen
Member Dr Kevin Tay Kuang Wei

NOMINATING

Chairman Mr Ho Cheng Huat
Member Dr Kevin Tay
Mr Go Ashokh Menon

SOCIAL WORK AND PROGRAMMES

Chairman Mr Go Ashokh Menon
Member Dr Fan Kam Tong Gilbert
Dr Terence Yow Tuck Sheng
Ms Yogeswari D/O Munisamy
Mr P. Padman

COMMUNITY PARTNERSHIPS

Chairman Mr Arthur Lim
Member Mr Go Ashokh Menon
Ms Elaine Chiam
Mr P. Padman
Ms Munirah Mydin
Mr Gabriel Chen

FINANCE

Chairman Ms Young Jennifer Duong
Member Ms Cindy Chua Hui Khoon
Ms Amy Tong Yen Ling

INVESTMENT

Chairman Mr Arthur Lim
Member Mr Lin Weide Terrence
Ms Young Jennifer Duong

HUMAN RESOURCE

Chairman Mr Ho Cheng Huat
Member Ms Joyce Sit
Dr Fan Kam Tong Gilbert

*Key Officers and Directors & Board Committees are as of 31 Dec 2023.
Stanley Lim, Moh Hon Meng and Barathan Pasupathi have stepped down from CCF Board of Directors in 2023.

BOARD OF DIRECTORS

Name / Position	Designation / Company	Date of Appointment on the Board	Past Board Appointment	Attendance at Board Meetings	Reasons for 10 years or more
Ho Cheng Huat Chairman	Senior Director, IP Management Enterprise (A*STAR)	14.10.2019	Secretary 2008 to 2013 Chairperson 2014 to 2021	6/6	Provides institutional knowledge and experience which contribute to organisation's stability and continuity*
Dr Kevin Tay Kuang Wei 1st Vice-Chairman	Senior Medical Oncologist OncoCare Cancer Centre	1.4.2020		6/6	
Ms Joyce Sit 2nd Vice-Chairman	Retiree	1.4.2020		5/6	
Ms Nancy Thio Ling Lie Honorary Secretary	Senior Lawyer, Yuen Law LLC	14.10.2019	Secretary - 2017 to 2021	4/6	
Ms Young Jennifer Duong Honorary Treasurer	Retiree	12.6.2023		3/6*	
Dr Chong Tsung Wen Director	Urologist Singapore General Hospital	14.10.2019		6/6	
Mr Go Ashokh Menon Director	Director One Synergy Global LLP	14.10.2019		5/6	
Mr Arthur Lim Director	Retiree	1.4.2020		6/6	
Mr Hu Weisheng Director	Assurance Partner Baker Tilly Singapore	21.11.2022		6/6	

Table 1.1

No Directors of the Board were remunerated for their Board services in the financial year. There are no paid staff who are close members of the family of the CEO or Board members, who receives more than \$50,000 during the financial year.

*Ms Young attended her first board meeting in June 2023 whereupon she was co-opted to the board of directors.

CORPORATE GOVERNANCE

1. BOARD OF DIRECTORS

Conduct of Affairs

The Board of Directors ("Board") conducts its affairs as set out in the CCF Constitution and the Terms of Reference (TOR). The Board provides guidance to the Chief Executive Officer (CEO) in overseeing the smooth day-to-day operations of CCF. The Board also provides consultative, networking and resource support to the CCF Management Team to ensure smooth service delivery, compliance with all relevant laws and regulations and sustainability of CCF.

The Board's decision and approval is required for the following matters:

- Corporate and services strategies and policies;
- Annual budget;
- Strategic alliances;
- Annual report and accounts;
- Interested person transactions and matters involving conflict of interest for a Director;
- Any material and significant matters.

The Board meets at least six times a year and more than half of the Board must be present for proceedings to be valid. The Board can also participate in decision-making via electronic communications and in writing. The number of meetings attended by the Board during the financial year is listed in Table 1.1. The Board shall act in the best interest of CCF, its beneficiaries and donors to fulfill the organisation's mission at all times. Currently, the Board is developing a formal self-evaluation framework to assess its performance internally.

Appointment as Director of the Board

All potential Directors of the Board will be invited to serve as committee members. They are required to attend three Board meetings prior to their appointment as Board Directors. This is to familiarise them with the strategic directions and operations of the organisation, including the governance framework and Board responsibilities.

Besides briefing at meetings and email circulars, Board of Directors are encouraged to attend training programmes when necessary, to keep apprised of relevant new laws, regulations and changes in the charity landscape.

Board of Directors Composition and Membership

All Directors of the Board are independent and do not receive any remuneration for the services to the organisation. New Directors are selected based on:

- Knowledge of and/or specific skill sets
- Management experience
- Diversity
- Alignment to CCF's vision, mission and core values

No person shall hold the office of Honorary Treasurer for more than 4 (four) consecutive years but such person shall be eligible for re-appointment as Honorary Treasurer after a lapse of at least (two) 2 years.

Re-nomination and Re-appointment as Director of the Board

Board members are required to submit themselves for re-nomination and re-appointment at the end of their annual term. All Directors shall be re-elected by ordinary resolution at an annual general meeting. A Director may be re-elected for consecutive terms of office. However, his/her term of office shall be not more than two years.

No Director shall hold more than 10 consecutive years in office or five consecutive terms, whichever is the lower, unless such appointment is approved by way of special resolution of the Members and the reasons for such extended period in office is disclosed in the Company annual report. Thereafter, a Director may be re-elected to office only after two years have lapsed and not be appointed for more than five consecutive terms of office.

Any changes in the Board of Directors shall be notified to the Commissioner of Charities or the Sector Administrator within two weeks of change.

2. COMMITTEES

To assist the Board in the execution of its duties, the Board has delegated specific functions to various committees. These committees operate within the TOR approved by the Board.

Audit Committee

The Audit Committee will assist the Board in discharging its responsibilities for monitoring the integrity of CCF's financial statements and the effectiveness of the systems of internal controls as well as monitor the effectiveness, performance and objectivity of the internal and external auditors. This includes providing oversight on risk management and internal control for financial reporting, legal documentation, regulatory adherence as well as key operational processes.

Community Partnerships Committee

The Community Partnerships Committee will serve as the adviser, counsel and/or sounding board for the Community Partnerships (CP) team to align their strategies, plans and/or approaches in building a strong and sustained network of engaged community, corporate and institutional stakeholders.

Finance Committee

The Finance Committee provides guidance in setting finance policies and assist the Board in the oversight of accounting, budget, finance matters (including fixed deposit placements). The committee will also align the budgetary plans of the organisation to its financial position for sustainability and longevity.

Human Resource Committee

The Human Resource Committee aims to assist the Board in the oversight of human resource related matters of CCF such as manpower budget, remuneration, human resource in crisis management, succession planning and other human resource related matters. The objective is to align CCF's HR strategies and plans to CCF's vision in becoming an employer of choice in the social service sector.

Investment Committee

The Investment Committee is responsible for developing investment policies for investing CCF's reserve through establishing investment guidelines, asset allocation plans, performance benchmark guidelines and risk management measures based on CCF's risk profile.

Nominating Committee

The Nominating Committee will assist the Board in its oversight of Board's composition/ renewal, officer bearer, committee members and Chairs of the CCF committees and the succession planning of Board and Chief Executive Officer (CEO) of the organisation.

Social Work and Programme Committee

The main role of the Committee is to chart CCF's psychosocial strategies to enable CCF to be a leader in its field. The Committee will assist the Board with the oversight of the department's annual workplans and related budget to ensure achievement of goals and targets against CCF's strategic goals. It will also acts as an advisory group to the BOD and is involved in setting policies pertaining to financial assistance and social work related programmes.

Medical and Strategic Alliance Committee

The Medical and Strategic Alliance Committee is responsible to conduct regular reviews in its areas of specialization. This includes reviewing and charting future strategic directions for CCF with potential partners, exploring and negotiating strategic partnership and collaboration that will advance the mission, vision and objectives of CCF. The Committee can also represent the Board in talks and negotiation with prospective strategic partners to explore opportunities and discuss terms and conditions of collaborations.

3. RISK MANAGEMENT AND INTERNAL CONTROLS

The Board has oversight responsibility of the charity's key risks to safeguard the charity's interests and its assets, through engagement and working with management, to ensure that processes are in place, and are adequate and effective in fulfilling the mission of CCF. The audit committee assists the Board in providing risk management oversight while the ownership of day-to-day management and monitoring of existing internal control systems are delegated to the Management Team. To manage risks, CCF conducts an internal and external audit annually to manage and monitor the internal control systems. CCF also adopts an Enterprise Risk Management (ERM) framework to monitor strategic, operational, compliance, reputational and financial risks.

4. CONFLICT OF INTEREST

All Directors of the Board and staff are required to comply with the charity's conflict of interest policy. The Board has put in place documented procedures for Directors of the Board and staff to declare actual or potential conflicts of interests on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

5. WHISTLE BLOWING POLICY

CCF is committed to maintaining high levels of integrity, ethics and honesty in our services and operations. To achieve high standards of corporate governance and compliance with all laws and regulatory requirements, CCF does not condone any wrongdoings, misconduct, or statutory non-compliance by our Board, employees or volunteers in the course of our work. CCF has in place, a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

6. RESERVE POLICY

CCF is to maintain a reserve that is equivalent to at least two years of its operating expenses. This is to ensure continuity in providing the necessary services to its beneficiaries. Annually, Board of Directors will reviews the amount of reserve that is required to ensure that the reserve is adequate to fulfil the continuing obligations for its beneficiaries.



20TH ANNIVERSARY



Hair for Hope
by Children's Cancer Foundation

Children's
Cancer
Foundation

Mr Ho Cheng Huet
Chairman
Children's Cancer Foundation

CODE OF GOVERNANCE

Governance Evaluation Checklist for CCF

(1 JAN 2023 TO 31 DEC 2023): ADVANCED TIER

S/N	Code Guideline	Code ID	Response
Board Governance			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied
	Are there Board members holding staff¹ appointments? (skip items 2 and 3 if "No")		No
2	Staff ¹ 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 their executive functions and operational duties which are distinct from their Board roles.	1.1.5	
4	There is a maximum of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied
6	The Board conducts regular self evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	Complied
	Are there Board member(s) who have served for more than 10 consecutive years? (skip item 7 if "No")		Yes
7	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for Board members and staff ¹ to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.	3.2.4	Complied
Human Resource and Volunteer² Management			
13	The Board approves documented human resource policies for staff ¹ .	5.1	Complied
14	There is a documented Code of Conduct for Board members, staff ¹ and volunteers ² (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff ¹ .	5.5	Complied
	Are there volunteers² serving in the charity? (skip item 16 if "No")		Yes
16	There are volunteer management policies in place for volunteers ² .	5.7	Complied
Financial Management and Internal Controls			
17	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
	Does the charity invest its reserves, including fixed deposits? (skip item 22 if "No")		Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied

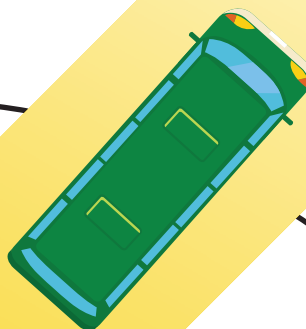
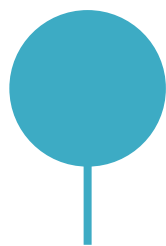




S/N	Code Guideline	Code ID	Response
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the year? (skip item 23 if "No")		Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the year? (skip item 24 if "No")		Yes
24	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
25	The charity discloses in its annual report – (i) Number of Board meetings in the year; and (ii) Individual Board member's attendance.	8.2	Complied
	Are Board members remunerated for their Board services? (skip items 26 and 27 if "No")		No
26	No Board member is involved in setting his or her own remuneration.	2.2	
27	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. <u>OR</u> The charity discloses that no Board member are remunerated.	8.3	
	Does the charity employ paid staff¹? (skip items 28, 29 and 30 if "No")		Yes
28	No staff ¹ is involved in setting his or her own remuneration.	2.2	Complied
29	The charity discloses in its annual report – (i) the total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff ¹ , who each has received remuneration exceeding \$100,000 , in the bands of \$100,000; and (ii) If any of the three highest paid staff ¹ also serves on the Board the charity. <u>OR</u> The charity discloses that none of its paid staff ¹ receives more than \$100,000 in annual remuneration each.	8.4	Complied
30	The charity discloses the number of paid staff ¹ who are close members of the family ³ of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff ¹ who are a close members of the family ³ of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied
Public Image			
31	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

Notes:

- Staff: Paid or unpaid individuals who are involved in the day-to-day operations of the charity, e.g. an Executive Director or Administrative personnel.
- Volunteer: Persons who willingly give up time for charitable purposes, without expectation of any remuneration. For volunteers who are involved in the day-to-day operations of the charity, they should also abide by the best practices set out in the Code applicable to 'staff'.
- Close members of the family: Those family members who may be expected to influence, or be influenced by, that person in their dealings with the charity. In most cases, they would include:
 - That person's children and spouse;
 - Children of that person's spouse; and
 - Dependents of that person or that person's spouse.



STATEMENT OF FINANCIAL ACTIVITIES

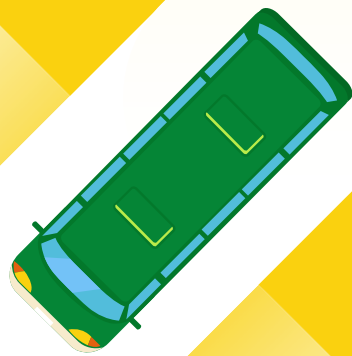
Year Ended 31 December 2023

	2023			2022		
	Unrestricted Funds \$	Restricted Funds \$	Total Funds \$	Unrestricted Funds \$	Restricted Funds \$	Total Funds \$
Incoming resources						
Donations	4,962,028	200,000	5,162,028	5,250,285		5,250,285
Gifts in kind				440		440
Income from fundraising activities	6,842,537		6,842,537	5,248,923		5,248,923
Interest income	1,051,797		1,051,797	289,458		289,458
Grant income	561,994	49,854	611,848	664,673	3,669	668,342
Other incoming resources	5,425		5,425	70,011		70,011
Total incoming resources	13,423,781	249,854	13,673,635	11,523,790	3,669	11,527,459
Resources expended						
Costs of generating voluntary income	881,686		881,686	258,924		258,924
Fundraising expenses	320,117		320,117	132,896		132,896
Charitable activities expenses	8,701,402	200,000	8,901,402	9,469,694		9,469,694
Other operating and administration expenses	1,258,935	49,854	1,308,789	420,451	3,669	424,120
Total resources expended	11,162,140	249,854	11,411,994	10,281,965	3,669	10,285,634
Net surplus for the year	2,261,641		2,261,641	1,241,825		1,241,825
Balance as at the beginning of the year	36,236,863		36,236,863	34,995,038		34,995,038
Balance as at the end of the year	38,498,504		38,498,504	36,236,863		36,236,863

STATEMENT OF FINANCIAL POSITION

As at 31 December 2023

ASSETS	2023	2022
	\$	\$
Non-current assets		
Plant and equipment	511,965	509,679
Right-of-use assets	1,502,156	1,784,923
Total non-current assets	2,014,121	2,294,602
Current assets		
Other receivables	832,593	586,766
Other non-financial assets	64,898	63,299
Cash and cash equivalents	38,858,835	36,901,858
Total current assets	39,756,326	37,551,923
Total assets	41,770,447	39,846,525
FUND AND LIABILITIES		
Unrestricted funds		
General fund	33,498,504	36,236,863
Capital fund	1,000,000	
Funding partners fund	4,000,000	
Total non-current assets	38,498,504	36,236,863
Non-current liabilities		
Provision	80,250	80,250
Lease liabilities	1,092,075	1,407,811
Total non-current assets	1,172,325	1,488,061
Current liabilities		
Lease liabilities	462,423	401,886
Other payables	1,434,082	1,508,848
Other non-financial liabilities	203,113	210,867
Total current assets	2,099,618	2,121,601
Total liabilities	3,271,943	3,609,662
Total fund and liabilities	41,770,447	39,846,525
	2023	2022
Number of key management in compensation bands:		
\$100,000 and below	1	4
\$100,001 to \$200,000	8	6



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