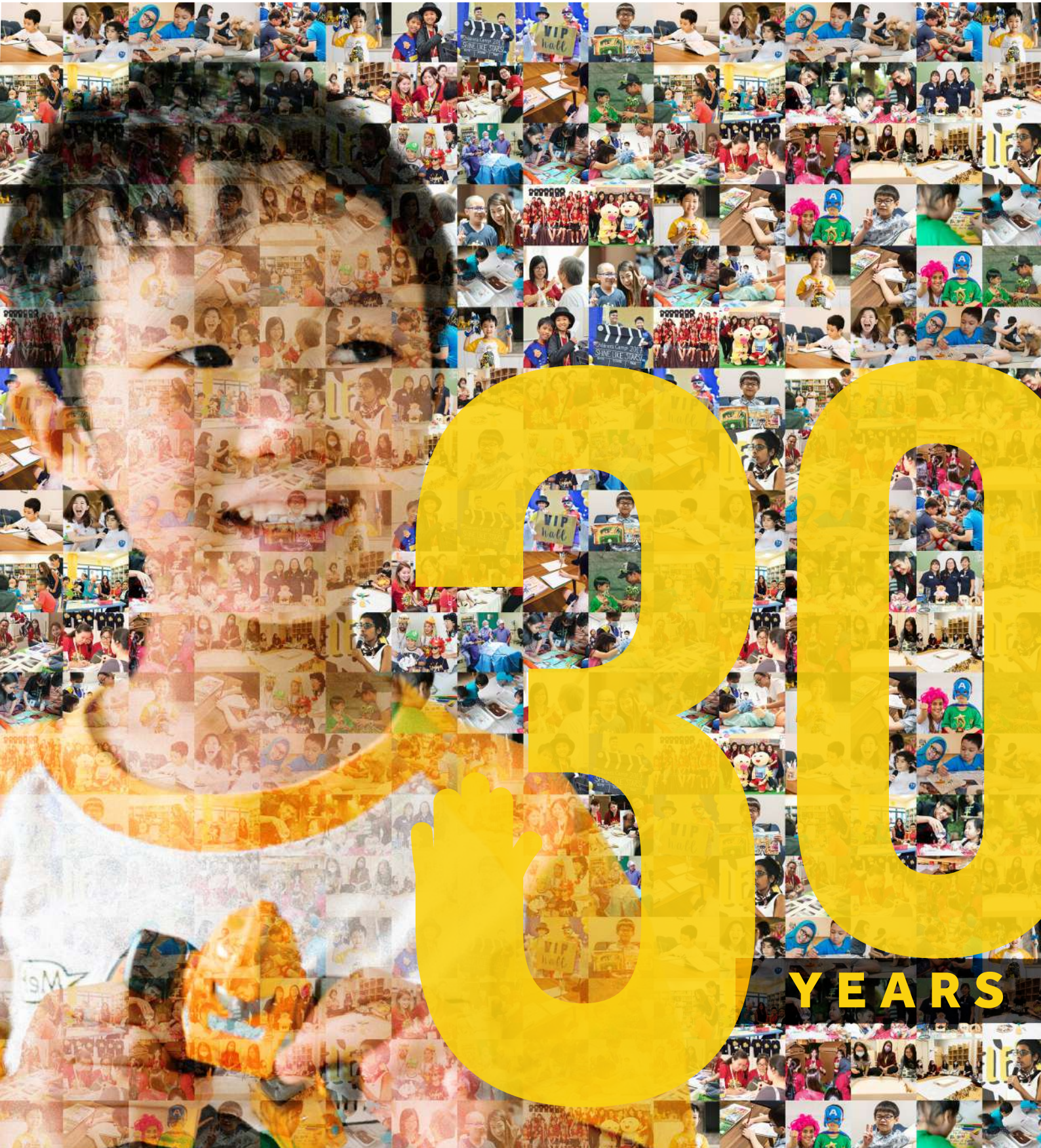




**Children's
Cancer
Foundation**

You Made The **Difference**



YEARS

ANNUAL REPORT **2022**



CCF 30TH ANNIVERSARY

YOU MADE THE DIFFERENCE

In 2022, CCF celebrated our 30th anniversary. Three decades is a long time, and as we look back on the remarkable progress we have made since our founding in 1992, there is no doubt that the PEOPLE – our beneficiaries, donors, volunteers, staff and management – are at the heart of it all. This Annual Report is dedicated to YOU who have made it possible.

Children's Cancer Foundation (CCF) was founded as a Society on 9 November 1992 and incorporated in Singapore on 14 October 2019 as a Public Company Limited by Guarantee under the Companies Act 1967. The company is also registered as a charity under Charities Act 1994, and an approved Institution of a Public Character (IPC) from 5 May 2022 to 4 May 2025. CCF conducts its affairs as set out in the CCF Constitution.

UEN
201934434R

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

Auditor
RSM Chio Lim LLP

Bankers
United Overseas Bank

CHILDREN'S CANCER FOUNDATION

Founded in 1992, Children's Cancer Foundation (CCF) is a social service agency that provides children with cancer and their families the much needed support in their battle against the life-threatening illness. Over the years, CCF has helped more than 3,700 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 cancer.

MISSION

To improve the quality of life of children with cancer and their families and children impacted by 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



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

From the point of their childhood cancer diagnosis, CCF helps children and their families cope with the hospital experiences that range from difficult treatment procedures and side-effects to long stays and repeated visits.

Our social workers and child life therapists are sited in KK Women's and Children's Hospital (KKH) and the National University Hospital (NUH) to work in partnership with the medical teams in the paediatric oncology wards.

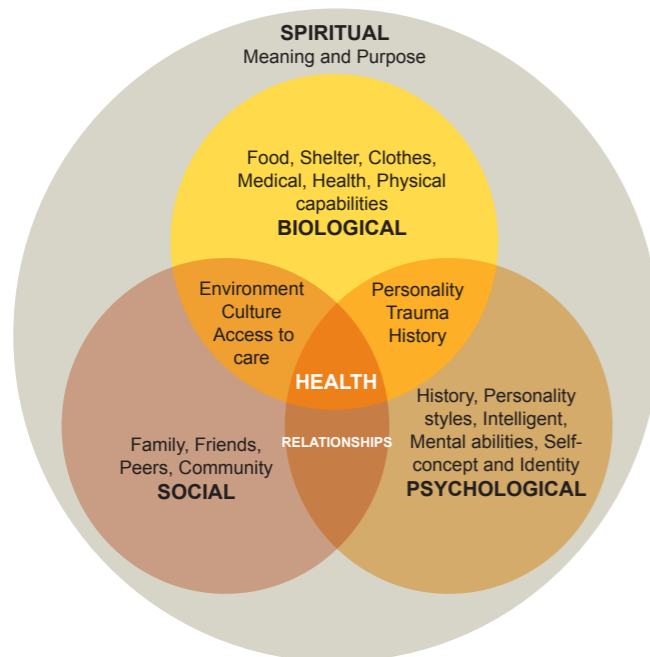
Should a child be at the end stage of his/her life, CCF also provides palliative and bereavement support to improve the quality of life of the child and his/her affected family.

In the Community

With more children surviving childhood cancer, CCF provides continual care to help our survivors reintegrate into their community 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 the treatment of cancer.

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 takes into account 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 for clients to tailor a suitable psychosocial treatment plan and achieve the best possible outcomes.

PATRON'S MESSAGE



I am proud to have witnessed how CCF has grown from strength to strength in the last three decades.

30 years ago, CCF started as Working in Aid of Leukaemia Kids (W.A.L.K). It was set up by a group of newly graduated NUS students who recognised the value of psychosocial support for children stricken with leukaemia. Many were former student leaders in NUS' Halls of Residence and had interacted with children afflicted with leukaemia at the residential Camp Rainbow held in their halls. Although they had no experience in setting up a social support group, they nevertheless recognised an unmet need and had the desire to do good for these young patients.

CCF is now an established and widely known social service agency that serves children and families impacted by childhood cancer. I am proud to have witnessed how CCF has grown from strength to strength in the last three decades. Recently, CCF marked its 30th anniversary milestone with the opening of its new office, graced by the President of Singapore. The new office will allow CCF to expand its programmes and services as well as anchor its position as a one-stop holistic centre for patient care and knowledge sharing.

Through the COVID-19 pandemic, CCF had continued to deliver impactful services to the beneficiaries through an integrated service model in the digital space.

Over the years, CCF has forged critical partnerships with key medical stakeholders such as KK Women's and Children's Hospital and National University Hospital to battle childhood cancer. Thus, CCF social workers are found where they are needed the most – right by the side of the children and their families at the hospitals.

I would like to congratulate all our CCF volunteers and staff, both past and present – for 30 years of dedicated service in supporting thousands of children and families in their journey combating childhood cancer. My thanks go to the larger community who have encouraged us with their continuous support. Thank YOU for journeying with CCF. Let us all press on with this important work!

Ho Peng Kee
CCF Patron



CHAIRMAN'S MESSAGE



The past 30 years have taught us that the needs of our children and their families are ever-changing... CCF continues to evolve to meet these changing needs.



This Annual Report commemorates CCF 30th anniversary. Founded in 1992, CCF continues its meaningful mission: to improve the quality of life of children with cancer and their families, and children impacted by cancer, through enhancing their emotional, social and medical well-being. Despite the many challenges, especially during the challenging COVID years, we remain committed to that mission.

On the cover of this Annual Report, we featured Nigel. At the age of two, he started his battle against Acute Myeloid Leukaemia. Over a two-year period, Nigel's recovery took him through many paediatric cancer treatment procedures. Throughout this recovery, our CCF Child Life Specialist, Sarah, walked with Nigel through the many ups and downs he faced. Nigel's mother shared that Sarah, through counselling sessions, helped Nigel overcome his fears about the procedures. Following his treatment, while in remission, Nigel attended CCF's Place for Academic Learning and Support (PALS) before transiting back to mainstream pre-school.

The past 30 years have taught us that the needs of our children and their families are ever-changing. As the leading agency to provide social interventions in paediatric oncology, CCF continues to evolve to meet these changing needs. For instance, in 2022, CCF offered employment support to beneficiaries who faced challenges in seeking long term employment. In addition to employment support, CCF's Survivorship programme continues to address their psychosocial needs. Our team also partnered with HERD Singapore, a social enterprise, to expand our animal-assisted therapy. This therapy is one of our many specialists' clinical areas where, through interacting with the horses at HERD Singapore, we addressed emotional and anxiety issues of our children.

All our work and achievements were made possible through the unwavering dedication and support of our stakeholders, donors, partners, volunteers, and many others. We are grateful to these charitable people and organisations for their contributions and their trust in our mission, supporting us in fulfilling our comprehensive and critical services.

Together, with the strong commitment of our staff, we have made a difference in the lives of our beneficiaries. We will continue to help children with cancer and their families find hope and strength during their most difficult times.

On behalf of the CCF board and staff, thank you!

Ho Cheng Huat
CCF Chairman



OUR JOURNEY

Our Story Begins

CCF then known as W.A.L.K. (Working in Aid of Leukaemia Kids), was registered as a Society in November.

1992



From W.A.L.K to CCF

When W.A.L.K's beneficiaries expanded to include children with different types of cancers, it was renamed to Children's Cancer Foundation. That year, a financial assistance scheme was also set up to help needy families.

1996



The Beginnings of Hair for Hope

Nine CCF volunteers shaved their heads to tell CCF children that it is OK to be bald. Little did they know that Hair for Hope would eventually become CCF's flagship fundraising campaign.

2003



Opening of CCF@KKH Children's Cancer Centre

CCF@KKH Children's Cancer Centre officially opened in September with a donation of \$1.2 million from CCF.

2007



CCF Relocates to Set Up Learning Centre, PALS

CCF Community Office relocated to VIVA-CCF Hub in a move to establish Place for Academic Learning and Support (PALS). The interim learning centre caters to beneficiaries who are unable to attend mainstream schools due to their compromised immunity.

2012



Launch of Tan Cheng Lim – CCF Professorship in Paediatric Oncology

CCF partnered SingHealth Duke-NUS Academic Medical Centre's Paediatrics Academic Clinical Programme (ACP) to establish the Tan Cheng Lim – CCF Professorship in Paediatric Oncology to push the frontiers of clinical research in paediatric oncology in Singapore.

2015



Launch of Animal-Assisted Therapy

CCF introduced Animal-Assisted Therapy (AAT) as part of its suite of Specialist Clinic services. AAT is a type of intervention that involves animals as a form of treatment.

2019



CCF30 and Official Opening of CCF Community Office at GB Point

CCF commemorated our 30th anniversary with the move to a new community office at GB Point. The strategic move aims to establish CCF as a one-stop holistic centre for patient care and knowledge sharing for the childhood cancer community.

2022



1994

Introduction of Social Work Intervention

The team at W.A.L.K. established structured social work intervention comprising counselling, play therapy and parent support groups.



1997

Set-up of CCF Satellite Offices and Family Resource Centres

CCF set up satellite offices (CCF@KKH and CCF@NUH) and family resource centres within the hospitals for social workers to render more timely support to children with cancer and their families.



2005

Hair for Hope wins Most Innovative Award

Hair for Hope won the most innovative fundraising award from the National Volunteer and Philanthropy Centre (NVPC).

2008

CCF First Community Office

CCF set up its first Community Office at the Social Service Hub @ Tiong Bahru in December.

2013

CCF wins NVPC Award

CCF was conferred the President's Award for Philanthropy (Non-profit) by the National Volunteer & Philanthropy Centre (NVPC).

2018

CCF supports CAR-T Cell Immunotherapy Programme

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.

2020

Pivoting to digital service delivery and remote work

During the COVID-19 pandemic, CCF pivoted our service delivery online to better serve our beneficiaries remotely.



3,700
BENEFICIARIES
served in the
last 30 years

OUR IMPACT IN 2022




Together, we can cushion the impact of childhood cancer and help ensure the children and their families recover not only from the physical but also in mind and spirit.

~ Peng Hai Ying
CCF CEO




652
Families supported





>11.5 Mil
in donations raised




There are always learning moments at CCF.

~ Kwok Yoke Wah
CCF Staff





24
Students graduated and returned to mainstream school





56
Students supported at PALS


CCF is my second family.
~ Nazri Arshad
CCF Survivor




6
Wishlink projects fulfilled





184
Newly diagnosed cases



I saw first-hand that the management of a disease rests not just on doctors and nurses. The human being is a complex matrix and all its components, such as mental and emotional well-being, must be addressed in order for us to get a good outcome.

~ Dr Tan Hiang Khoon
CCF Founder




2690
Bald statements made at Hair for Hope, CCF flagship fundraiser

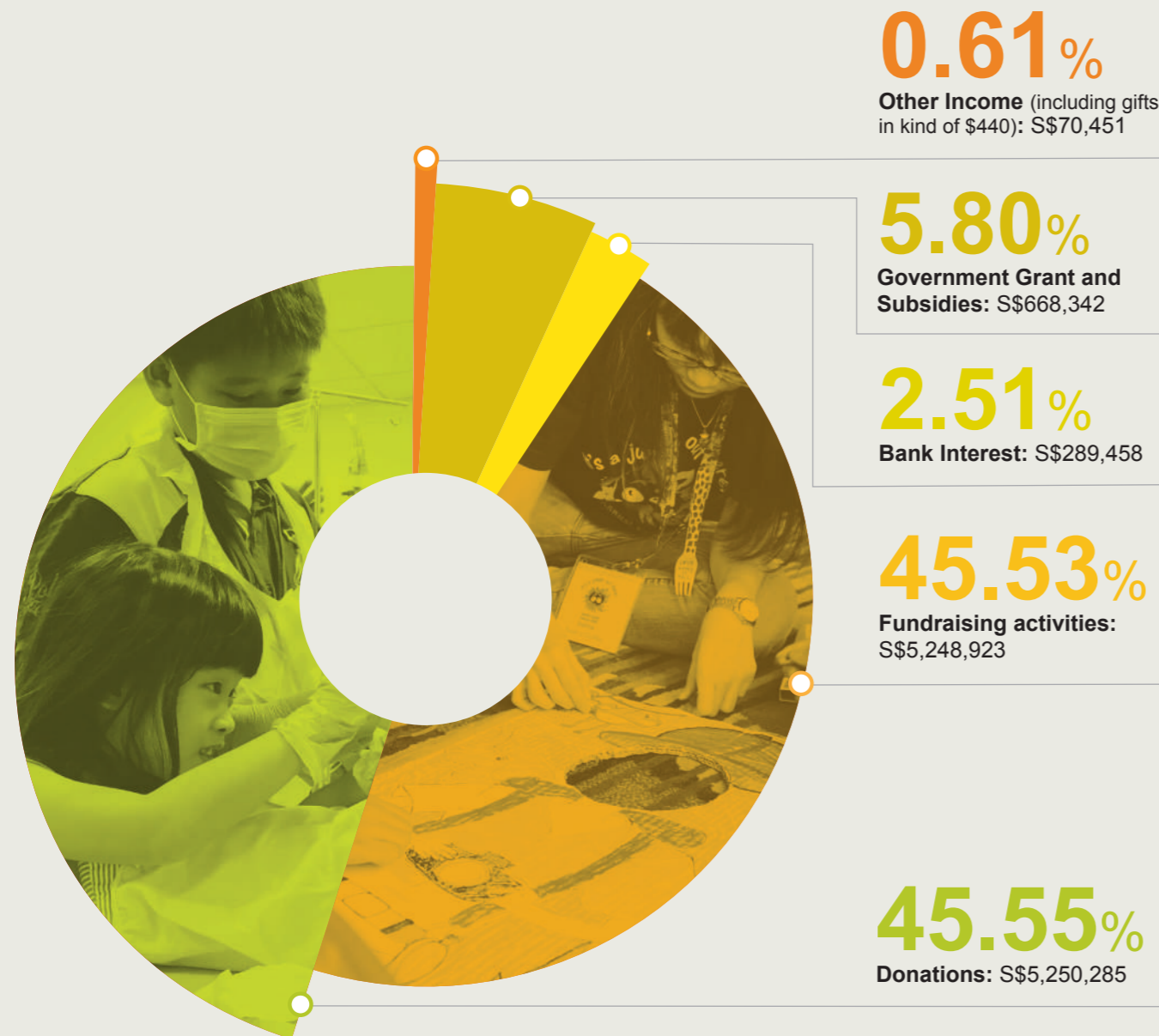



226
Approved financial applications supporting
104
Families

2022 FINANCIAL SNAPSHOT

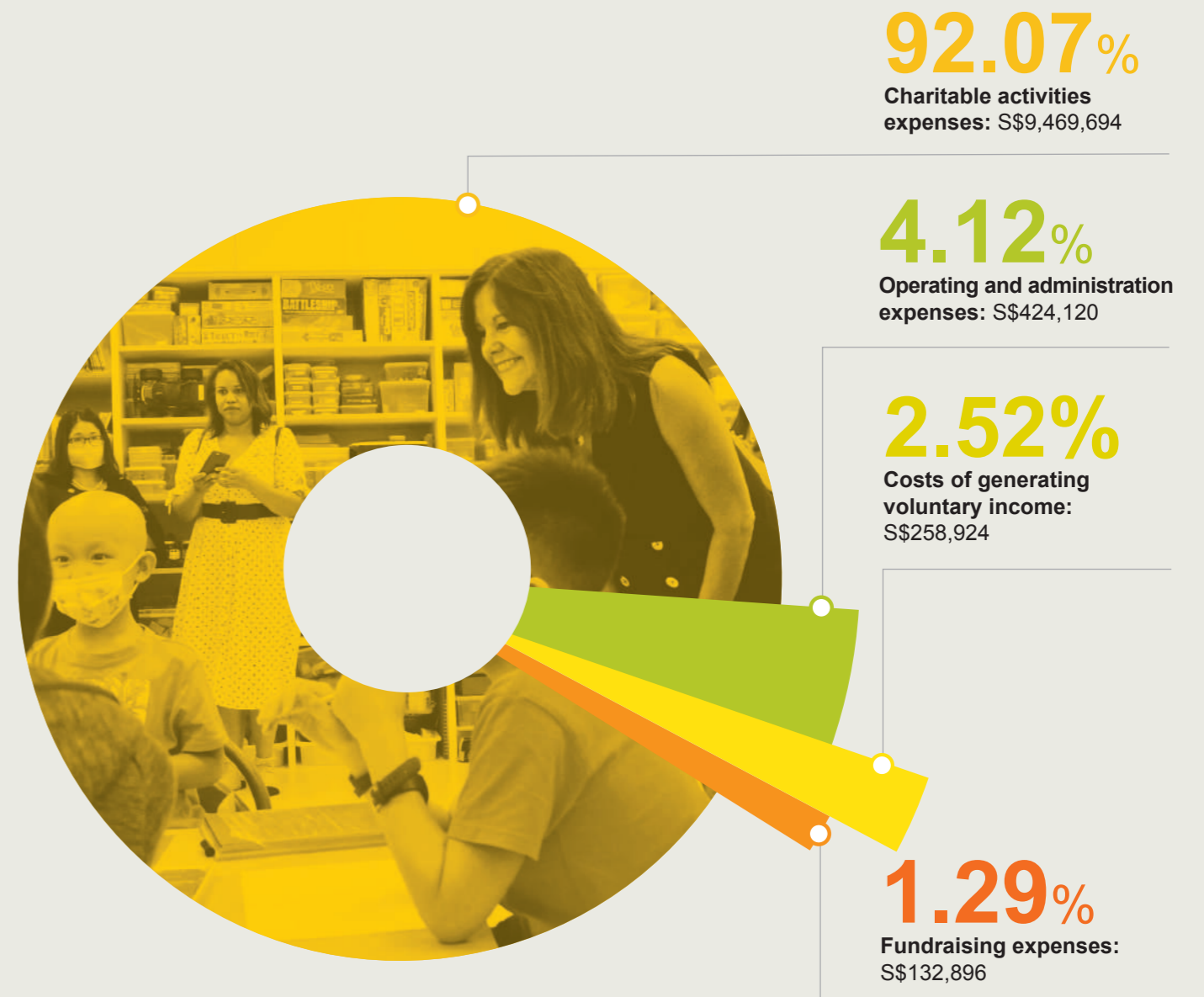
BREAKDOWN OF TOTAL INCOME:

S\$11,527,459



BREAKDOWN OF TOTAL EXPENDITURE:

S\$10,285,634



CELEBRATING KEY MILESTONES AND PARTNERSHIPS

Official Opening of CCF's Community Office

On 9 September 2022, President Halimah Yacob graced the opening of CCF's new Community Office at GB Point. This day commemorated 30 years of redefining childhood cancer care for children and families impacted by cancer but also to showcase CCF's efforts at expanding its survivorship programmes to help beneficiaries. A tour was conducted for President Halimah and other invited guests at the facilities, enabling greater understanding of the programmes and services provided by CCF.

“*This is a fitting milestone to mark CCF's 30th birthday. I commend and congratulate the management and staff – past and present – for their continuous effort to give the children the will and hope for a promising future.*”

~ President Halimah Yacob



Signing of KKH-CCF Memorandum of Understanding



At the official opening of our new Community Office, CCF Chairman, Mr Ho Cheng Huat and Chief Executive Officer of KKH, Professor Alex Sia, signed a Memorandum of Understanding (MOU) to reinforce the provision of comprehensive and patient-centric care for the medical, physical, psychological, nutritional and social well-being of children with cancer and their families. The MOU is a commitment by both parties to further the development of CCF-KKH cancer care programmes in cellular therapy, survivorship, and psychosocial and supportive care.

“*KKH manages 70% of children with cancer in Singapore. We continually seek breakthroughs in understanding and managing childhood cancers, using research and clinical innovation to develop novel therapies. We look forward to many more years of strong collaboration with CCF, as we continue to improve our patients' quality of life and survival.*”

~ Professor Alex Sia
CEO of KKH

Digital Celebrations

We took our 30th celebrations online with four commemorative social media series this year! Origins pays tribute to our roots through the recollection of CCF milestones; *You Made A Difference* serves to spotlight our staff who have been working hard behind the scenes; *Survivors-in-Action* celebrates our brave childhood cancer warriors who are now leading fulfilling lives; and the thought articles *Lessons from our CEO* aim to give leadership insights to aspiring social service leaders.



“*It is my dream to write and publish a book with my family! Now I have!*”

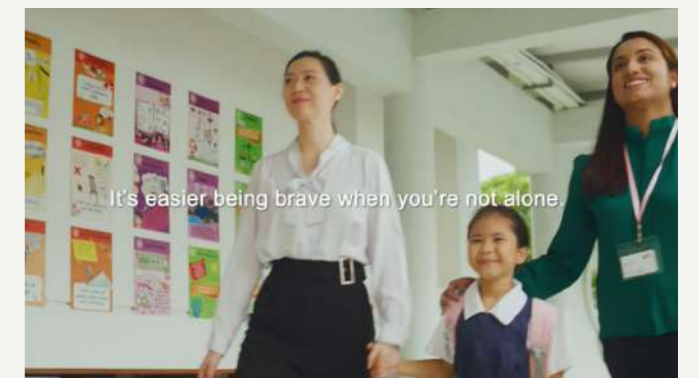
~ Aaron Tay
CCF survivor featured in Survivors-in-Action and Author of "150 Jokes for Monstrously Funny Kids"



“*Without CCF, we wouldn't have been able to get through such a challenging time.*”

~ Ms Lia Leow
CCF Caregiver and Mother of Aaron Tay

New Brand Video



With 30 years of heart work under our belt, CCF has a renewed narrative to tell. We captured this in the form of a new brand video and launched it at the official opening of our new office in the presence of Mdm President of Singapore. The video encapsulates the impact of our work on the child at each touchpoint of their cancer journey and serves to drive one key message home for all our audiences that day – “It's easier to be brave when you are not alone”.

REIMAGINING THE LANDSCAPE TO BETTER SUPPORT OUR BENEFICIARIES



ComFur Zone

Our Animal-Assisted Therapy welcomes a new programme! ComFur Zone, a monthly group activity to help CCF beneficiaries between ages four and 13 years, centres on providing positive human-animal interaction between children and animals.

Animal interaction activities during therapy serve as a catalyst to help children better connect with their realities. This intervention helps to centre a child who may be struggling with extreme anxiety or panic and manage his or her mental state better.

Survivors' Employment Support (SES)

The first foray into the working world can be daunting and stressful for most of us. For some CCF survivors, it can be difficult to land employment due to long-term health concerns.

As such, CCF introduced the Survivors' Employment Support (SES) service in 2022 to help beneficiaries navigate these challenges and enhance their employability.

Two pilot initiatives under this service is the **Heart Work Programme**, a customised work skills training foundation programme that aims to impart relevant skillsets to our survivors and the **Pre-Employment Workshop** to equip survivors with knowledge that may improve their chances of securing employment. Our first edition of the pre-employment workshop "How to Kickstart your Job Search" was well received and attended by 45 survivors.



We hope to continue providing a holistic suite of services for beneficiaries who come through our doors. These include equipping them with school readiness skills in preparation for formal schooling, physical fitness sessions to increase general health and mobility, social skills for adapting to the world and therapeutic play to cope with the emotional demands of a life out of the medical wards.

~ Dr Sharon Leong
Principal, PALS Preschool

PALS is ECDA-licensed!

In 2022, CCF's learning centre, Place for Academic Learning and Support (PALS) is accredited by the Early Childhood Development Agency (ECDA), meeting the quality standards of early childhood programmes nationwide.

Collaboration with National Cancer Centre Singapore (NCCS) and Nanyang Polytechnic (NYP) on KKH's VR Facility Tour

Virtual Reality (VR) is a technology that has emerged as a cost-effective and impactful tool in medical education. By immersing the user in a computer generated three-dimensional environment, it has become an adaptive substitute for 'real life' experiences.

In consultation with CCF Child Life Therapists, NCCS and students from NYP developed VR simulations that will help prepare young patients for their CT scans and proton therapies.

Collaboration with KKH on Nasogastric Tube (NGT) Research

CCF's Child Life team supported KK Women's and Children's Hospital Dietetics and Child Life department with ideation and development of medical play tools and an animation video on the administration of NGT for bone marrow transplant (BMT) patients. The research project aims to understand whether education and medical play could help increase patient compliance in the administration of NGT. This collaboration is set to continue in 2023 with the development of an age-appropriate experiential learning resource toolbox.



STRATEGIC PARTNERSHIPS AND ADVOCACY

Advocacy and Public Education

International Childhood Cancer Day (ICCD)

ICCD happens on 15 February each year. CCF held #myGOLDpledge awareness campaign with the support of 15 local organisations who donned gold awareness ribbons on their attire and faces to raise childhood cancer awareness.



Childhood Cancer Awareness Month (CCAM)

CCF partnered with KK Women's and Children's Hospital (KKH) and National Gallery Singapore for the second consecutive year to light up their building exteriors in the month of September as part of the "Light Up Hope, Light Up Gold" movement by Childhood Cancer International. This year, Gardens by the Bay, Singapore Flyer and Marina Square also lent their support to stand in solidarity with the global childhood cancer community.



CCF In the News

The support of our beneficiaries, fundraising partners and media friends have allowed us to expand our outreach through news media. We were featured in major titles across various print, broadcast, radio and online publications such as The Straits Times, Channel NewsAsia, 8 World News, Berita Harian, Lianhe Zaobao, Tamil Murasu, TODAY, MotherShip and more.



It has been more than 20 years since I last rode a bike. So I was glad to have the opportunity to ride with Riders Aid Singapore this time to support a good cause.

~ Mr Lawrence Wong, Deputy Prime Minister of Singapore¹

¹Quote reproduced from The Straits Times article "DPM Lawrence Wong rides with motorcycle convoy to raise funds for children's cancer charity"

Fundraising Campaigns

Hair for Hope

As part of a measured move to ensure the safety of our shavers and supporters, CCF's flagship fundraiser Hair for Hope adopted a hybrid-format in 2022. While individual and group shaves continue to make bald statements at their own arrangements, satellite partners organising private events allowed in-person head shaving. Hair for Hope 2022 attracted 2,690 shavers and raised more than \$3.1 million.



CCF Hope Train

Our Hope Train came to life and traversed on the Downtown Line this year, raising more than \$300,000 for our programmes and services. Carrying the artworks of our beneficiaries and campaign ambassador, Ms He Ying Ying, as well as encouraging messages from generous sponsors, we hope to spotlight the dreams and hopes of our children while bringing joy to commuters at the same time. CCF also developed an educational game, Hope Train Quest, in partnership with YOOZOO Games to engage with our supporters this year.

The future may seem daunting, but it is also full of hope and possibilities. May we soldier on with courage and compassion.

~ Ms He Ying Ying
MediaCorp Artiste and Hope Train 2023 Ambassador



Our Volunteers

In 2022, 335 CCF volunteers contributed through various volunteering roles such as lunch assistants, photographers, event helpers, tutors and more.

In December, we commemorated International Volunteers Day with social media shout-outs and an appreciation video to thank our volunteers for their time and effort. We were heartened to know that our volunteers found their roles meaningful and impactful.



As a lunch assistant, I am a friend and mentor for the students at PALS. What makes this opportunity rewarding for me is because I can provide companionship and make a difference in their life each time I am there.

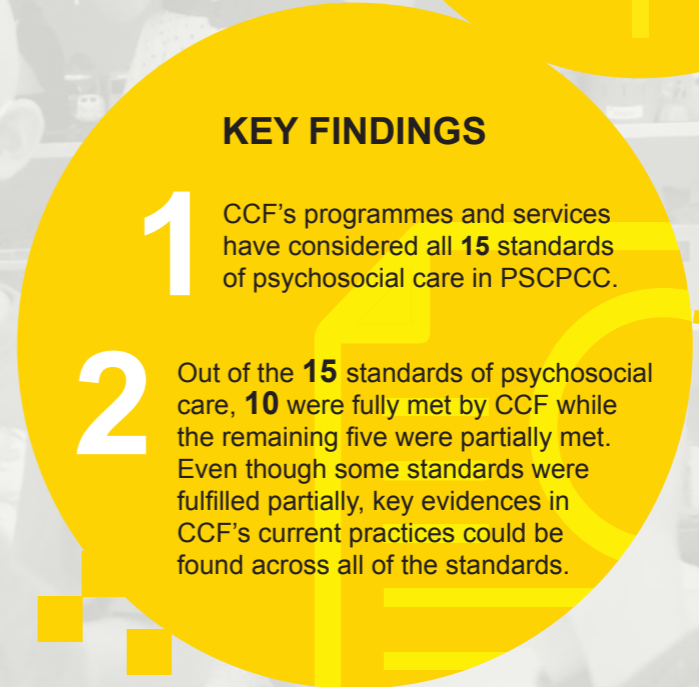
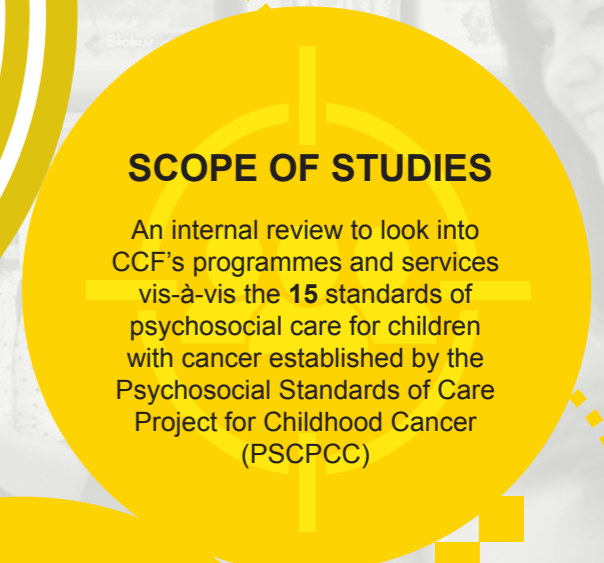
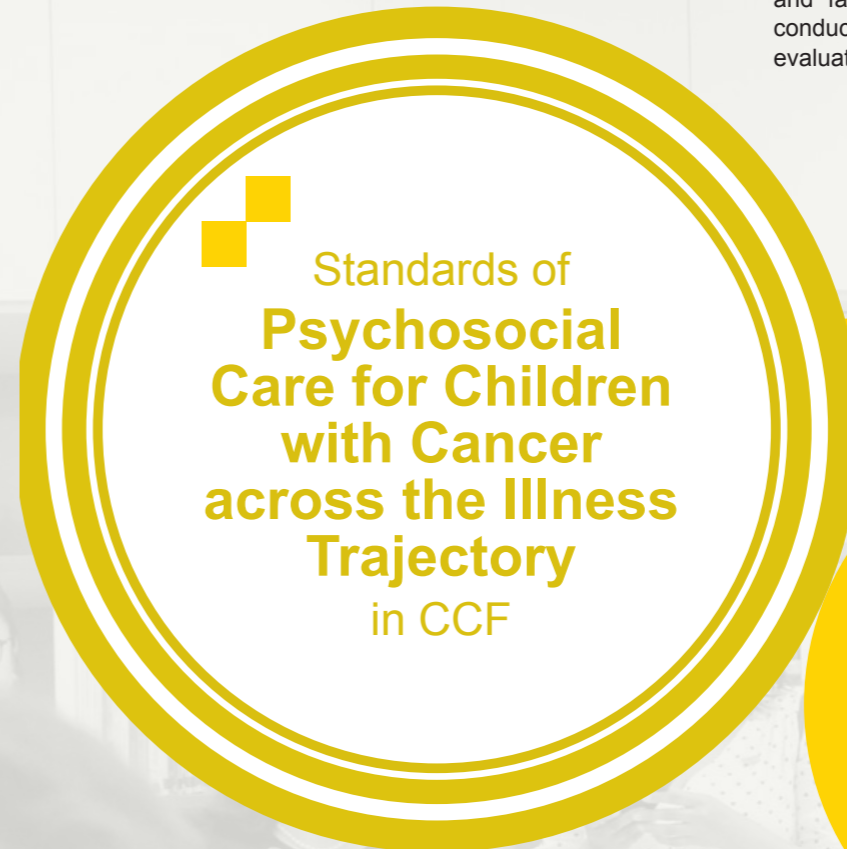
I was very touched when one of the children remarked that he would miss playing board games with me during the lunch break, after he returns to mainstream school. I was happy having made an impact in my own little way.

~ Ms Vimi Bhandari
CCF Volunteer



EVIDENCE-BASED PRACTICE RESEARCH AND EVALUATION

As part of our efforts to deliver meaningful impact to children and families affected by cancer, our team of researchers conduct evidence-based practice research and programme evaluation to ensure the relevance of CCF services.



Standards of Psychosocial Care for Children with Cancer across the Illness Trajectory in CCF

SCOPE OF STUDIES

An internal review to look into CCF's programmes and services vis-à-vis the 15 standards of psychosocial care for children with cancer established by the Psychosocial Standards of Care Project for Childhood Cancer (PSCPCC)

KEY FINDINGS

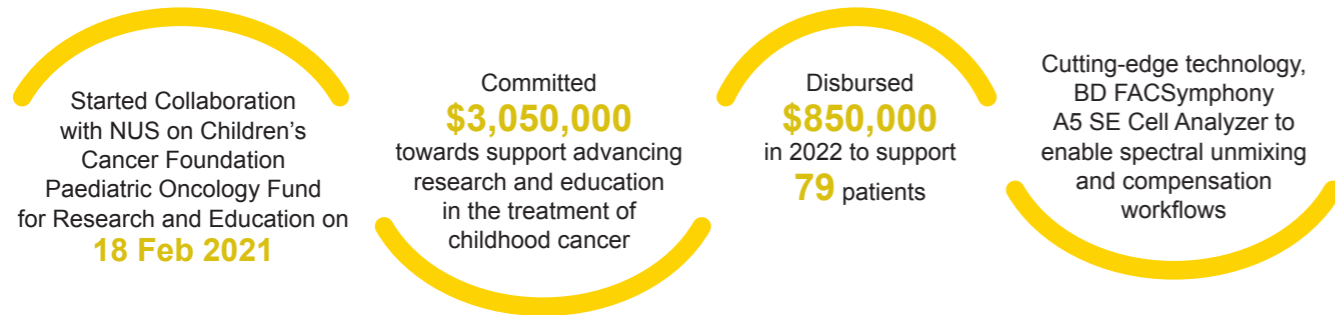
1 CCF's programmes and services have considered all 15 standards of psychosocial care in PSCPCC.

2 Out of the 15 standards of psychosocial care, 10 were fully met by CCF while the remaining five were partially met. Even though some standards were fulfilled partially, key evidences in CCF's current practices could be found across all of the standards.

ADVANCING MEDICINE RESEARCH FOR CHILDHOOD CANCER

PARTNERSHIPS WITH NATIONAL UNIVERSITY OF SINGAPORE

Centre for Translational Research in Acute Leukaemia (CentRAL)



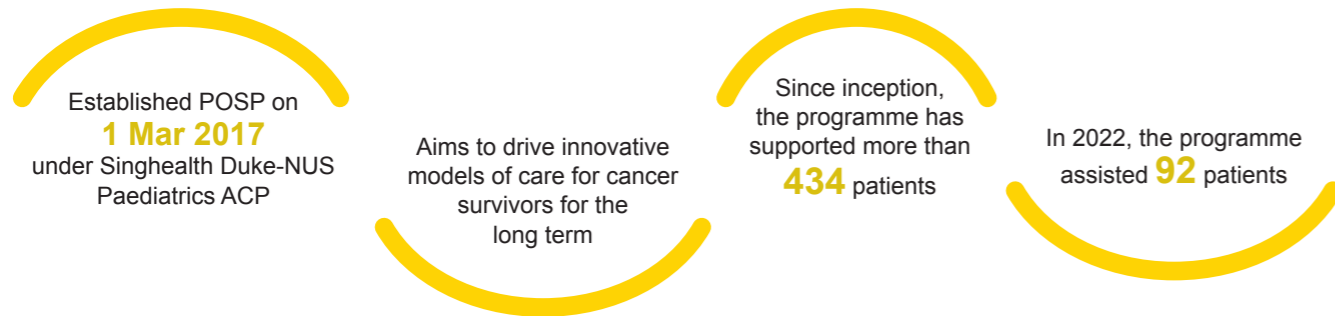
PARTNERSHIP WITH KK WOMEN'S AND CHILDREN'S HOSPITAL

CCF Psychosocial and Supportive Care Programme for Paediatric Oncology (PSCP)



PARTNERSHIP WITH SINGHEALTH FUNDS FOR KK WOMEN'S AND CHILDREN'S HOSPITAL

CCF Paediatric Oncology Survivorship Programme



FORGING AHEAD



WHAT LIES AHEAD

In 2023, there are new initiatives and developments that will be implemented as part of our commitments towards improving the quality of life of our beneficiaries.

Strategic Directions



- Commencement of **CCF 2030 Conversations** to set directions for CCF in the next lap.
- Using **future back approach**, CCF will develop strategic opportunity areas addressing future needs of our beneficiaries.

At the Hospitals



- **Grief Kits** aim to help siblings of children with cancer with poor prognosis to preserve and deepen their sense of connectedness in spite of illness and/or death.
- **Siblings' Needs Awareness Initiative** is a psychoeducation programme that endeavours to raise awareness on needs of siblings of children with cancer and the ways in which parents can support them.
- **Radiotherapy (RT) Care Packs** will be available at National University Hospital for CCF beneficiaries who need to undergo RT. The pack will contain items that help reduce physical discomfort from skin-related symptoms during the course of RT.

In the Community



- **Dream Fund** is a financial support programme that aims to improve accessibility of tertiary education for CCF survivors with physical and/or financial limitations.
- **Preschool Reintegration Support Group** will be established at CCF's learning centre, PALS, to help parents cope with their child's transition to preschool.
- Setting up of a **Dramatic Room, School Garden** and **school website** for PALS.

Specialist Clinics

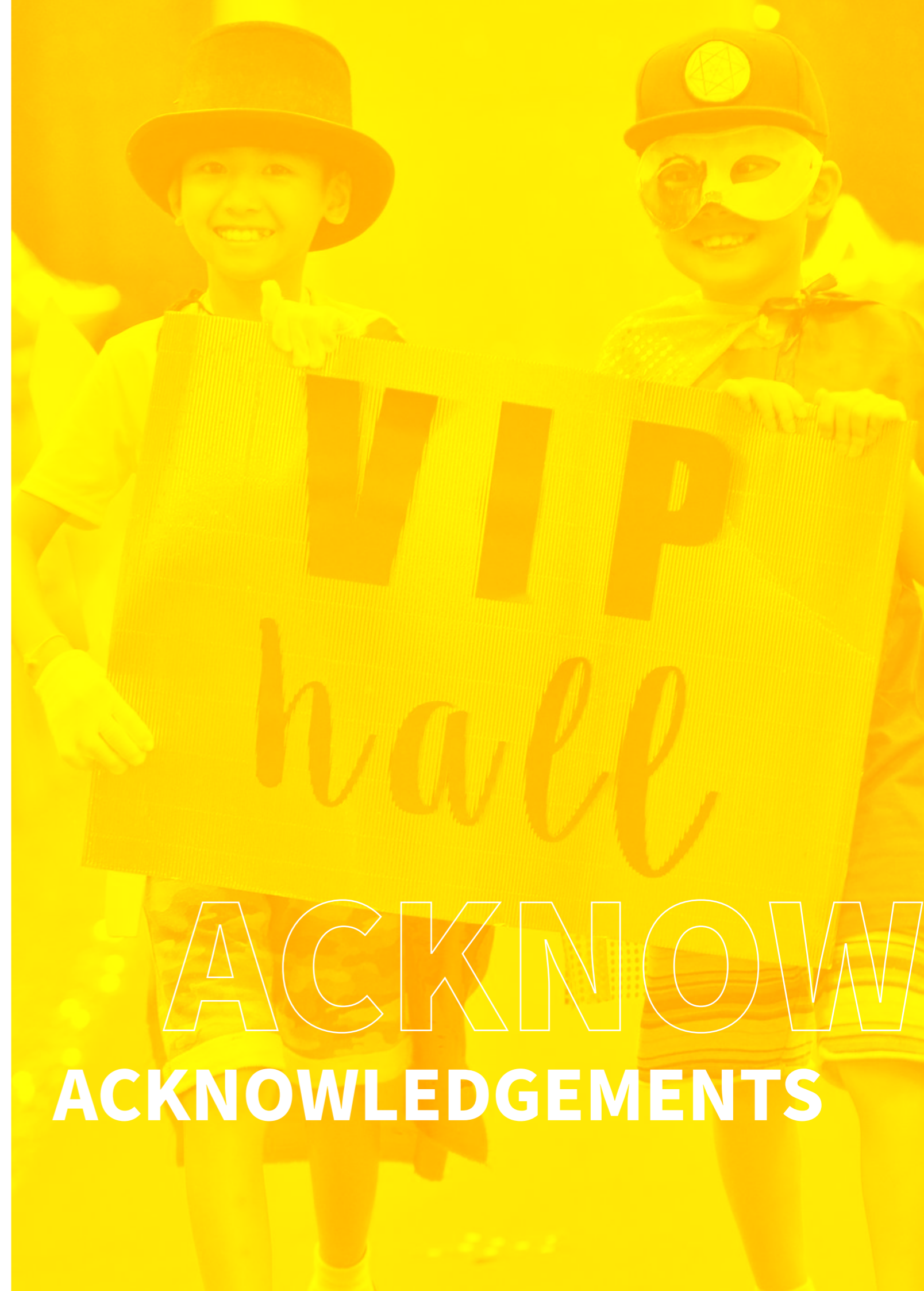


- **Raintree** is an arts-in-nature based programme for children with cancer and their families. Through wandering, creating and being in nature, families explore and bring forth their strengths and adaptability in relationship with the environment.
- **Join and Make Music (J.A.M.M)** will provide opportunities for CCF beneficiaries in the hospitals and community to engage in the musical space for social connection, attunement and relaxation.
- **Heartsongs** will make its comeback to help bereaved youths cope with emotional pain, grief, loss and transpersonal issues via guided imagery and music.

Capability Building



- Develop and implement a robust **Donor and Volunteer Management System** to improve the engagement and connection with our valued stakeholders.
- Introduction of a new **Community Engagement** team that serves to develop and deepen the level of community engagement with existing and new stakeholders and cultivate them to become all-round advocates.



WIP
hall

ACKNOWLEDGEMENTS

IN APPRECIATION

Hair for Hope Satellite Partners

Brickland Sunshine Residents' Network
and Keat Hong C2E
Building and Construction Authority
Call Lade Enterprises Pte Ltd
Deutsche Bank AG
GlobalFoundries Singapore Pte Ltd
Government Technology Agency
GrabTaxi Pte Ltd
Holy Innocents' Primary School
Hwa Chong Institution
Illumina Singapore Pte Ltd
Kong Hwa School
Kong Meng San Phor Kark See
Monastery
Ministry of Health, Health Sciences
Authority and Health Promotion Board
Montfort School
Nexus International School
Ngee Ann Polytechnic Leo Club
Pon Asia Holding Pte Ltd
Red Hat Asia Pacific Pte Ltd
Sanmina-SCI Systems
Singapore Pte Ltd
SJI International School
Thales Solutions Asia Pte Ltd
Yishun Innova Junior College

Friends of The Hope Train

Amazon Asia-Pacific Holdings
Private Limited
Blossom EduGroup &
My Little Campus
Land Transport Authority

Organisers of Events – Third Party Fundraising

Amberly Woo Mew Han
Chua Kok Yong, Jason
Giveasia Pte Ltd
Huttons Asia Pte Ltd
IGNITE
Imagine+ Pte Ltd
Klicks for Smiles
Lil' Brushes (Zach & Sara Edwards)
Macquarie Bank
MapleBear International Schoolhouse
Pte Ltd
Nur Haslindah Binte Hassan
Oh Evin
RidersAid Social Entrepreneurship
Singapore Chinese Girls' School
Singapore Diecast Expo 2022
Skool4Kidz Pte Ltd
Supreme Houzz Design Pte Ltd
Supreme Houzz Design Studio Pte Ltd

Cash Sponsorships

Hair for Hope

Apelles Poh Hong Pang

The Hope Train

Amazon Asia-Pacific Holdings
Private Limited
Arc Energy Trading Pte Ltd
Blossom EduGroup & My Little Campus
Chen Yiyang
Chua Ting
CWT Pte. Limited
Fidelity International Limited
Gerald William White
iFast Corporation Ltd
L Energy Pte Ltd
Malar Palaiyan
Shenship (Singapore) Pte Ltd
Siemens Healthineers
Sin Chew Woodpaq Pte Ltd

General

Anonymous
BHP Billiton Marketing Asia Pte Ltd
Edwards Lifesciences Foundation
In Memory of Ng Kim Hock
Jeyakumar Janakaraj
KPI OceanConnect Pte Ltd
Leading Tip Pte Ltd
Lee Ching Yen Stephen
Leong Toh Yin
MFS International Singapore Pte Ltd
PerkinElmer Singapore Pte Ltd
Sim Bee Hia
Tan Chin Tuan Foundation
Thome Ship Management Pte Ltd

CORPORATE GOVERNANCE

CORPORATE GOVERNANCE

KEY OFFICERS AND DIRECTORS

PATRON



Ho Peng Kee

BOARD OF DIRECTORS

Ho Cheng Huat
ChairmanNancy Thio
Hon SecretaryStanley Lim
Hon Treasurer

Chong Tsung Wen (Dr)

Go Ashokh Menon



Moh Hon Meng

Joyce Sit

Arthur Lim

Kevin Tay (Dr)

Barathan
Pasupathi

Hu Weisheng

CHIEF EXECUTIVE OFFICER
Peng Hai Ying

MANAGEMENT COMMITTEES

AUDIT

Chairperson Joyce Sit
Member Nancy Thio Ling Lie
Hu Weisheng
Tay Han Wei

MEDICAL AND STRATEGIC
ALLIANCE COMMITTEE

Chairperson Chong Tsung Wen (Dr)
Member Kevin Tay Kuang Wei (Dr)

SOCIAL WORK AND PROGRAMMES

Chairperson Arthur Lim
Member Fan Kam Tong Gilbert (Dr)
Terence Yow Tuck Sheng
Peh Cheng Wan
Yogeswari D/O Munisamy

COMMUNITY PARTNERSHIPS

Chairperson Go Ashokh Menon
Member Arthur Lim
Joyce Sit
Barathan Pasupathi

FINANCE

Chairperson Lim Bee Kang Stanley
Member Barathan Pasupathi
Quak See Ten
Young Jennifer Duong

INVESTMENT

Chairperson Moh Hon Meng
Member Lin Weide Terence

HUMAN RESOURCE

Chairperson Ho Cheng Huat
Member Joyce Sit
Fan Kam Tong Gilbert (Dr)

Info recorded here is reflected up to 31 Dec 2022 only

BOARD OF DIRECTORS

Name / Position	Designation / Company	Date of Appointment on the Board	Board Appointment since	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	1998	Secretary 2008 to 2013 Chairperson 2014 to 2021	6/6	Provides institutional knowledge and experience which contribute to organisation's stability and continuity*
Nancy Thio Honorary Secretary	Advocate & Solicitor Neo and Lim	14.10.2019	2013	Secretary 2017 to 2021	3/6	NA
Stanley Lim Honorary Treasurer	Finance Director Gurin Energy Pte Ltd	14.10.2019	2017	Vice-Chairperson 2019 Treasurer 2020	6/6	NA
Chong Tsung Wen (Dr) Director	Urologist Singapore General Hospital	14.10.2019	2005		6/6	Provides medical advice and inputs
Go Ashokh Menon Director	Director One Synergy Global LLP	14.10.2019	2017		6/6	NA
Moh Hon Meng Director	Cofounder iFAST Corporation Ltd	14.10.2019	2014		5/6	NA
Joyce Sit Director	Retiree	1.4.2020	2020		6/6	NA
Arthur Lim Director	Retiree	1.4.2020	2020		6/6	NA
Kevin Tay (Dr) Director	Senior Medical Oncologist OncoCare Cancer Centre	1.4.2020	2020		4/6	NA
Barathan Pasupathi Director	Chief Executive Officer Jetstar Asia Airways	21.11.2022	2022			By Invite before formal appointment: 1
Hu Weisheng Director	Assurance Partner Baker Tilly Singapore	21.11.2022	2022			By Invite before formal appointment: 1

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.

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 Reference¹ (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

Directors are elected yearly at the annual general meeting. There is a term limit of two years for the office bearer role of Honorary Treasurer.

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 Partnership (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.

¹The Board is reviewing its Terms of Reference and is slated to complete the exercise in 2023.

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 act 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 overall responsibility of the charity's key risks to safeguard the charity's interests and its assets. They have an oversight function, ensuring 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 three 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.

CODE OF GOVERNANCE CHECKLIST AND STATEMENT OF FINANCIAL ACTIVITIES

CODE OF GOVERNANCE CHECKLIST AND STATEMENT



Code of Governance – Governance Evaluation Checklist for CCF

(1 Jan 2022 to 31 Dec 2022): 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 staff ¹ appointments? (skip items 2 and 3 if “No”)			No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	
3	There are written job descriptions for 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 volunteers ² 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 staff ¹ ? (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 staff¹ , 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 2022

2022	Unrestricted fund	Restricted fund	Total
	General fund	Tech-and-Go! fund	
	\$	\$	\$
INCOMING RESOURCES			
Donations	5,250,285	–	5,250,285
Gifts in kind	440	–	440
Income from fundraising activities	5,248,923	–	5,248,923
Interest income	289,458	–	289,458
Grant income	664,673	3,669	668,342
Other incoming resources	70,011	–	70,011
Total incoming resources	11,523,790	3,669	11,527,459
RESOURCES EXPENDED			
Costs of generating voluntary income	258,924	–	258,924
Fundraising expenses	132,896	–	132,896
Charitable activities expenses [#]	9,469,694	–	9,469,694
Other operating and administration expenses	420,451	3,669	424,120
Total resources expended	10,281,965	3,669	10,285,634
Net surplus for the year	1,241,825	–	1,241,825
Balance as at 1 January 2022	34,995,038	–	34,995,038
Balance as at 31 December 2022	36,236,863	–	36,236,863

[#] Charitable activities expenses comprise expenses connected to provision of various charitable programs and services offered by the company.

Statement of Financial Position

As at 31 December 2022

	2022	2021
	\$	\$
ASSETS		
Non-current assets		
Plant and equipment	509,679	565,392
Right-of-use assets	1,784,923	2,216,134
Total non-current assets	2,294,602	2,781,526
Current assets		
Other receivables	586,766	774,899
Other assets	63,299	46,355
Cash and cash equivalents	36,901,858	34,834,257
Total current assets	37,551,923	35,655,511
TOTAL ASSETS	39,846,525	38,437,037
FUNDS AND LIABILITIES		
Unrestricted fund		
General fund	36,236,863	34,995,038
Non-current liabilities		
Provision	80,250	80,250
Lease liabilities	1,407,811	1,811,365
Total non-current liabilities	1,488,061	1,891,615
Current liabilities		
Lease liabilities	401,886	381,375
Other payables	1,508,848	1,169,009
Other liabilities	210,867	–
Total current liabilities	2,121,601	1,550,384
Total liabilities	3,609,662	3,441,999
TOTAL FUND AND LIABILITIES	39,846,525	38,437,037

Key Remuneration Band

Number of key management in compensation bands:

	2022	2021
	\$	\$
\$100,000 and below	4	5
\$100,001 and above	5	5

UEN Number: 201934434R

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