

CHARITY TRANSPARENCY

Singapore Cancer Society Score card Report

S/N	Item	Item Details	Remarks / Supporting Documents
A. Board and Executive Management			
1.	Disclosure of Information on the Board	<p>Basic</p> <p>1. Name</p> <p>2. Board Appointment</p> <p>3. Date of Appointment</p> <p>Beyond Basic</p> <p>4. Occupation/ Experience working with charities and corporate</p> <p>5. Roles and Responsibilities/ Matters requiring Board Approval</p>	<p>All information on Singapore Cancer Society Council members (name, Council appointment, date of appointment and occupation & experience) can be found in pages 5 and 6 - SCS Annual Report 2016</p> <p>Board Terms of Reference (TOR)</p> <ul style="list-style-type: none"> The Society is governed and its affairs administered by a Council composed of twelve elected members and a maximum of four co-opted members. The entire business of the Society shall subject to its Constitution be arranged, administered and managed by the Council who may exercise all such powers of the Society as are not by its Constitution declared to be exercisable only by the Society in General Meeting and no rule made by the Society in General Meeting shall invalidate any prior act of the Council which would have been valid if such rule had not been made.

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			<ul style="list-style-type: none"> • The Council may appoint and delegate any of their powers and authorities to committees consisting of two or more Council members and any other persons as the Council may think fit provided that any ad hoc committee may consist of one or more Council member and any other persons as the Council may think fit. Any committee so formed shall conduct its business of the Council but subject thereto, any such committee may conduct its business in such manner as may be determined by such committee. Any such committee shall maintain records of all its proceedings and copies of resolutions passed by such committee (whether at a meeting or by resolutions in writing) shall be tabled at subsequent meetings of the Council. • The Council shall meet as often as it deems necessary and six Council members shall constitute a quorum at such meetings.
		Bonus No staff sits on the board	No SCS staff sits on the Council
		Disclosure of frequency and attendance at Board meetings (note: shows how active the board is)	Council members attendance at Council meetings is available on page 3 in SCS Corporate Governance & Financial Report 2016

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		<p>Disclosure of policy for Board selection and recruitment, induction, training and evaluation of Board Effectiveness.</p>	<p><u>Council Selection/Recruitment</u> Policy for selection and recruitment of the SCS Council members are made by the SCS Nominations Committee. Its guiding principle is to choose the best candidate to fill the vacancy in a formal and transparent process. In so doing, it shall endeavour to seek personal and professional qualifications of a nominee and the representational needs of the Council.</p> <p><u>SCS Council Induction</u> At the beginning of a new term, which is two years each, or when there is a change in a Council Member, Council Member are oriented to the work of SCS while they serve as committee members and Co-Opted Council Members.</p> <p>SCS conducts a formal orientation programme for the new members. The SCS CEO will brief new Council members on the overview of SCS on the vision, mission, shared values and the structure and strategic plans of SCS. The functions and scopes of various SCS Committees will also be briefed.</p> <p>Each new Council Member will receive a Council Kit which provides comprehensive information about SCS organisational matters (on finance, human resource and governance etc), Terms of Reference of the Council and committees, SCS Constitution and other charity governance documentation and Council members' responsibilities. Through the course of their term, Council Members will be invited to visit SCS programmes and events.</p> <p><u>Council Evaluation</u> The assessment/ evaluation of Council's performance will be done collective as a Council. Individual Council members will also complete a self-evaluation for submission to the Nominations Committee for annual review.</p>

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2.	Disclosure of Information on Executive Management	<p>Basic</p> <p>1. Name</p> <p>2. Designation</p> <p>3. Organisational Structure</p> <p>Beyond Basic</p> <p>4. Date of Appointment (For CEOs/EDs /CFOs)</p>	<p>The SCS organisation structure can be found on the Management Team page of the SCS website.</p> <p>Please refer to Page 7 SCS Annual Report 2016 for overview of senior management team (names and designation).</p> <p>Date of appointment and past job experience for members in the CEO Office:</p> <p>1. Albert Ching, Chief Executive Officer</p> <p>Mr Ching joined SCS as Chief Executive Officer on 17 September 2012.</p> <p>Before joining SCS, Albert was the Executive Director and General Secretary of the YMCA of Singapore for over 7 years. Prior to YMCA, Albert served as Executive Director at The Boys' Brigade.</p> <p>2. Dr Ong Yew Jin, Medical Director</p> <p>Dr Ong Yew Jin was appointed Medical Director at Singapore Cancer Society on 5 January 2015. In his capacity, Dr Ong works towards improving the quality of clinical care to position SCS as an organisation providing quality care. He also focuses on developing an integrated and holistic model of care, to be part of the cancer care continuum. Dr Ong who is a Specialist in Palliative Medicine, has clinical oversight of the SCS hospice care, welfare and the cancer rehabilitation departments.</p> <p>Dr Ong joined SCS from Assisi Hospice where he was Head of the Medical Department. He graduated from NUS medical school in 1998 and initially trained as an emergency medicine physician. A personal experience of caring for an ill loved one led him to realise the need for diverse skills and resources to provide good care at the end of life and particularly at home. This ultimately spurred him to join Assisi Hospice in Oct 2005 and specialise in palliative care.</p>

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			<p>3. Mr Tay Kuan Ming, Director Corporate Services</p> <p>Mr Tay joined Singapore Cancer Society on 01 February 2017 as Senior Manager, Special Projects, CEO Office. He has 28 years of professional work experience covering audit, finance and management portfolios in multi-national companies. The last 12 years were in the capacity of Chief Financial Officer at Carrier UTC, Coca-Cola and Pacific Internet. Prior to joining SCS, Mr Tay was the Associate Dean of NUS Business School implementing change management and running finance and operations.</p>
3.	Disclosure of Information on Committees (or designated board members) which oversee specific areas	<p>Basic</p> <p>1. Name</p> <p>2. Committee(s)/ Areas which designated boards are in charge of</p> <p>3. Appointment in Committee(s)</p> <p>Beyond Basic</p> <p>4. Terms of Reference</p>	<p>Details of Council members can be found in Pages 5 and 6 SCS Annual Report 2016</p> <p>Terms of Reference – Nominations Committee</p> <ul style="list-style-type: none"> • Recommend to the Council the composition of the SCS Council • Choose best candidate to fill the vacancy • Seek personal & professional qualifications of nominees and the representation needs of the Council <p>Terms of Reference – Audit and Risk Committee (ARC)</p> <ul style="list-style-type: none"> • Review, monitor, recommend systems of internal control to identify and mitigate any financial risks associated with the Society • Evaluate whether management is setting appropriate control culture • Review and monitor management’s implementation of internal control recommendations made by internal and external auditors

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			<ul style="list-style-type: none"> • Review and monitor management’s implementation of internal control recommendations made by internal and external auditors • Ensure a review of effectiveness of Society’s material internal controls, including financial, operational and compliance controls, interested party transactions and management of financial risk is conducted at least once annually • Review with management, and internal and external auditors, results of investigation and follow-up actions when the ARC becomes aware of any fraud, illegal acts, infringement of any laws or other similar issues <p>Terms of Reference – Finance Committee Roles and responsibilities is to have oversight on all finance and finance-related matters of the Society, including:</p> <ul style="list-style-type: none"> • Reviewing monthly financial statements and financial performance of the Society prior to submission to Council • Considering, recommending annual budget (operating and capital) for Council's approval • Where necessary, submit proposals to EXCO for recommendation to draw on the Society’s reserves • Monitoring and reviewing any deviations from the annual budget • Reviewing and formulating accounting polices (including financial approval limits), guidelines and procedures • Performing other functions as required under the Constitution and as the Council may determine <p>Terms of Reference – Executive Committee Assists Council in the stewardship and oversight of the Society by facilitating and monitoring the implementation of plans, policies & programmes approved by the Council.</p> <ul style="list-style-type: none"> • Review, recommend to the Council the appointment of the SCS Chief Executive Officer • Recommend to the Council the appointment and re-appointment of existing and/or new Council members

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			<ul style="list-style-type: none"> • Approve the co-opting of any non-Council member to any of the committees of the Council • Act of behalf of the Council on any matters delegated by the Council or referred to them by the committees of the Council from time to time <p>Terms of Reference – Community Partnership Assists the Council in the oversight of all fundraising and volunteer management and activities</p> <ul style="list-style-type: none"> • Develops long-term strategic policies and priorities for fundraising for recommendation to the Council • Develops long-term strategic policies for volunteer management • Provides policy guidance and oversight of all fundraising and volunteer management initiatives • Establishes annual and long-term institutional financial targets and goals • Monitors and evaluates progress of fundraising and volunteer activities and programmes in meeting targets and goals • Ensures appropriate resources are mobilised to support fundraising activities and volunteer management, including monitoring of budgetary resources • Supports solicitation for volunteers and staff in the identification, research, rating, cultivation, solicitation and stewardship of major prospects and donors and to provide guidance in the assignment of prospects to solicitors • Reviews and recommends to the Council any third-party fundraisers and jointly-organised programmes proposed by external organisations to raise funds for the Society • Ensures good governance practices and internal controls are in place • Ensures proper accountability and stewardship of funds raised <p>Terms of Reference – Community Health Assists the Council in ensuring that public education programmes conducted by the Society achieve its mission of promoting public awareness on cancer and encouraging early detection and prevention</p> <ul style="list-style-type: none"> • Proposes an overall strategic and long-term direction for public education programmes • Approves the annual work plan and key performance indicators of the Community Health department

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			<ul style="list-style-type: none"> • Proposes an annual operating budget for Community Health • Ensures adequate resources are devoted to the execution of public education programmes, and that resources are effectively and efficiently managed and utilised • Appoints organising committee chairman for each awareness campaign organised by the Society <p>Terms of Reference – Human Resources, Admin & IT Committee Assists the Council in providing oversight on all human resource, administration and IT matters of the Society</p> <ul style="list-style-type: none"> • Drafts, revises the development, review and authorisation of HR policies and procedures for approval by the Council • Proposes terms & conditions of the CEO and other senior management staff of the Society according to the Chart of Authority • Establishes a salary structure and reviews employees' annual salaries and benefits package • Proposes to the Council performance bonuses and increment, including compensation principles and objectives and competitive positioning • Reviews job descriptions and management's processes for attracting, retaining, developing, motivating and tracking performance of talented employees • Builds, strengthens a valuable & compelling brand for the Society • Develops employees through relevant and engaging training and long-range career planning • Handles employee formal written grievance against the CEO, or when an employee formally appeals a decision by the CEO to the Council • Evaluates performance appraisal of the Head of Department of the HR department <p>Terms of Reference – Facilities & Relocation Committee Assists the Council in fulfilling its oversight responsibility for the participation in the Realty Centre's collective sales pertaining to SCS' office premises and relocating the SCS operations.</p>

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			<p>Terms of Reference – Medical Professional and Audit Committee Assists the Council by providing oversight in Hospice Patient Care, SCS Hospice Care, Psychosocial Services</p> <ul style="list-style-type: none"> • Advises the Council on all clinical and professional matters pertaining to SCS Hospice Care and Psychosocial Services • Responsible for quality assurance of the professional medical, nursing and allied health care provided to SCS Hospice patients • Periodic review of SCS Hospice patients statistics, medical (drug and equipment) expenses and clinical audits, including statistical returns to MOH, if any • Promotes development of clinical practice standards and benchmarking • Provides advisory of clinical manpower establishment and salaries, and provides feedback to HR Committee and the Council • Advises and assists in recruitment of key clinical staff • Provides direction on the future development of SCS Hospice Care and Psychosocial Services • Advises on annual clinical training budgets, and on suitability of clinical training courses and conferences for staff professional development • Serves as Ethics Review Committee to review research proposals, if any • Serves as Medical Review Board to review complaints relating to clinical matters/clinical practices involving SCS Hospice patients <p>Terms of Reference – Cancer Treatment Fund (CTF) Medical Sub-Committee Assists the Welfare Committee in providing oversight in the medical indication of cancer treatment fund to cancer patients</p> <ul style="list-style-type: none"> • Establishes guidelines and policies including medical indications for the funding of cancer treatment and cancer patients' needs • Establishes treatment subsidy criteria for funding • Evaluates cancer treatment funding to ensure its relevance and service standards and recommends proposals or approaches to improve the treatment efficacy of CTF funding. All treatment regimens to be assessed by the panel doctors of the CTF Sub-Committee. Endorsement of a regimen by majority of the CTF would constitute a pass in medical indication.

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			<ul style="list-style-type: none"> • Provides directions and policies on treatment subsidies for the cancer patients approved by the Society <p>Terms of Reference – Welfare Committee Assists the Council in providing oversight in the disbursement of financial assistance schemes, support services and programmes for cancer patients.</p> <ul style="list-style-type: none"> • Evaluates financial assistance schemes to ensure its relevance and service standards, and recommend proposals or approaches to improve the effectiveness of welfare aid funding • Establishes financial criteria and means testing for funding • Oversees the review and approval process, and management and administration of the welfare fund, including reviewing and putting in place financial approval limits, proper supporting documentation for each case file, internal control measures, other operational controls for good corporate governance and risk management • Proposes an annual budget and work place for each new financial year for Cancer Treatment Fund, Welfare Aid, Cancer Care Fund, Other Financial Schemes, Cancer Support Services • Provides directions and policies on patient care and rehabilitative services for the support groups approved by the Society • Establishes support group database to keep track and manage members of support groups • Evaluates support groups' programmes to ensure its relevance, and recommends proposals or approaches to improve on the support services for patients/survivors/caregivers • Establishes guidelines and policies for support groups of the Society
		<p>Bonus Disclosure of frequency and attendance at Committee meetings</p>	<p>Not disclosed.</p>

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4.	Disclosure of term limit for the Treasurer (or equivalent e.g. Finance Committee Chairman)	Basic Maximum limit of 4 consecutive years or less	SCS complies with the limits for Council terms which states that no person shall be appointed as Honorary Treasurer for more than 4 years. See extract as below: No person shall hold the office of Chairman or Vice Chairman or Secretary or Assistant Secretary for more than eight (8) consecutive years but such person shall be eligible for appointment to the same post after a lapse of one (1) year. No person shall hold the office of Treasurer or Assistant Treasurer for more than four (4) consecutive years but such person shall be eligible for appointment to the same post after a lapse of one (1) year.
B. Strategic Direction and Programme Management			
5.	Disclosure of Strategic Direction	Basic 1. Objects / Mission	The SCS Mission and Purpose (Vision) can be found on page 1 SCS Annual Report 2016 and SCS website
		2. Vision	
		Beyond Basic 3. Strategy/ Strategic Thrusts	SCS Strategic Thrusts <ul style="list-style-type: none"> We minimise the impact of cancer in Singapore. We provide cancer education and screening for the public towards achieving prevention and early detection of cancers. We also provide holistic support for cancer patients, their families and caregivers. Our outcome-oriented programmes which span the entire cancer journey are of consistently high quality, client-centric and highly accessible. We strive to be the leading cancer charity in Singapore, the first port of call for all and the constructive voice to bring about positive social change that supports our mission.
		4. Core Values	The SCS Core Values are Stewardship, Perseverance, Integrity, Respect and Teamwork, and can be found in the SCS website
6.	Disclosure of Programmes, Activities and Services	Basic General information about programmes, activities and services	General information of SCS programmes, activities and services can be found in the SCS Annual Report, website and facebook. For up-to-date information, SCS updates our website and Facebook page regularly.

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		<p>Beyond Basic Up-to-date and/or detailed information on programmes, activities and services (e.g. regular update on website, Facebook)</p>	<p>Some examples can be found in the following links:</p> <p>SCS Facebook Page</p> <p>Singtel-Singapore Cancer Society Race Against Cancer 2017</p> <p>SCS Women's Gynaecological Cancer Awareness Campaign link</p>
7.	Disclosure of Outcomes / Effectiveness of Programmes and Services	<p>Basic Disclosure of basic statistics about the beneficiaries</p> <p>Beyond Basic Analysis and commentary on the effectiveness of the programmes and services, with detailed statistics provided.</p>	<p>SCS provides statistics and detailed commentary on the outcome and effectiveness of our programmes through our Annual Report on a yearly basis. For FY 2016, Highlights & Achievements can be found on pages 12-15 of the SCS Annual Report.</p> <p>The outcomes and effectiveness of SCS programmes and services are captured in various sections of the SCS Annual Report. For example, a summary of screening achievements, number of GPs participated, number of people screened and number of people who tested positive can be found in the SCS Cancer Awareness Campaign pages 20 to 29 of the SCS Annual Report.</p>
C. HR Management			
<i>Does staff receive remuneration? If no, skip Q9/Q9b and exclude 5 points from the base score.</i>			
8.	<p>For Medium and Large Charities and/ or IPCs Disclosure of how staff performance is reviewed and assessed</p>	Yes	At the beginning of the appraisal year, goals are jointly set by staff and their supervisors (usually the Head of Department or Team Leads) on the key results to be achieved by the end of the appraisal year. The individual goals are aligned to the department and overall SCS goals.

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9.	For Medium and Large Charities and/ or IPCs Disclosure of annual remuneration of 3 highest paid staff who each receives more than \$100,000, in bands of \$100,000	Basic Discloses the annual remuneration of 3 highest paid staff who each receives more than \$100,000, in bands of \$100,000	The annual remuneration of the three highest paid staff can be found in page 22 (Item 3A) of the SCS Corporate Governance & Financial Report 2016
		Beyond Basic Disclose exact annual remuneration of 3 highest paid staff who each receives more than \$100,000	No disclosure.

D. Management of Conflict of Interests

Do board members receive remuneration (as indicated in Q10)? If no, skip Q11 and exclude 5 points from the base score.

10.	For Medium and Large Charities and / or IPCs Disclosure of exact remuneration and benefits received by each Board member (if the governing instrument permits remuneration) OR Disclosure of the fact that its governing instrument does not permit remuneration /	Not applicable.	SCS Council Members do not receive remuneration. This is also stated in page 2 of the SCS Corporate Governance & Financial Report 2016
		Yes	

S/N	Item	Item Details	Remarks / Supporting Documents
	Disclosure of the fact that board members do not receive remuneration		
12.	Disclosure of parties involved in setting remuneration of key staff OR Disclosure of the fact that its staff does not receive remuneration	Applicable Not Applicable	There is the SCS Chart of Authority for setting remuneration of key staff. SCS Chart Of Authority The Chart Of Authority Manual aims to give greater transparency to the delegation of responsibilities and authorities within Singapore Cancer Society. This will help improve the efficiency and speed of Management's decision-making and institute a higher standard of good corporate governance. The highest decision making authority of the Society rests with the Council. The Office Bearers who are Council members are empowered to act on matters within the authority limits set by the Council. The Chart of Authority Manual defines the limits of authority and responsibility of various levels of Management.
13.	Disclosure of policy for managing conflict of interest	Required Disclosure 1. Documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board on a regular basis and when the need arises 2. Special procedures to deal with the conflict of interest when Board members have any interest in business transactions or	<u>Board Members</u> Council members are required to declare their actual or potential conflict of interest before the start of every term. They are also required to update on any new actual or potential conflict of interests as and when the need arises. <u>Staff</u> At the point of hire, staff are required to declare any actual or potential conflicts of interest. Staff are required to declare any actual or potential conflicts of interest yearly to HR as and when the conflict of interest arises. Some examples of conflict of interest include: a) Staff taking part in the evaluation and selection of a contractor/vendor/event company, etc from a number of bidders or interested parties one of which is operated by his/her spouse, family, relatives or personal friends or in a company that he/she has a financial interest. b) Staff accepting gifts or entertainment from a contractor/vendor/event company, etc who has dealings with SCS.

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		contract that the charity may enter into, any interest in other organisations that the charity has dealings with or is considering entering into joint ventures, any interest as the charity's suppliers, clients, beneficiaries, staff.	<p>c) Staff selecting candidate or deciding on candidate who is a spouse, family member or relative.</p> <p>d) Staff who has a significant (family member, relative) or romantic relationship with Reporting Officer.</p>
E. Financial Management and Internal Control			
14.	Disclosure of internal control systems for financial matters in key areas (e.g. procurement, payment, receipting and budget planning)	<p>Basic 1. Discloses that documented procedures are in place for financial matters in key areas (e.g. procurement, payment, receipting and budget planning)</p> <p>Beyond Basic 2. Discloses that reviews are conducted on the charity's controls, processes etc.</p> <p>Bonus Disclosure of Board opinion of internal controls</p>	<p>SCS has standard operating procedures, training slides, forms and templates on all key areas provided by finance team. These are published in the common drives and accessible by all staff.</p> <p>All areas of operations and finance are subject to internal and external audit.</p> <p>Not disclosed.</p>

S/N	Item	Item Details	Remarks / Supporting Documents
E. Financial Management and Internal Control			
15.	Disclosure of policy for making loans OR Disclosure of the fact that it does not make loans	Required Disclosure 1. Conditions for making loans 2. Approval authority 3. Disclosure requirements for the loans made 4. Indication that loans are made to related parties.	SCS does not make loans.
16.	Disclosure of policy for making donations to external parties (e.g. another charity or charitable cause) OR Disclosure of the fact that it does not make donations to external parties	No Disclosure	SCS does not make any donations.
Does the charity have more than one year's reserves? Yes.			
17.	Disclosure of reserves position and policy	Basic 1. Level and Purpose of Reserves	Please see page 3 of the SCS Corporate Governance & Financial Report 2016

S/N	Item	Item Details	Remarks / Supporting Documents
		2. Level and Purposes of Designated Funds	Please see Page 31 (item 17) of the SCS Corporate Governance & Financial Report 2016
		3. When the Designated Funds are likely to be used	Designated funds are used upon approval by the SCS Council.
		Beyond Basic 4. Reserves Ratio	SCS has a reserves policy of three times, and no more than five times, its annual operating budget. Please see page 3 of the SCS Corporate Governance & Financial Report 2016
Does the charity have restricted and endowment funds? Yes.			
18.	Disclosure of the purpose, amount and planned timing of use for restricted funds (including endowment funds)	Required Disclosure 1. Purpose and Amount of funds	Please see Page 31 (item 17) of the SCS Corporate Governance & Financial Report 2016
		2. Planned timing of use	Please see Page 31 (item 17) of the SCS Corporate Governance & Financial Report 2016
Does the charity have reserves that are invested? Yes.			
19.	Disclosure of investment policy if the charity invests its reserves	Basic 1. Approving Authority	All investments are approved by the SCS Council.
		2. Type of financial Instruments approved by the Board	The financial instruments include bonds and fixed deposits.
		Beyond Basic 3. Guiding principles (e.g. to generate returns while protecting capital, statutory compliance)	The SCS Investment Policy guides investments made by SCS.

S/N	Item	Item Details	Remarks / Supporting Documents
F. Conduct of Fundraising Activities			
<i>Does the charity conduct fundraising activities? Yes.</i>			
20.	Disclosure of information about past fundraising activities	Basic 1. List of fundraising activities conducted (Date & Location)	Singtel-Singapore Cancer Society Race Against Cancer 2017 Angsana Green, East Coast Parkway 30 July 2017
		2. Total gross receipts from the fundraising activities	\$1,194,086.76
		3. Total expenses incurred in the fundraising	\$338,082.36
		4. Purpose for which the funds have been used	SCS Programmes and Services
		5. Use of commercial	Not applicable. SCS does not use any commercial fundraisers.
		Beyond Basic 6. Fundraising efficiency ratio	21%
		7. Rationale behind the use of commercial	SCS does not use any commercial fundraisers.
		8. Fee arrangements with commercial fundraisers (if applicable)	SCS does not use any commercial fundraisers.

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F. Conduct of Fundraising Activities			
<i>Does the charity have any on-going fundraising activities during reference period? Yes.</i>			
21.	Disclosure of information about on-going fundraising activities on charity's official website and/ or Facebook page	<p>Required Disclosure</p> <p>1. Date and location of fundraising activity / activities</p> <p>2. Fundraising Target</p> <p>3. Purpose for which the funds will be used</p>	Yes, all details of our ongoing fundraising activities are stated in SCS website (Third Party Fundraising) and SCS Social Media .
G. Auditor / Independent Examiner's Report			
22.	<p>Disclosure of financial statements which include:</p> <ul style="list-style-type: none"> • auditors'/independent examiners' opinion on whether the financial statements are properly drawn up in accordance with the relevant provisions; and • report on other legal and regulatory requirements 	The auditor expressed an unqualified opinion in the report	Yes. Please see pages 5-8 of the SCS Corporate Governance & Financial Report 2016

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H. Timeliness of Disclosure			
23.	Annual returns (i.e. annual reports, financial statements and Governance Evaluation Checklists) are submitted to the office of Commissioner of Charities and disclosed on Charity Portal within 6 months from the end of the financial year	Timely Submission (Within 6 months)	Yes. Deadline complied.

