

Singapore Sports Council Annual Report 2009/2010



SINGAPORE
SPORTS COUNCIL

Building a Great Sporting Nation

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Chairman's Message

Building a Great Sporting Nation

Extraordinary change has been taking place in the city in which we all live, work and play—the city we call home.

New commercial developments, new transit stations, new needs for human capital, new strategies for the environment, new approaches to water safety, new places to play sports. And this was just in fiscal 2009. Singapore has become a more diverse, connected and vibrant place.

Navigating change is rarely easy, but the Singapore Sports Council (SSC) is ensuring that sports are more relevant than ever. We continue to plant the seeds of a sporting culture—a sports eco-system of excellence, participation, industry and *people*. Our legacy will go well beyond victories on a podium.

With everything that the SSC and its partners do, we are contributing to the emerging greatness of Singapore as a place to live, work and play.

Singapore is an old city but a young country, with a new-world economy. Our government envisions Singapore as a *global city*. For the SSC, this is a perfect fit for our strategy to position Singapore as a *global sports city*.

Often, when we describe Singapore's best attributes, we focus on our impressive infrastructure and commercial efficiency. However urban designers have long recognised the need for *place-making* within a city—spaces where people can meet and share the common purpose and joy of their lives. At SSC, you can see this place-making in our venues, programming and events such as

Sengkang Sports & Recreation Centre, our *SwimSafer* programme and OCBC Cycle Singapore.

A year ago, I wrote about the competitive ascendance of our athletes. The development of elite competitors remains one of the most powerful stories coming from Sporting Singapore. The quality of our programmes with the National Sports Associations was borne out



at the Singapore Asian Youth Games from 29 June 2009 and the December Southeast Asian Games in Laos. Both events were triumphs for Singapore athletes.

However, like Singapore, the SSC story itself is becoming more diverse, vibrant and connected to a bigger picture. We remain the key developer and implementer of sports policy, programming and marquee events in Singapore. But as we drive our nation's agenda for sports, we increasingly are an agent of important social change.

Growing as the National Sports Agency

At our best, as a government statutory board, the SSC is helping to shape Singapore's future by creating a sporting culture. We are the only dedicated sports body in the world mandated by a government to develop participation, excellence and industry concurrently. In some instances, our work focuses on a single aspect such as participation via the sports education programme or in excellence through our elite coaching options. In other projects, the three thrusts merge.

As a marquee event for Singapore, the Standard Chartered Singapore Marathon set another record in participation while incorporating excellence and industry. The Aviva Ironman 70.3 was a high participation

endurance event, with strong excellence and industry support. Hosting SportelAsia showcased our relevance to international sports business. FORMULA 1™ reflected our ability to host a big-ticket event despite the lingering effects of economic recession.





However if only one event could be chosen to illustrate the SSC's holistic approach to sports, I would choose the Singapore Asian Youth Games (AYG) 2009, as a shining example of how SSC is changing the way Singaporeans see sports and the way the world sees Singapore.

With the Ministry of Education (MOE) as co-host, the SSC organised the inaugural Singapore Asian Youth Games in a record-breaking eight months on a budget of only S\$18.26 million. We proved that we could win as competitors—and as good hosts of a cost-efficient multi-sport games. Our job as host was made much more complicated by the H1N1 virus throughout May and June. Not only did we have to ensure that AYG came to a successful completion for everyone at the games, we also had to avoid creating a new cluster of outbreaks of the virus.

AYG achieved every benchmark set for sports by the Committee on Sporting Singapore in 2001. A resilient population, multicultural bonding, national pride in our athletes, a vibrant society and international

friendships. The games also won wide praise from the Olympic Council of Asia members.

I can say unequivocally that a successful AYG would not have been possible without the steadfast commitment and professionalism of the SSC and MOE teams assigned to organise the Games.

However our impact stretches well beyond events. At the other end of the spectrum, we are raising professional standards in sport. In FY09, the National Water Safety Council, in partnership with the SSC, introduced a new six-stage swimming programme – *SwimSafer*. The programme incorporates the best of the previous methodology with the best practices from today.



Primary schools have been among the first to sign up for *SwimSafer*. This means that water safety and sports safety will be embedded as core values for this generation from an early age.

The cultural DNA of Singapore is evolving. We may be famous for our food culture, but Singapore's sporting culture is on the rise. Not only did Sporting Singapore hold more than 700 international and local sporting events during FY09, we had more visitors using SSC facilities. In the year ending 31 March 2010, visitorship to our sports and recreation centres (SRCs) hit a new record of 12.9 million visits.

As a fourth generation facility, the Sengkang Sports and Recreation Centre represents a new standard in design for the community, combining the best of universal design principles

with a respect for the surrounding natural environment. It is the first collaboration between SSC and the People's Association, and the property received the highly coveted "Universal Design Award for the Built Environment" from the Building and Construction Authority.

As a multi-faceted sports organisation, SSC is driving the growth of Singapore's sporting culture, adding to the richness



of our way of life and securing a strong sports legacy for years to come.



Contributing to Our City

Evolution, by definition, does not take place overnight. But sometimes excellent progress can be seen in only a year. OCBC Cycle Singapore is a sterling example of how sports can influence the ebb and flow of a city. In FY08, the first OCBC Cycle drew some 5,000 people. In FY09, 9,000 people signed up in an incredible show of support for the event and the sport.

Singapore's cycling infrastructure is in its infancy, but people still want to get on their bikes and ride. People feel good physically when they cycle; and they feel virtuous. Cycling is a green form of transportation for a green city. Singapore is already responding to demand for recreational sports paths with the creation of the park connector lanes. National Parks Board has built some 110 kilometres of lanes connecting the city's parks, reservoirs and beaches, and more are already in development.

At the same time, Singapore is achieving phenomenal bandwidth as an international sports city.

SSC's senior leadership team delivers our sports messaging at industry conferences world-wide. We are praised consistently for our holistic yet

fiscally prudent vision for sports and applauded for our systems, processes and people.

In late March 2010, the SSC received exciting news that Singapore had been shortlisted as a candidate for



the prestigious Ultimate Sports Cities Awards from the London-based Sport Business Group. A month later, it was announced that we had come 2nd, only to Melbourne from an original list of

2,000 cities. Overall, the Award was a gratifying affirmation of the emerging greatness of our city.

The SSC does not work in isolation. We work with our partners to create a more dynamic city. If you look at the Marina Bay district, for example, you can see the happy convergence of many government bodies. The Urban Redevelopment Authority handles the master planning for all land use in Singapore. SSC owns and manages The Float—the largest floating stadium in the world. The Public Utilities Board manages Marina Barrage, which has turned Marina Bay into a fresh-water reservoir open to water sports. Singapore Tourism Board promotes the Esplanade Theatres on the Bay as a nightlife destination. The Land Transport Authority grants permission for SSC to run its events.

In December 2010, the new Standard Chartered Marathon Singapore will run through Marina Bay, Orchard Road and Sentosa, another indicator of how we all work together to produce enjoyable sporting experiences for Singapore. Thus, the SSC shares credit for this Ultimate Sports Cities Awards with our fellow government agencies.

Developing Our People

Singapore was not spared the impact of the global recession in 2009, and the sports sector, specifically, felt the



pinch from tighter corporate spending on sponsorship. However as a nation, a city and a sports organisation, we proved our resilience and willingness to invest in the future. Indeed, the SSC maintained our forecast of a \$2 billion contribution to Gross Domestic Product by 2015 by the sports sector and 20,000 value-added jobs.

The development of human capital will remain our greatest contribution to the economy. In FY09, we led some very different initiatives to

help create new jobs and career pathways in sport. Shortly before the fiscal year end in March 2010, we announced the successful bidder for the Changi Motorsports Hub (CMH). This permanent race track will be an important source of jobs during construction and, more importantly, careers once the CMH becomes fully operational. Located on an undeveloped plot of land, CMH effectively will create a new economic zone for Singapore—a new place for Singaporeans to play and work in sports.

On a much broader basis, the SSC anticipates rising demand for human capital in sports business as a result of our increasing push into sports broadcasting, the generation of new sports content and the subsequent sale of rights. The creation of new events and professional sports



broadcast content will ignite demand for sports cameramen, broadcasters, editors and news writers. There will be rising demand for events management companies, public relations personnel and sports promoters.

More events will require more volunteers. Thanks to the Asian Youth Games, we now have a 5,200-strong base of volunteers with training in events logistics. Many more signed up for the inaugural Youth Olympic Games, an event that SSC fully supported with pride. As volunteers,



they are helping to write our country's sporting history; they, too, are contributing to the greatness of our sporting culture.

Singapore 2010 was a once-in-a-lifetime opportunity for Singaporeans to share in the excitement of an Olympic Games. I am proud that we not only organised Singapore 2010, but we supported and cheered for all the young athletes, regardless of their nationality. In doing so, we lived the Olympic values of excellence, friendship and respect.

You have seen the emerging greatness of our own youth at AYG, the SEA Games and the Singapore 2010 Youth Olympic Games. Every year they set new national records and carry our flag onto the podium. Our youth are our best reason to be optimistic about the future of Singapore. Through them, we plant the seeds of our sporting culture. Through them, we will grow our great sporting nation in the years to come.

Alex Chan

Chairman, Singapore Sports Council

Council Members



Mr Richard Seow
Vice Chairman
Parkway Holdings Limited

Mr Alex Chan
Chairman
Singapore Sports Council

Ms Sum Chee Wah
Director
(Education Programmes)
Ministry of Education

Mr Bernard Richard Tan
Managing Director
DBS Bank Commissioner
DBS Indonesia

Mr Edmund Koh
Deputy Chairman
Singapore Sports Council

Mr Low Teo Ping
President
Singapore Sailing Federation
and Singapore Rugby Union

Council Members



BG Philip Lim
Chief of Staff-General Staff
Ministry of Defence

Mr Tan Ju Seng
President
Singapore National
Paralympic Council

Dr Benedict Tan
Sports Physician
Head & Senior Consultant
Changi Sports Medicine Centre,
Changi General Hospital

Mr Lee Hong Chuang
APJ Business Recovery
Operations Manager
Hewlett Packard Singapore

Mr Tan Boon Huat
Chief Executive Director
People's Association

Dr Janice Khoo
General Practitioner
The Rafflesian Clinic
and Surgery

Mr Chew Hock Yong
First Deputy Secretary
Ministry of Community
Development,
Youth and Sports

**Dr Saiful Nizam
Bin Subari**
General Practitioner
National Healthcare Group
General Practitioners



Mr Kelven Tan
Chief
Sports Marketing Group



Mr Oon Jin Teik
Chief Executive Officer



Mr Bob Gambardella
Chief
Sports Development Group



Mr Kenneth Hui
Chief
Sports Facilities Group



Ms Goh Fang Min
Chief Financial Officer



Ms Lynette Lim
Chief
Organisation Strategy
& Development Group

Senior Management



Mr Kenneth Tan
Chief Executive Officer
SISTIC.com Pte Ltd

Ms Denise Marsh
Chief Executive Officer
Singapore Indoor Stadium

Business Unit Management

Corporate Governance

SSC's Council comprises Chairman, Alex Chan, Deputy Chairman, Edmund Koh, and 12 other members, including representatives from leading private-sector companies and senior government officials.

Council Members advise SSC on fulfilling its vision and provide guidance to ensure that SSC functions efficiently. They review major corporate policies as well as approve financial statements, the annual budget and major projects.

In carrying out its duties, the Council is also supported by three subcommittees: the Financial Committee, the Audit Committee and the Human Capital Committee.

Human Capital Committee

MR TAN BOON HUAT
(Chairman)

MR TAN JU SENG
(Member)

MS PATRICIA TAN
(Secretary)

Terms of Reference

- Review and approve policies and strategies on Human Capital Development and Management
- Review and decide on regulations pertaining to staff matters
- Consider and review manpower proposals



Audit Committee

MR CHEW HOCK YONG
(Chairman)

BG PHILIP LIM
(Member)

MR LAI SENG KWON
(Co-opted Member)

MR MARCUS QUEK
(Secretary)

Terms of Reference

- Assist the Council in fulfilling its responsibilities regarding:
 - financial reporting
 - governance and internal control
 - the audit process
 - compliance with laws and regulations
- Review audit results and guide management on actions to be taken
- Recommend appointment of auditors

Finance Committee

MR EDMUND KOH
(Chairman)

MR BERNARD RICHARD TAN
(Member)

MR TAN WEE KHIM
(Co-opted Member)

MR PHOI KWOK ENG
(Secretary)

Terms of Reference

- Formulate accounting and financial policies for adoption and implementation by SSC
- Review and decide on financial regulations for SSC
- Advise the Council on all major financial matters
- Perform executive functions outlined in SSC's financial regulations

Year in Brief



March 2009

4th Annual CEO Networking Session reveals optimism behind the economic clouds

Despite the lingering economic uncertainty, Sporting Singapore remained optimistic about future growth in the sector on the back of planned spending on infrastructure, recurring strength in events sponsorship and new investment in sports. SSC retained its forecast of \$2 billion GDP contribution by 2015.

April 2009

SSC announces \$58.8 million in annual funding for National Sports Associations

Under its Annual NSA Grant Exercise (ANGE), the SSC will channel \$58.8 million to National Sports Associations (NSAs) to invest in athletes, events and programming. Key outcomes

expected from the NSAs include a focus on youth participation, continuing success at major international games and competitions and improving quality in high participation programmes as well as a greater level of organisational excellence.

June-July 2009

Asian Youth Games enjoy spectacular debut in Singapore

A new entry-level games for the Olympic Council of Asia (OCA), the AYG featured 90 events across nine sports and a culture and education programme to encourage cross cultural understanding. Overall, the AYG proved to be a stunning social experiment in youth sports and a strong taste of the action to come at the Singapore 2010 Youth Olympic Games. Keep 1,229 young athletes from across Asia came for the first

continent-wide, multi-sport games. For more details, please refer to page 33.

August 2009

SSC and NUS collaborate to develop Sports Injury Database

To promote sports safety nationally, the SSC and National University of Singapore (NUS) signed a Memorandum of Understanding to develop a web-based Hazard Repository. Designed to collect incident information on sports injuries in Singapore, the repository will allow researchers to analyse data to prevent and manage sports injuries.

Three bidders submit plans to develop Changi Motorsports Hub

Singapore Agro Agriculture, Sports Services and SG Changi put forward their proposals to build the highly anticipated Changi Motorsports Hub

on an undeveloped block of land adjacent to Changi International Airport. The new hub is expected to be one of Asia's premier motorsports and entertainment centres. Please refer to page 63 for more details.

SSC promotes multi-year funding programmes to improve NSAs capabilities development

The SSC rolled out a new strategy for funding development programmes for the National Sports Associations (NSAs) in FY10. The multi-year funding framework is designed to allow NSAs greater stability and continuity in their development programmes for athletes, coaches and technical officials.

October 2009

Revamped consumer website emphasises more news, more fun for users

SSC unveiled a fresh new look for the SingaporeSports.sg portal, complete with greater user interactivity, the latest news, a comprehensive sports calendar, live streams, event videos and member forums. When the website was relaunched in October 2009, SingaporeSports.sg had recorded some 7 million hits.

NSAs advised to register as charities

The SSC strongly encouraged the National Sports Associations (NSAs) to consider the benefits of registering as charities. Noting their importance to sports development, Dr Vivian Balakrishnan, Minister for Community, Youth and Sports, said the NSAs needed "to elevate their

professional competence in talent development, strategic planning and event organisation." Achieving higher standards in corporate governance will "enhance their relationships with all stakeholders and position them well for the future," he said. As registered charities, NSAs would have access to the VVOs-Charities Capability Fund (VCF) to apply for grants, a consistent, concise Code of Governance as well as automatic income and property tax exemptions.

November 2009

Singapore-Johor Second Link Bridge Walk

Almost 5,000 brisk-walkers crossed the bridge for the 9th edition of the Singapore-Johor Second Link Bridge Walk. The mass-participation event promoted community bonding and bilateral ties with Johor.

December 2009

50,000 people sign up for Standard Chartered Singapore Marathon 2009

The Standard Chartered Marathon Singapore proved again why it is one of the largest and most successful marathons in the world with some 50,000 runners taking part in its 8th event in 2009. World Champion Luke Kibet of Kenya won the title in 2:11:24. For more details, please refer to page 51.

SSC and Western Australian sports to share expertise

The SSC signed a Memorandum of Understanding with Western Australian sports institutions to advance joint projects and cooperation in high performance and sports safety. The organisations agreed to share expertise and develop strategies to increase sports participation, resulting in improved elite sports achievement.

Team Singapore impresses at 25th SEA Games with 33 gold medals

This year's Team Singapore was one of the smallest and youngest groups of athletes sent to represent Singapore at a Southeast Asian (SEA) Games—but served our country extraordinarily well. Competing in only 18 sports, Team Singapore brought home 98 medals from the 25th SEA Games in Vientiane, Laos, comprising 33 gold, 30 silver and 35 bronze. Please refer to page 59 for more details.

Deputy PM Teo breaks ground on Pasir Ris Sports Complex

Deputy Prime Minister Teo Chee Hean and Member of Parliament for Pasir Ris-Punggol GRC joined several grassroots leaders at the ground-breaking ceremony of another 4th generation sports facility for Singapore. Residents of Pasir Ris-

Punggol GRC can look forward to a new 'Green' Sports Utopia at the upcoming Pasir Ris Sports Complex. With a broad array of environmentally attuned features, the sports complex will open in mid-2011.

January 2010

MindChamps to provide customised services for athletes training for Singapore 2010

Youth athletes in training for Youth Olympic Games can now use the MindChamps Youth Athlete 3-Mind Academic Programme to help them balance the demands of sports and studies. Specially developed by MindChamps Singapore, the customised programme will be made available to athletes who are currently in training for the upcoming Singapore 2010 Games.

February 2010

SSC announces plans for Standard Chartered Marathon Singapore 2010

Scheduled for 5 December 2010, the new Standard Chartered Marathon Singapore is positioned as the pinnacle of all running events in Singapore. The SSC and Standard Chartered Bank joined forces to make the inaugural marathon one of Asia's best, with new iconic routes designed to maximise the experience for the runners.

SEA Games athletes rewarded through Multi-Million Dollar Award Programme

Team Singapore's highly successful 25th Southeast Asian (SEA) Games contingent gathered for a Chinese New Year-inspired Multi-Million Dollar Award Programme (MAP) Awards and Appreciation Dinner to celebrate

their exceptional performance at the Games. Totalling \$455,000, the MAP Awards were presented to the 25th SEA Games medallists and record breakers in red packets. It was the first time that athletes were rewarded for setting new records at the SEA Games records.

SSC and Nestle MILO partner to champion youth sports development

The SSC and Nestle MILO signed a Memorandum of Agreement (MOU) on a year-long agreement to champion youth sports development and learning through play. Under the MOU, the SSC and MILO agreed to work closely on synergistic programmes and platforms to contribute towards youth sports promotion and development.

POSB Everyday Champions for Sports seeks heroes in the heartlands

The search for POSB Everyday Champions for Sports – the award that recognises the contributions of ordinary people to our sporting culture – began deep in the heartlands of Singapore this year. Said SSC CEO Oon Jin Teik: “We have more people enjoying and playing sports than ever before in our history. And this did not happen by chance. These Everyday Champions bring the true value of sports to others. They may not be on the podium winning medals, but they are one of the key reasons behind the success of Sporting Singapore.”

March 2010 Amore Women’s Day Out 2010 promotes life-long fitness

In line with International Women’s Day, 4,000 women from all walks of life gathered at Ngee Ann City Civic Plaza for the country’s largest women-only aerobic-based event. Amore Women’s Day Out celebrates the achievements of women. The event reminded women of the importance of regular exercise and how an active lifestyle can help them overcome challenges and achieve more.

Cheer Singapore rallies Sporting Singapore

With a new campaign ‘Cheer Singapore’, the SSC challenged Singaporeans to get on their feet and cheer at sporting events. Part of the SSC’s *Let’s Play* movement, the campaign promoted cheering as a

way to get Singaporeans to use their voices to support our athletes on the road towards the first-ever Youth Olympic Games.

Changi Motorsports Hub bid awarded to SG Changi

SG Changi won the bid to develop a premier motorsports and entertainment venue by demonstrating the best combination of optimised track design, top-notch facilities, exciting programming and financial viability. With a S\$330 million budget, SG Changi delivered a design deemed innovative, flexible and functional. For more details, please refer to page 63.



Growing as the National Sports Agency

SINGAPORE Asian Youth Games 2009



Singapore Asian Youth Games 2009: a 1st for SSC, Singapore and Asia

Some 1,229 athletes from across the continent made sporting history when they came to Singapore in late June 2009 to compete with the best of their peers at the inaugural Asian Youth Games (AYG). A new entry-level games for the Olympic Council of Asia (OCA), AYG also proved to be a stunning social experiment in youth sports.

Co-organised by the Singapore Sports Council (SSC) and the Ministry of Education (MOE), AYG was the first multi-sport, continent-wide games specifically for youth. AYG also featured a unique culture and education programme, designed to promote the Olympic values of excellence, friendship and respect.

The programmes organised by the MOE helped the athletes discover what they had in common with their Asian neighbours. Competitors on the field, they became friends off the field.

Athletes took part in nine sports covering aquatics (swimming and diving), athletics, beach volleyball, bowling, football, sailing,

shooting, table tennis and – in another AYG first – the new FIBA33 format for basketball (where players play 3-on-3 until one team scores 33 points).

The 90-event AYG drew 14-17 year-old athletes from the 43 National Olympic Committee members of the OCA. For many athletes, AYG was their first overseas experience, and Singapore rolled out a warm welcome despite last-minute challenges from the H1N1 virus.

With only eight months to organise the games, SSC worked with the International Federations on the event regulations, scouted 11 competition venues and found a home for the Games Village at the Swissôtel The Stamford. SSC also led the campaign to recruit and train some 5,200 volunteers for AYG. Students and adults stepped up as chaperones, guides, first aiders and officials for the games. With the games, SSC introduced Frasia—an abbreviation of 'Friends of Asia'—as official mascot, a spirited representation of young hearts and minds in pursuit of sporting excellence. Frasia's introduction was accompanied by the unveiling of AYG's official

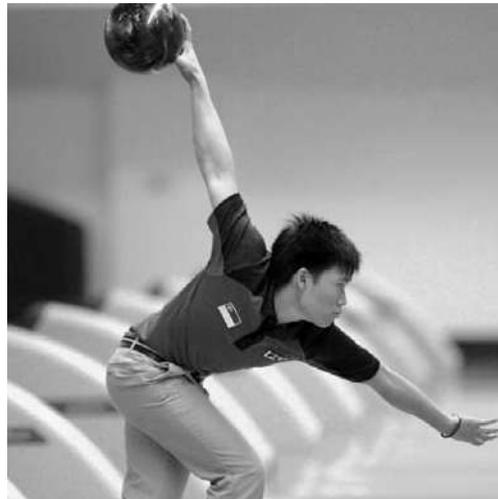
emblem and rousing theme song, *Asia's Youth, Our Future*.

AYG generated much fanfare both in Singapore and overseas, thanks to the new media channels developed especially for the games. More than 170,000 unique visitors from 141 countries accessed the official website for AYG, generating some 2.6 million page views. In addition, 160,000 viewers from 80 countries tuned into the live web event broadcasts, spending an average of 14 minutes per viewing to watch the live action from the comfort of their own homes. Top viewers were from Singapore, South Korea, Hong Kong, Thailand, the Philippines, Japan, China, Kazakhstan, USA and the UK. It was the first time that a major game had been available online via live streaming.

Team Singapore fielded 90 athletes in the games, reaping a medal tally of 9 gold, 6 silver and 15 bronze. Swimmer Quah Ting Wen clinched four gold medals and set two new national records in the 100m and 200m freestyles. For her vast achievements at AYG, she was presented with the title of Most Valuable Female Player.

Young sailor Darren Choy captured the heart of the nation by winning all three of his races on day 1 of the AYG in the Byte CII category. By event end, he had won an astonishing 8 of 10 races, scoring a glorious triumph for Singapore in the sport.

Our bowlers also came shining through with medals and some happy symmetry to the games. New Hui Fen won Singapore's first gold of the games while fellow kegger Basil Low claimed the nation's last gold of the games. Paddler Isabelle Li also put in a valiant effort to finish her event in 4th place in table tennis.



The Singapore Asian Youth Games 2009 was a formidable test for our athletes and organisers and a wonderful expansion of our sporting legacy for Singapore. The success of the games is a tribute to the professionalism of the SSC staff who worked tirelessly for eight months, the commitment of the volunteers who filled many important roles throughout the games and the dedication of the athletes who brought their best to the playing field.





SwimSafer Programme: Have Fun, Swim Safe

SwimSafer Programme: Have Fun, Swim Safe

Our focus on sports safety broadened its reach into our sporting community with the introduction of a new national water safety programme – *SwimSafer* in March 2010. A joint venture between National Water Safety Council and Singapore Sports Council, (SSC) *SwimSafer* represents an evolution in the swimming education curriculum, ensuring that students learn basic swimming, personal water survival skills and personal rescue skills concurrently.

Sports safety is a core value for SSC, and *SwimSafer* is the latest step in our campaign to promote safety awareness across all sports. We stand firmly on the principle that everyone is responsible for sports safety, and our goal is to achieve zero accidents in sports.

The holistic *SwimSafer* programme integrates the former Learn-To-Swim Programme (LTSP), the National Survival Swimming Award (NASSA) and international best practices. *SwimSafer* is now Singapore's only national water safety programme.



A Splash of Safety

The progressive six-stage programme takes students through developing water confidence to mastering advanced stroke techniques. In tandem, students are required to have rescue skills and water safety knowledge, with a focus on lifesaving readiness as a safeguard against drowning.

Statistics from the Singapore Life Saving Society show that more than 60% of drowning incidents between 2005 and 2008 in Singapore happened in seas, rivers, reservoirs and beaches, with about 30 to 40 drowning cases each year.

“Every drowning case is one too many,” said Dr Teo Ho Pin, Chairman, National Water Safety Council. “We hope to enhance the water safety knowledge among Singaporeans, and also to impart the necessary skills so that they can increase their chances of survival in different water situations.”

Different Strokes

In the *SwimSafer* programme, students learn critical water survival skills along with swimming techniques. At the end of each stage, they receive a stage completion



certificate indicating his or her individual skill achievements. At each stage, swimmers will receive a completion certificate and a badge. In addition, at the bronze, silver and gold stages, a collar pin will be awarded to swimmers who successfully pass their test.

Swimming in Schools

Another important implementation in the programme is the increased involvement of instructors. As a safety measure, instructor-

to-student ratio has been reduced by half from 1:20 to 1:10, allowing greater individual attention and interaction between instructors and students.

As part of the nationwide upgrade, swim instructors are also required to undergo additional training to qualify for the new *SwimSafer* certification, with its new emphasis on safety. Organised by SSC, the training includes modules on class management, to help instructors upgrade their skills in effective class management, especially in group lessons.

With safety now an integral component of swimming, everyone can have fun while swimming safe.



Creating Opportunities to Play: New Venues, New Style



Creating Opportunities to Play: New Venues, New Style

A great city is a complex blend of excellent public service and infrastructure combined with a dynamic community of people who can be interdependent yet distinctly different at the same time. With the new fourth generation of sports & recreation centres being designed by the Singapore Sports Council, we are achieving one of our most important mandates – meeting the diverse needs of our many and varied stakeholders in our community.

Consequently, more people are playing and enjoying sports. The turnstile numbers from our sports facilities tell the story. Visits to our venues in FY09 hit a new peak of 12.9 million, continuing an upward trend from 2006 when visitorship came in at 10.9 million.

Let's Play

The rise in visitors is a strong affirmation of both our software and hardware strategies for engaging more people in sports. From mindset to facilities and venues, SSC continued to reshape the sporting landscape in 2009.

Our Let's Play brand continued to define

recreational sports as an easy, healthy way to socialise with friends and family. Kenneth Hui, SSC's Chief of Sports Facilities Group adds: "More Singaporeans are realising the importance of having a sporting lifestyle, and increasingly they realise how easy it is to play sports, exercise regularly and stay fit and healthy."

Moreover, we are working with our partners to make it even easier for people to get into the game. In July 2009, we held the official opening of the innovative Sengkang Sports and Recreation Centre (SRC) with Prime Minister Lee Hsien Loong and several grassroots community leaders in attendance. The new SRC boasts an impressive array of sports facilities, including two Olympic swimming pools, two smaller pools, a variety of water slides, an indoor sports hall, a gymnasium, a dance studio and a variety of popular retail and food & beverage outlets.

A unique tie-up with the People's Association, the Sengkang SRC shares space with the Anchorvale Community Club (CC). The property was developed along universal design principles to ensure easy access. The

gently sloping ramp system extends into the swimming pools and can be easily used by people in wheelchairs, mothers with strollers and people using canes or other devices to aid mobility. "The concept brings the community together through sports and other recreational activities," said Alex Chan, SSC Chairman.



The inclusiveness of the SRC-CC did not go unnoticed. Singapore's Building and Construction Authority (BCA) awarded the gold medal for the esteemed 'Universal Design Award for the Built Environment' to the joint venture property for addressing the needs of all age groups and people with different abilities.

Construction on another 'new generation' sports facility has already begun. In December 2009, Deputy Prime Minister Teo Chee Hean broke ground for the upcoming Pasir Ris Sports Complex. Developed over 1.4 hectares, the new complex will provide Singaporeans with a new place to enjoy time with family and friends.

"Sports is a powerful way to further strengthen the bonds within families and among friends and ultimately, create a robust nation," said Mr Teo. "I envision the Pasir Ris Sports Complex

to be a means towards not only better physical health for each resident, but also for the strong social health of the community."

The Pasir Ris Complex has been designed with the energy conservation and the environment in mind. Once completed in 2011, the new complex will feature a rainwater collection system to use for plant irrigation. It will have built-in vertical green walls to help with heat reduction, sun-shading devices and landscaping.

Currently, SSC operates 20 sports and recreation centres, 24 swimming complexes, 17 stadiums with track and field, 2 stadiums with field only, 16 sports halls for badminton, basketball and netball, 9 tennis centres, 4 squash centres, 2 netball centres, 5 fields for soccer and other team sports, 75 school fields and 15 gyms.



Swimming tops the list among Singapore residents, particularly adults and senior citizens, with the 24 complexes islandwide drawing more than 7.5m visits. The top five sports facilities utilised were swimming pools, sports halls, *ClubFITT* gymnasiums, tennis courts and stadiums. Badminton remains the most popular indoor sport in Singapore followed by table tennis and basketball.

Affordability was also a key factor in encouraging usage. A weekday dip in a public pool costs \$1 for an adult, the same rate as in 2003.

Dual Use Scheme

To accommodate the influx of users, the number of sports facilities available was increased. The Dual Use Scheme, a collaborative effort between SSC and the Ministry of Education to open more school halls and fields to the public was initiated in 2005 to this aim. Currently, more than

130 school fields and 30 indoor sports halls are available for public usage in team sports such as football, basketball, badminton and volleyball.

Sport for Life

The upward trend is likely to continue, with SSC's commitment to growing its facilities utilisation. More than \$60 million was invested over the past 10 years on renovation and upgrading of facilities to ensure a safe and enjoyable experience for visitors to SSC venues.

Recent years also saw the integration of state-of-the-art fitness gyms and interactive water play features to swimming complexes. Choa Chu Kang and Jurong East SRCs are also now fitted with children day-care centres, to add further value and convenience to the SSC sports facilities.

Hui feels the work is more than justified, "It is heartening to note that the SSC's investment in sports continues to reap dividends in every facet, from high performance to high participation. An increase in sports participation will definitely bode well for Singapore's sporting future."



Contributing to Our City

OCBC Cycle Singapore: Pedalling Forward

Not even lingering uncertainty over the recession kept Singaporeans from strapping on their helmets for the second edition of OCBC Cycle Singapore. The road race saw a staggering 9,000 riders over 6 and 7 March 2010, almost twofold the 5,000 participants who took part the previous year.

Organised by Spectrum Worldwide and repeat title sponsor, OCBC Bank, the event aimed to encourage an active and healthy lifestyle across all gender, age and fitness levels. Supported by the SSC, OCBC Cycle's astounding success amidst the global financial crisis proved the resilience and durability of our city.

David Conner, Chief Executive Officer of OCBC Bank, explained: "We decided to support the inaugural OCBC Cycle Singapore as the title sponsor in 2008, before the onset of the global financial crisis. Sponsoring the event was part of our ongoing effort to give something back to the community in which we prosper. On hindsight, given the success of the event, we are pleased that we followed through with our commitment despite the difficult economic conditions that ensued."

Singapore on Wheels

For the second race held in March 2010, OCBC Bank increased its sponsorship by 20% to \$1.2 million, providing a huge boost to the sport. The mass participation cycling experience attracted over 70 nationalities of riders of all ages and abilities. Over 720 children took part in the rides and contributed to the fun

family atmosphere both on and off the track.

Riders as young as two years old showcased their pedal power at The Tricycle Ride, spanning a distance of 100 metres, while six year-olds and above saddled up and raced their hearts out for The Mighty Savers™ Kids Ride, a 5km challenge. Other races were The Community Ride—for beginning and intermediate cyclists aged 10 and above, The Challenge – a 40km race open to more experienced riders aged 16 years and above, and The Super Challenge – a 50km race for serious amateur riders and subject to qualification.

Racing Hearts

A new cycling category, Cycle of Hope, was introduced in a bid to raise Cancer awareness. Organised for Cancer survivors and their supporters, this event was a deeply personal challenge for the riders. At the OCBC Cycle Singapore Cycling and Lifestyle Village, riders were treated to carnival games, exhibitions and other fun, fund-raising activities for the event's chosen charity, the National Cancer Centre Research Foundation (NCCRF), and OCBC Bank's charity of choice, the Singapore Children's Society.

Sharing his delight on the event's success, Managing Director of Spectrum Worldwide, Chris Robb, said, "OCBC Cycle Singapore is fast becoming a top event on the professional riders' racing calendar... The number of participants across the two days of the event has surpassed our expectations, and it shows how popular the sport of cycling is here in Singapore."





Standard Chartered Singapore Marathon

The Amazing Race: 50,000 Runners For The 8th Standard Chartered Singapore Marathon

If anyone still questions whether Singapore has become a well-populated city of runners, they must have been out of the country during the 2009 Standard Chartered Singapore Marathon (SCSM). Some 50,000 runners signed up for the event in December 2009, making it one of the largest and most successful marathons in the region.

“Completing a marathon is a defining moment for most people,” said Oon Jin Teik, the SSC’s Chief Executive Officer. “The 42km race is a gruelling test of endurance



and, yet, our numbers grow every year.” In a nod to the Committee on Sporting Singapore, Mr Oon said: “Marathoners are tough resilient people, and they enrich our city and every one of us through their grit and determination.”

A Winning Record for Kenya

With a record time of 2:11:24, Luke Kibet of Kenya took first place in the elite men’s event and surpassed his 2008 title-winning time by two minutes. Throughout the race, he carefully nursed a troublesome Achilles tendon until the final stretch. From the last 3km mark, however, Kibet accelerated into a close contest with countryman



Johnstone Chepkwony, who finished with a time of 2:11:32. Kibet is the second Kenyan runner to win back-to-back victories at the Marathon. Amos Matui won the elite men’s race in 2005 and 2006.

The women’s event had a suspenseful ending as well, much to the delight of the people lining the route. Albina Mayorova from Russia began moving up on the leaders from the 35km mark, ultimately claiming first place with a time of 2:32:47. Fellow Russian Lyubov Morgunov, who had led for most of the race, gave way to finish in second place with a time of 2:34:47. The SCSM was Mayorova’s second marathon since giving birth in 2009.

Twenty-three year-old Mok Ying Ren clinched the Singapore men’s title with his time of 2:43:42. It was his debut at the Standard Chartered event, but Mok Ying Ren is very familiar with endurance events. He was the gold medallist at the Southeast Asian Games in Thailand in 2007. The Singapore Women’s section was won by Qi Hui in 3:15:25.

Organised by the SSC, SCSM has been held annually since 2002 and it has been a key highlight in Singapore’s sporting calendar. However in December 2010, the SSC and Standard Chartered Bank will launch a new race, retaining the best of the old with some new exciting twists. Registration for the Standard Chartered Marathon Singapore (SCMS) was almost fully subscribed within a matter of weeks, with slots in all categories snapped up by avid runners.

With the slogan “It’s Your Race”, the new Standard Chartered Marathon Singapore will take runners through Singapore’s iconic neighbourhoods such as Chinatown, Marina Bay, Orchard Road and Sentosa. It will also be one of the most scenic urban routes ever planned for a marathon. There will be a kids dash, a half marathon, a wheelchair event and a brand new *ekiden* relay.

A People’s Marathon

At the close of the 2009 marathon, Mr Teo Ser Luck, Senior Parliamentary Secretary, Community Development, Youth and Sports, had expressed his hope that the 2010 marathon could accommodate even more runners. His hopes are being realised as some 60,000 runners are taking part in the new Standard Chartered Marathon Singapore. It truly will be a people’s race.



Ultimate Sports Cities Awards

It is Official: We are an Ultimate Sports City

Sporting history is not always made by an athlete aiming for a podium at major games. In fact, history can be made by the behind-the-scenes organisers of events, the administrators of sports policy and programming and city planners who work together to make great things happen.

Sports Dream to Reality

In March 2010, the Singapore Sports Council (SSC) learned that Singapore had been shortlisted for the much-coveted Ultimate Sports Cities Awards. Organised by the Sport Business Group in London, the Ultimate Sports Cities Awards recognises the ability of a city to host memorable, cost-effective events with a strong sense of legacy for the sporting fraternity.

"We are thrilled to be on the shortlist in the company of cities such as London, Paris, Shanghai, Melbourne and Dubai, which have long been leaders in events hosting," said Mr Oon Jin Teik, Chief Executive Officer. "Singapore has gone through a phase of hyper-growth in our sports business in the past few years, and this nomination is wonderful recognition and validation of our dreams and strategies."

Between Melbourne and London

Nonetheless, it was no surprise that Melbourne, the inaugural winner of the biennial award in 2006 and subsequent winner in 2008, returned as title holder in 2010. Melbourne is home to many international federations and commercial sports bodies and it hosts several elite and professional events throughout the year.

However, Singapore emerged in the No.2 spot with London in third place. Announced at SportAccord in

Dubai in late April, Singapore's placement generated incredible buzz about our city among the 1,150 guests at the convention. From an initial industry-wide scan of 2,000 cities from around the world, Singapore had come in 2nd only to Melbourne.

The award presented Singapore with a golden marketing opportunity, because it was a clear message that our strengths as a city are valued by the international sports business sector. In addition to coming 2nd in the overall Ultimate Sports Cities Awards, we also placed 1st in category for 'Large Cities'—those with populations between 3.4 million and 7 million.

A Global Sports City

In further confirmation of our strength as a global city, we also tied Melbourne for government support for sports. The Ultimate Sports Cities committee noted that "Singapore has benefited from enlightened and committed public sector support for sport." Indeed, the SSC may be the only government body in the world to promote sports development across participation, excellence and business.

To arrive at the scoring for the shortlisted cities, the award organisers looked at a wide range of factors, including: the numbers and importance of events held during 2006-2009; the numbers and importance of events to be held in the periods from 2010-2014; numbers and importance of major sports federations and administrative bodies based in the city; current facilities and capabilities for major sporting events; infrastructure including accommodations, and internal transit and transport systems; government support and major sports event strategy; legacy planning and impact; security; quality of life and public interest and attendance at events.





25th Southeast Asian Games

25th SEA Games: Young Team Singapore brings home 33 gold medals from Laos

This year's Team Singapore was one of the smallest and youngest groups of athletes ever sent to represent Singapore at a Southeast Asian (SEA) Games. And they served our country extraordinarily well.

Competing in only 18 sports, Team Singapore brought home 98 medals from the 25th SEA Games in Vientiane, Laos, comprising 33 gold, 30 silver and 35 bronze. Moreover, our athletes medalled in highly competitive sports such as swimming, shooting, table tennis, water polo, athletics and football.

"I am extremely happy with Team Singapore's remarkable performance in Vientiane," said Singapore's Chef de Mission Jessie Phua. "Singapore may have sent a lean SEA Games contingent to compete, but our athletes spared no effort in giving their best when it mattered. Our young athletes came well prepared, not just to participate, but also to win. The future of Singapore sports is certainly bright."

The results at the Laos SEA Games also indicate the strength of the holistic high performance programmes being delivered by Singapore Sports Council (SSC) in partnership with the National Sports Associations (NSAs). Singapore sent a total of 192 athletes to Laos, of which 99 were under the age of 21 and 90 were making their SEA Games debut.

New SEA Games Records

Our newcomers to the Games won a total of 23 medals. In an upset victory over Laos, our young football team, with an average age of only 19.8 years, took the bronze medal in the men's U23 event. In athletics, the men's 4x100m relay team also confounded skeptics by breaking a national record to claim the silver medal in Laos.

Our swimming team stood on an impressive 33 podiums in Laos, collecting 14 gold, 8 silver and 11 bronze medals. The swimmers



also set 10 new SEA Games records and seven National records.

The men's water polo team continued its SEA Games winning streak by clinching their 23rd successive gold medal. The table tennis team swept 6 of the 7 gold medals at stake in their events. In total, table tennis won 12 medals in Laos, bettering the nine medals gained at the previous SEA Games in Thailand in 2007.

A Promising Debut

"The SEA Games continues to be the springboard for our young athletes to gain exposure in the regional sporting arena as well as valuable experience from competing against some of the best in the region. Our youths have certainly made an impression at this Games," concluded Mrs Phua.



Changi Motorsports Hub



Gearing To Go: Changi Motorsports Hub

After several months of suspense, SG Changi Pte Ltd won the bidding contest for Singapore's new permanent racetrack, thanks to an innovative, functional and flexible development proposal. The decision was announced in March 2010, and the world-class motorsports and entertainment Changi Motorsports Hub (CMH) is expected to be completed by end 2011 and race-ready by 2012.

An Industry for Sports

CMH will effectively create a new economic zone for Singapore—raising demand for human capital in a range of sports businesses, including auto engineering and design, broadcasting, events management, public relations and sports promotion. With an estimated cost of \$330 million, the racetrack development will contribute to the government's vision of a S\$2 billion sports industry by 2015, along with the goal of employing 20,000 people in sports-related jobs.

"This exciting new project will be a great boost for motorsports in Singapore by providing a permanent base to groom motorsports talent, promote industry development, host new international events and provide more entertainment and lifestyle options for Singaporeans and tourists," affirmed Dr Vivian Balakrishnan, Minister for Community Development, Youth and Sports.

Located on a scenic 41-hectare sea-facing site on the Changi coastline, the CMH will feature a permanent 3.7km racetrack and a sheltered 20,000-seat grandstand, designed to maximise the viewing experience for spectators. As a landmark destination in motorsports, the new development will house top-notch motorsports facilities and lifestyle amenities, such as food and beverage outlets, a beach front and a museum, drawing in motorsports enthusiasts, businesses, residents and tourists.



Race to the Top

The government-initiated project follows hot on the success of the FORMULA 1™ SINGTEL SINGAPORE GRAND PRIX night race, which won instant international acclaim and catapulted the country to the forefront of motorsports in Asia. With the race as a major force in the local motorsports scene till 2012, the government is set to ride on the momentum and develop the city-state into a regional sports and entertainment hub.

Of the three bidding consortiums, winner SG Changi demonstrated the best combination of optimum track design, top-notch facilities, exciting programming and financial viability. The design also features Green Initiatives – Environmentally Sustainable Design (ESD) is included in various aspects of the CMH development, including the possible installation of solar panels on the roof of the main grandstand.

Working with Fédération Internationale de l'Automobile (FIA), SG Changi plans to bring in a Grade 2 race as well as GT races from Japan and Europe such as the SuperGT series, Formula Nippon and the Japanese Formula 3 series. Motorcycle events and enthusiasts will not be forgotten: SG Changi will work with the Fédération Internationale de Motocyclisme to certify the track as bike-friendly.

Driven to Excel

The CMH will also house several racing academies with different capabilities to serve as joint centres of excellence for motorsports training and research & development in the region. One such academy, E-Rain Racing Academy from Korea will be tasked with promoting home-grown talent in racing and engineering. The CMH will also feature a Grade 1 karting circuit of 1.2km, certified by the Commission Internationale de Karting to groom young motorsport talent for Asia.





Developing Human Capital: People Matter

When people first think about the Singapore Sports Council as 'a people developer', they think about athletes. Working from a long-term perspective, we work with the national sports associations to identify, recruit and develop young athletes in the faith that they will bring future glory for Singapore.

In FY09, we helped fund 806 athletes, of which 57% were under the age of 21 years old and 79.1% under the age of 25. As satisfying as their results were in 2009 at the Asian Youth Games, the Southeast Asian Games and other sporting championships, we are even more optimistic about the future. Best practices in athlete development say we need to invest early in our youth if they are to realise their long-term potential as contributors to Sporting Singapore.

In fact, we are applying this strategy to human capital development throughout our sports ecosystem, from coaches to sports scientists to technical officials to sports media to volunteers. The operating models may differ from field to field, but our final goal remains the same: to nurture talent for Sporting Singapore and to develop people who can contribute to the greater good for the nation.

Nurturing a Sports Ecosystem

Developing and retaining human capital will be one of the major challenges facing SSC over the next two decades. By 2015, Singapore's sports market is forecast to reach \$2 billion in revenues. Through strong, sustained investment from the public and private sectors, we will see the number of value-added jobs in sports business rise to 20,000 by 2015.

Sustained economic growth will result in increasing competition for capable personnel to fill the diverse roles in the sporting sector. Competition for skilled manpower will come from all quarters—locally, regionally and internationally. At the same time, Singapore's pool of human capital will contract with the ageing population.



Leading our Sports Development

As an industry developer, we will need both skilled and unskilled labour in the short term as mega projects such as the Singapore Sports Hub and the Changi Motorsports Hub begin operation. Over the long term, though, we will need creative and critical talent to develop and lead the sporting sector in the years to come. To ensure that we have the manpower capabilities when we need them, we work with our fellow government agencies such as the Economic Development Board and Media Development Authority (MDA) and Institutes of Higher Learning to develop human capital, career pathways and professional expertise.

Promoting New Content

Last year, through the Sports Media Fund, a joint venture with MDA, we triggered the creation of 592 hours of sports programming in 2009 by providing capital for new broadcast content. The fund helped finance more than 120 hours of programming related to the Singapore Asian Youth Games 2009. For people working in sports media, the Media Fund-financed projects provide recurring employment and much-needed opportunities to maintain and improve their skills. Sports broadcast teams will continue to rise in importance as Singapore's events and broadcast rights business grows.

Funding for Coaches

In FY09, we also worked to broaden capabilities in both community and high performance coaching via our ongoing programmes. Throughout the coaching ecosystem, we provided opportunities for coaches to upgrade their professional skills. We directly funded elite coaches and high performance directors in basketball, bowling, shooting, table tennis and silat to improve their hands-on skills and theoretical knowledge. Twelve coaches have now been funded under our elite and high performance coaches programmes, including four coaches in 2009.

On the community level, we continue to receive a strong response to our National Coaching Accreditation Programme (NCAP). This multi-tiered training programme for coaches provides instruction in subjects such as lesson planning, class management, athlete development planning and sport ethics. Our National Registry of Coaches (NROC), which is a databank of coaches who have passed the NCAP programme as well as courses in first aid training, now has 1,439 coaches on the roster.



In FY09, 196 coaches registered their qualifications with NROC: 185 NCAP Level 1 Coaches, 7 Senior Coaches (NCAP Level 2) and 4 Master Coaches (NCAP Level 3).

Developing Young Officials

As Singapore positions itself as a city for world-class sporting events, the SSC began a long-term development framework for Technical Officials in FY09. As a first step, we launched the Junior Technical Officials Programme (J-Top) with the Ministry of Education and the Nationals Sports Associations to train young athletes as technical officials. Open to youth aged 14 to 18 years, J-Top will help ensure the long-term quality of technical officiating in Singapore; provide another avenue for youth to remain engaged in sports, long past their years of competitive play and increase the pool of capable volunteers available to officiate at the increasing number of entry-level games, matches and competitions.

Finally, in FY09, we welcomed the first graduate of the SSC Scholarship Programme into the professional sports world. Ruth Ng, who also is a National level fencer, graduated with a Bachelor of Science in Physical Education and Sports Science from Nanyang Technological University. The 23 year-old joined the Singapore Sports Institute and is gaining work experience in the many disciplines within sports science and medicine.

Our scholarships are open to students keen to pursue a career in sports. They are available for both overseas and local studies and open to 'A' level students and diploma holders with a good track record in co-curricular activities. The scholars must pursue studies that will allow them to contribute to a dynamic and vibrant sports industry such as sports science, sports management and marketing and sports media.



SINGAPORE
SPORTS COUNCIL



Statement By The Council Members Of Singapore Sports Council

In our opinion,

- (a) the accompanying consolidated financial statements of Singapore Sports Council (the "Council") and its subsidiary (the "Group") set out on pages 71 to 140 are properly drawn up in accordance with the provisions of the Singapore Sports Council Act (Cap. 305, 1985 Revised Edition) (the "Act") and Singapore Statutory Board Financial Reporting Standards ("SB-FRS") so as to give a true and fair view of the state of affairs of the Council and the Group as at March 31, 2010, and of the results and changes in share capital, capital account, accumulated surplus and funds of the Group and of the Council and cash flows of the Group for the year then ended and at the date of this statement, there are reasonable grounds to believe that the Council will be able to pay its debts as and when they fall due;
- (b) the accounting and other records required by the Act to be kept by the Council have been properly kept in accordance with the provisions of the Act; and
- (c) the receipt, expenditure, investment of monies and the acquisition and disposal of assets by the Council during the financial year have been in accordance with the provisions of the Act.

ON BEHALF OF THE COUNCIL



.....
Mr Alex Chan Meng Wah
Chairman



.....
Mr Oon Jin Teik
Chief Executive Officer

25 June, 2010

Independent Auditors' Report To The Council Members Of Singapore Sports Council

Report on the Financial Statements

We have audited the accompanying financial statements of Singapore Sports Council (the "Council") and its subsidiary (the "Group") which comprise the statements of financial position of the Council and the Group as at March 31, 2010, the statements of comprehensive income and statements of changes in share capital, capital account, accumulated surplus and funds of the Council and the Group and statement of cash flows of the Group for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 71 to 140.

Management's Responsibility For The Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Singapore Sports Council Act (Cap. 305, 1985 Revised Edition) (the "Act") and Singapore Statutory Board Financial Reporting Standards ("SB-FRS"). This responsibility includes:

- (a) designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error;
- (b) selecting and applying appropriate accounting policies; and
- (c) making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independent Auditors' Report To The Council Members Of Singapore Sports Council

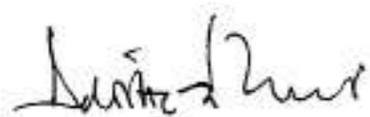
Opinion

In our opinion,

- (a) the consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in share capital, capital account, accumulated surplus and funds of the Council are properly drawn up in accordance with the provisions of the Act and SB-FRS so as to give a true and fair view of the state of affairs of the Group and of the Council as at March 31, 2010 and of the results and changes in share capital, capital account, accumulated surplus and funds of the Group and of the Council and the cash flows of the Group for the year then ended; and
- (b) proper accounting and other records required by the Act to be kept by the Council have been kept in accordance with the provisions of the Act.

Report on Other Legal and Regulatory Requirements

During the course of our audit, nothing came to our attention that caused us to believe that the receipt, expenditure and investment of monies and the acquisition and disposal of assets by the Council during the financial year have not been in accordance with the provisions of the Act.



Public Accountants and
Certified Public Accountants

Singapore
June 25, 2010

Statement Of Financial Position March 31, 2010

	Note	The Council		The Group	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Share Capital	7, 8b	175,413	151,074	175,413	151,074
Capital Account	8b	295	295	295	295
Accumulated Surplus:					
General funds	8b	69,902	44,914	69,902	44,914
Restricted funds	9b	24,651	24,447	24,651	24,447
Others		—	—	4,606	4,045
		<u>94,553</u>	<u>69,361</u>	<u>99,159</u>	<u>73,406</u>
Investment Revaluation Reserve	9b	4,583	2,220	4,583	2,220
Hedging Reserve	8b	(5,823)	(8,683)	(5,823)	(8,683)
Staff Loans Revolving Fund	8b	<u>76</u>	<u>76</u>	<u>76</u>	<u>76</u>
		<u>269,097</u>	<u>214,343</u>	<u>273,703</u>	<u>218,388</u>
Minority Interest		—	—	3,367	3,064
		<u>269,097</u>	<u>214,343</u>	<u>277,070</u>	<u>221,452</u>
Donation and Contribution Fund for Sports	6	<u>198</u>	<u>201</u>	<u>198</u>	<u>201</u>
Represented by:					
Non-Current Assets:					
Property, plant and equipment	10	806,379	789,518	807,904	791,158
Prepaid land premium	11	4,188	4,504	4,188	4,504
Subsidiary	12	1,572	1,572	—	—
Available-for-sale investments	13	5,776	3,413	5,776	3,413
Staff loans	14	18	20	18	20
Receivables and prepayments	15	4,734	92,324	4,734	92,324
		<u>822,667</u>	<u>891,351</u>	<u>822,620</u>	<u>891,419</u>

**Statement Of Financial Position
March 31, 2010**

	Note	The Council		The Group	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Current Assets:					
Prepaid land premium	11	316	316	316	316
Staff loan	14	5	-	5	-
Receivables and prepayments	15	10,442	14,760	13,155	17,477
Loans to a third party	16	-	-	-	-
Cash and bank balances	17	<u>163,758</u>	<u>97,123</u>	<u>185,025</u>	<u>115,122</u>
		<u>174,521</u>	<u>112,199</u>	<u>198,501</u>	<u>132,915</u>
Less:					
Current Liabilities:					
Derivative financial instruments	18	5,823	8,683	5,823	8,683
Payables and accrued liabilities	19	31,005	31,450	33,965	33,570
Bank loan	20	3,600	3,600	3,600	3,600
Current portion of finance lease	21	2,701	2,569	2,701	2,569
Deferred revenue	22	316	458	316	458
Grants received in advance	23	35,637	17,188	35,637	17,188
Refundable deposits	24	2,621	2,132	2,721	2,281
Gate collections held in trust	25	-	46	12,369	10,759
Provision for contribution to consolidated fund/tax	26	<u>4,178</u>	<u>-</u>	<u>4,428</u>	<u>368</u>
		<u>85,881</u>	<u>66,126</u>	<u>101,560</u>	<u>79,476</u>
Net Current Assets		<u>88,640</u>	<u>46,073</u>	<u>96,941</u>	<u>53,439</u>
Non-Current Liabilities:					
Bank loan	20	97,000	84,600	97,000	84,600
Finance lease	21	4,561	7,262	4,561	7,262
Deferred revenue	22	4,188	4,504	4,188	4,504
Deferred tax liability	27	-	-	281	325
Deferred capital grants:					
Government	28	492,204	579,860	492,204	579,860
Non-Government	29	<u>44,257</u>	<u>46,855</u>	<u>44,257</u>	<u>46,855</u>
		<u>642,210</u>	<u>723,081</u>	<u>642,491</u>	<u>723,406</u>
		<u>269,097</u>	<u>214,343</u>	<u>277,070</u>	<u>221,452</u>
Net Assets of Donation and Contribution Fund for Sports	6	<u>198</u>	<u>201</u>	<u>198</u>	<u>201</u>

See accompanying notes to financial statements.

**Income And Expenditure Statement
Year Ended March 31, 2010**

	Note	The Council				The Group	
		Capital and General Funds		Restricted Funds		Total	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Operating Income:							
Admission fees		10,748	10,172	-	-	10,748	10,172
Hiring of facilities		6,597	6,668	-	-	6,597	6,668
Program fees		3,843	2,439	-	-	3,843	2,439
Car park charges		6,106	5,439	-	-	6,106	5,439
Rental of:							
Lettable areas		7,479	7,778	5	6	7,484	7,784
Stadium and gate collections		4,269	5,089	-	-	4,269	5,089
Revenue from ticketing sales		-	-	-	-	-	9,676
Miscellaneous income		4,211	2,690	-	-	4,211	2,690
Sponsorship in kind		8,226	-	-	-	8,226	-
Donations and contributions		<u>1,388</u>	<u>708</u>	<u>-</u>	<u>-</u>	<u>1,388</u>	<u>708</u>
		<u>52,867</u>	<u>40,983</u>	<u>5</u>	<u>6</u>	<u>52,872</u>	<u>40,989</u>
Operating Expenditure:							
Depreciation	10	42,994	44,760	29	53	43,023	44,813
General and administrative expenses		1,698	1,671	-	-	1,698	1,671
Minor works, repairs and maintenance of properties		15,939	13,293	-	-	15,939	13,293
Operating expenses	30	109,154	83,398	16	10	109,170	83,408
Employee benefits expense	31	56,151	55,289	-	-	56,151	55,289
Finance costs		3,298	3,421	-	-	3,298	3,421
Other expenses	32	<u>8,870</u>	<u>14,529</u>	<u>-</u>	<u>-</u>	<u>8,870</u>	<u>14,529</u>
		<u>238,104</u>	<u>216,361</u>	<u>45</u>	<u>63</u>	<u>238,149</u>	<u>216,424</u>
Operating Deficit		(185,237)	(175,378)	(40)	(57)	(185,277)	(175,435)
Non-Operating Income:							
Income from investments	33	<u>57</u>	<u>347</u>	<u>247</u>	<u>946</u>	<u>304</u>	<u>1,293</u>
(Deficit) Surplus Before Grants		<u>(185,180)</u>	<u>(175,031)</u>	<u>207</u>	<u>889</u>	<u>(184,973)</u>	<u>(174,142)</u>
						<u>(183,961)</u>	<u>(172,198)</u>

Income And Expenditure Statement (continued)
Year Ended March 31, 2010

	Note	The Council				The Group			
		Capital and General Funds		Restricted Funds		Total		Total	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Grants:									
Operating grants from Government	34	173,961	130,892	–	–	173,961	130,892	173,961	130,892
Deferred capital grants amortised:									
Government	28	37,784	38,828	–	–	37,784	38,828	37,784	38,828
Non-Government	29	2,597	2,699	1	12	2,598	2,711	2,598	2,711
		<u>214,342</u>	<u>172,419</u>	<u>1</u>	<u>12</u>	<u>214,343</u>	<u>172,431</u>	<u>214,343</u>	<u>172,431</u>
Surplus (Deficit) For The Year Before Contribution To Consolidated Fund/Tax		29,162	(2,612)	208	901	29,370	(1,711)	30,382	233
Contribution To Consolidated Fund/Tax	35	(4,174)	–	(4)	–	(4,178)	–	(4,326)	(287)
Net Surplus (Deficit) For The Year		<u>24,988</u>	<u>(2,612)</u>	<u>204</u>	<u>901</u>	<u>25,192</u>	<u>(1,711)</u>	<u>26,056</u>	<u>(54)</u>
Attributable to:									
The Council						25,753	(634)		
Minority interest						<u>303</u>	<u>580</u>		
						<u>26,056</u>	<u>(54)</u>		

Statement Of Comprehensive Income
Year Ended March 31, 2010

	Note	The Council				The Group			
		Capital and General Funds		Restricted Funds		Total		Total	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Net Surplus (Deficit) For The Year		<u>24,988</u>	<u>(2,612)</u>	<u>204</u>	<u>901</u>	<u>25,192</u>	<u>(1,711)</u>	<u>26,056</u>	<u>(54)</u>
Other comprehensive income									
Gain (Loss) on available-for-sale investment		–	–	2,363	(3,857)	2,363	(3,857)	2,363	(3,857)
Gain (Loss) on cash flow hedge		2,860	(8,683)	–	–	2,860	(8,683)	2,860	(8,683)
Other comprehensive income for the year, net of tax		<u>2,860</u>	<u>(8,683)</u>	<u>2,363</u>	<u>(3,857)</u>	<u>5,223</u>	<u>(12,540)</u>	<u>5,223</u>	<u>(12,540)</u>
Total comprehensive income for the year		<u>27,848</u>	<u>(11,295)</u>	<u>2,567</u>	<u>(2,956)</u>	<u>30,415</u>	<u>(14,251)</u>	<u>31,279</u>	<u>(12,594)</u>
Attributable to:									
The Council								30,976	(13,174)
Minority interest								<u>303</u>	<u>580</u>
								<u>31,279</u>	<u>(12,594)</u>

See accompanying notes to financial statements.