

LIVE BETTER THROUGH SPORT: TOWARDS VISION 2030

THE NATIONAL RECORD



SPECIAL EDITION:
**OUR 40-YEAR
JOURNEY TOGETHER**

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THE NATIONAL RECORD

The National Record is a special edition of the Singapore Sports Council's (SSC) Annual Report and pays tribute to our 40 years of efforts in shaping Singapore's sporting landscape. As of 1 April 2014, SSC is known as Sport Singapore [SportSG].

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Sport helps us define how we feel about ourselves, our community and our country. Recognising this, the Singapore Sports Council (SSC) has been continually shaping our nation's sporting landscape since its establishment in 1973.

Fiscal Year 2013 (FY13) saw SSC celebrating its 40th anniversary. From an organisation that started out with developing sports facilities for the public as a core objective, our work has since evolved to encompass much more than that. While sport continues to be our core business and expertise, the relationships that we have with Singaporeans now go far deeper. Today, not only do we create innovative, fun and meaningful sporting experiences for Singaporeans, we also use sport to bond communities and unite the nation.

It is a time of reflection and celebration as we look back at our journey for the past 40 years. Join us as we track our milestones in this special 40th anniversary edition of our annual report. >

MR RICHARD SEOW YUNG LIANG

CHAIRMAN'S MESSAGE

Annual Report
2013/2014

SERVING THE COMMUNITY THROUGH SPORT

While much has changed over the years, one thing remained constant for us at the SSC – the belief that sport can help people live better lives. The expression may have only come to the fore recently as part of Vision 2030, but those who have worked in sports for a while would probably agree that “Live Better Through Sport” is really a core philosophy amongst the sporting fraternity. Many of these people have worked tirelessly over the decades, and some continue to contribute actively to this day.

They include our very own Board Member Dr Teo-Koh Sock Miang, who is also President of the Special Olympics Singapore. Sock Miang was conferred the Public Service Star at the National Day Awards 2013 for her active contribution to the community, having dedicated her expertise and knowledge for over 20 years now to athletes with disabilities. Others, like Master Lifeguard Joe Cheng and Senior Lifeguard Desmond Goh who have both been with us for more than 25 years, were also honoured at the National Day Awards 2013 for their dedication and excellent performance. While we celebrate these achievements, there are many more individuals who have worked quietly behind the scenes to bring us to where we are today. Thank you all for your continued passion and commitment in serving our community through sport.

SUSTAINING THE MOMENTUM: VISION 2030

Two years following its conception, Vision 2030 continues to sustain its momentum. Singaporeans are partaking in various sporting activities – both on their own and through the growing number of organised events. We are also seeing more people watching, cheering, volunteering, and engaging in sport in their own ways. Overall, we are seeing a favourable mindset shift towards sport and its intrinsic ability to help us live better lives.

Seeding Hope, Changing Lives

The SportCares Foundation and Movement continues to further its efforts in using sport for social inclusion, community bridging and personal empowerment for those in need. We have worked with a variety of partners to connect dedicated volunteers with deserving beneficiaries and generous donors through sustained pro-social programmes in football (Saturday Night Lights), running (CareRunners) and mentoring (Young Mentors) as well as quarterly clinics and workshops. SportCares has touched the lives of more than 5,000 children and youths. We are also honoured to have President Tony Tan as our Patron.

Developing Character and Leadership through Sport

My fondest memories of school days are from my sporting pursuits. I recall participating in athletics in the school field on Saturday mornings and playing various sports in the quadrangle at recess time. Representing the school in athletics and tennis was an honour and something that I cherished. Through sport, I learned the value of teamwork, perseverance and discipline – leadership qualities that I highly regard till today.

The value of sport for character building is increasingly being recognised here in Singapore, as demonstrated through our Vision 2030 conversations. However, there is a need for consistent reinforcement to transform beliefs and mental models about the value of sport, in an environment of organised learning.

This led to the “Game for Life” toolkit, which we developed and launched this FY. More than 100,000 individuals and 130 institutions, volunteer groups and corporate companies have benefitted from the toolkit thus far, including Vera Lim, Business Advisor, SME Centre who shared: “Business owners often tell me that they

are unable to retain talent. Could it be due to their obsession on bottom lines? I feel they need to create an environment that advocates and encourages fair play, positive attitude, and enthusiasm to contribute. My hope is that SMEs will utilise Team Development Through Sport to help them create such an environment.”

We look forward to extending these opportunities to even more organisations and communities in time to come.

Enhancing Sports Spectatorship and Viewership

Singaporeans are now one step closer to enjoying local sporting action up close at the comforts of their homes. The partnership we have inked with StarHub is part of a long term plan to enhance the reach and quality of local sports content. This partnership will see an overall increase in local sports content on StarHub's broadcast platforms, with more National Sporting Associations (NSAs), local sports events, and local athletes being featured in its programmes.

We are also looking at introducing new digital media initiatives, including the use of second screen technology for local sports events. We are thrilled about these developments, as we expect the demand for local sports content to grow with the new Singapore Sports Hub and the upcoming 2015 SEA Games.

Meeting Singapore's Sporting Needs

The new Sports Hub brings with it many exciting opportunities for Singaporeans. We can look forward to a wide range of sports programmes and facilities, integrated with lifestyle and entertainment offerings. The Sports Hub also creates opportunities for us to showcase our capabilities in hosting world class events such as the Women's Tennis Association Finals, which will take place in Singapore in October 2014.



“While sport continues to be our core business and expertise, the relationships that we have with Singaporeans now go far deeper. Today, not only do we create innovative, fun and meaningful sporting experiences for Singaporeans, we also use sport to bond communities and unite the nation.”

From a broader perspective, the Sports Facilities Master Plan will be key in guiding efforts to give Singaporeans greater access to sports and recreational facilities. We are excited to embark on the first phase of the Master Plan, which will require an investment of about \$1.5 billion to implement.

We have also kept ourselves busy piloting the ActiveSG concept, a national movement for sport, in the Western region. We have gleaned many insights from partnering with schools, NSAs and other stakeholders. We will be beefing up our programmes to cater to all ages, all walks of life, and different levels of ability, as we continue to promote and sustain Singaporeans’ interest in sport. Do keep a lookout for developments on this front!

FROM SSC TO SPORTSG

With Vision 2030 well underway, we felt it was an opportune time for us to review and re-establish our place in the current sports ecosystem. As one of our external stakeholders put it the SSC brand did not do justice to its core purpose and vision: “SSC’s external perception is an organisation that is very transactional, with not much emotional connection with its stakeholders. For the public it is about swimming pools and courts to book, for NSAs it is about getting more funding...So for those who don’t do sports, SSC is not even in their consciousness.”

Through the rebranding effort, we wanted to capture the essence of the organisation in relation to our Vision 2030 journey; a new brand identity and logo that will better reflect our aspirations to inspire and empower partners, the community and nation to “Live Better Through Sport”.

Sport Singapore (SportSG) is more than just our new corporate name; it embodies growth, change, and our commitment to rally all our partners on this new journey.

CELEBRATING THE EXTRAORDINARY Supporting our Athletes

The 27th South East Asian (SEA) Games in Myanmar concluded on a high note with many historic firsts achieved; five SEA Games and five National records broken; and over 100 debutants making their mark. This extraordinary performance would probably not have been possible if not for the support from fellow Singaporeans, reinforcing the fact that “Together We Are Stronger”.

“Together We Are Stronger” is a nationwide effort we kicked off to forge greater affinity between our national athletes and Singaporeans. Drawing on truly Singaporean traits, the campaign showcased stories from all walks of life – from hawkers to teachers and neighbours – who have supported and encouraged our athletes in their own unique ways. It reinforced the fact that all of us are part of Team Singapore, and our collective strength is derived from the staunch support Singaporeans give to our athletes.

The support does not stop there. We have put in place a High Performance Sports (HPS) System to facilitate our Team Singapore athletes’ pursuit for excellence. Athletes will receive \$60 million of direct government funding over five years, including grants for training and loss of wages, and the Sports Excellence (spex) Scholarship which we recently announced. We have started a Career Scheme to connect with companies that are interested to recruit athletes, provide flexible workplace arrangements for their training, and provide opportunities for athletes to transit into successful post-sports careers. A HPS Steering Committee has also been set up to drive some of these efforts and more.

2015 SEA Games and ASEAN Para Games

In the coming months, we will be entering a deeper phase of preparations for the 2015 SEA Games and ASEAN Para Games that our nation will host.

The SEA Games has a special place in the hearts of many Singaporeans. It is where many of our sporting legends have made

their mark, and touched our hearts. From swim queen Joscelin Yeo’s record nine Gold medals in the 1993 SEA Games, to the extraordinary feat by cyclist Dinah Chan who in just three months from being in a road accident, overcame adversity to win the Gold medal in the 2013 SEA Games’ individual 30-kilometre time trial.

Our para athletes have also achieved top honours at the ASEAN ParaGames. Despite not training intensively for the 4th ASEAN ParaGames, Theresa Goh won the gold in the 50-metre breaststroke in a world and Far East and South Pacific Games Federation for the Disabled (FESPIC) (now known as the Asian Para Games) record time of 52.62 seconds. She also achieved gold medals in the 100-metre breaststroke and 200-metre freestyle.

Rightfully so, our theme for both the 2015 SEA Games and ASEAN Para Games Games, “Celebrate the Extraordinary”, encapsulates these moments and emotions – how ordinary people with extraordinary dreams can achieve excellence and demonstrate the triumph of the human spirit. We hope this will inspire Singaporeans and the region’s potential 600 million audience.

This FY also saw some exciting developments for the Games:

- Thousands of Singaporeans joined us as we unveiled the Games tagline, logos, mascot and theme song in an evening of sports and musical extravaganza;
- The “Village in the City” concept for the Games is quickly taking shape, creating the opportunity for us to showcase sport against the backdrop of Singapore’s stunning city setting when 2015 comes;
- Meaningful relationships were established with different groups of the community – from volunteers, corporate sponsors, education institutions, and other stakeholders. It will involve many hands to ensure the success of the Games, and it is with this in mind that we will continue to join forces with as many partners and interest groups to further establish a sense of ownership and pride in hosting the Games.

CONCLUSION

FY 13 has been eventful, and we have certainly come very far over the last 40 years. With so much more to come, I am sure we will all be in for another exhilarating ride in the coming years. We are grateful to all our staff, partners, and other stakeholders who have been behind us all this while. Here’s to many more years of living better through sport! ○

SPORT SINGAPORE BOARD MEMBERS

Chairman
Mr Richard Seow Yung Liang

Chairman,
Republic Polytechnic
and ACS Board of
Governors Director,
Pacific Height
Investments Pte Ltd



“Sport has the wonderful ability to entertain, inspire and galvanise communities. With a new era of champions, world-class facilities and a full calendar of events, we are in store for some exciting times for Singapore sports.”

“I am looking forward to the next 50 years for Singapore. Sport Singapore is one of the key movers that will enable all of us to live better through sport via exciting programmes, accessible facilities, dynamic leadership and forward action.”

Deputy Chairman
Mr Cheah Kim Teck
Chief Executive Officer
Group Motor
Operations
Jardine Cycle &
Carriage Ltd



“Moving forward, SportSG will be a catalyst to facilitate sport for all, support excellence, integrity and professionalism.”

“

If Team Singapore works together and strive for excellence, we will lead better lives and realise a better Singapore for all through sport.”

Mr Kon Yin Tong
Managing Partner
Foo Kon Tan Grant Thornton LLP



Ms Liew Wei Li
Director
Student Development
Curriculum
Ministry of Education



SPORT SINGAPORE BOARD MEMBERS

Mr Razali Saad
General Manager, J Oasis Logistics Pte Ltd
Former Captain, Singapore National Football Team



“**Sport is more than just games. It’s about life, emotions, passion, and some of the greatest highs and lows we can experience. I hope for SportSG to continue to allow Singaporeans easy access to facilities, be it for leisure or competition.**”

“**Looking forward to celebrating sport as a source of fun, health, and community spirit while we cheer our athletes on the international stage.**”



Mr Andreas Sohlen-Pao
Group Chief Executive Officer
BW Maritime Pte Ltd

“**I hope SportSG continues to catalyse our sporting ecosystem, build excellence, and bring our people together in a fun and engaging manner.**”



“**In the year ahead, our new Sports Hub and the SEA Games 2015 will give us many more opportunities for sport to inspire Singaporeans, to excite the community and to unite the nation.**”

Mr Hugh Lim
Deputy Secretary (Community, Youth & Sports)
Ministry of Culture, Community and Youth

“**My memorable moments are being a sport volunteer, working with the athletes, sharing their journey and cheering them on to realise their dreams. Nothing beats the joy you see on the faces of these athletes when they succeed. These moments are indeed priceless because you too learn with them.**”

Mr Low Teo Ping
President,
Singapore Rugby Union
Vice President,
Singapore National Olympic Council

“**I hope that SportSG will be able to nurture a love for sport in all Singaporeans so that everyone can age well.**”



Prof Tan Cheng Han
Professor & Immediate Past Dean,
NUS Faculty of Law
Advisor,
Singapore Taekwondo

Mr Lim Eng Lee
Chief Operating Officer
NTUC Club



“**Sport builds and bonds communities and gives us meaning in life. The launch of ActiveSG is exciting and I hope more Singaporeans will be encouraged to lead healthier and better lives through sport.**”



“**Sport teaches us who we are and prepares us for life. Everyone, including those with special needs, should go out and play and experience the immense benefits that sport has to offer.**”

Dr Teo-Koh Sock Miang
President
Special Olympics Singapore

Mr Bernard Tan
Managing Director and Head,
Strategic Projects,
DBS Bank



“**Sport develops a vigorous, vibrant and healthy community. When our heroes win events, we beam with pride and appreciate what is possible. Sport not only builds our nation but helps us, as people, dream.**”

Mr Ang Hak Seng
Chief Executive Director
People’s Association



“**Sport is a powerful enabler to bring the community closer as one nation, one Singapore. My wish is for our sporting landscape to continue being inclusive for everyone, regardless of their abilities, interests and backgrounds.**”

SPORT SINGAPORE SENIOR MANAGEMENT

“

My most memorable moment is seeing the Sports Hub taking shape from the drawing board to experiencing sporting lifestyle unfolding!”



Lim Teck Yin
Chief Executive Officer

“

I am inspired by the purposefulness of our work, and the passion that each member of Team SportSG brings every day.”

“

My most memorable moment was preparing for and moving into the new Sports Hub. With the move and our new identity, I'm looking forward to SportSG's transformation journey of creating a 21st century design model of partnership, shared vision and capability development.”



Goh Fang Min
Chief Financial Officer & Chief Strategic & Financial Management Group



Robert Gambardella
Chief Singapore Sports Institute

“

Together with all ActiveSG Champions, we are passionate and committed to deliver a WOW experience. We hope to inspire everyone in Singapore to Live Better Through Sport.”



Rostam Umar
Chief Organisation Strategy & Development Group

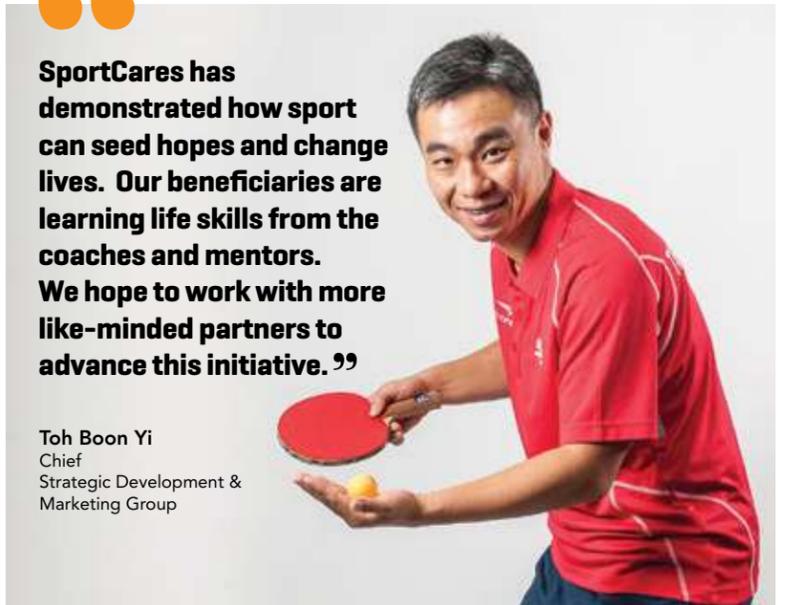
“

The 40-year journey of serving the community was made possible through the passion and commitment of SportSG staff - past and present. I look forward to continue to inspire the Singapore spirit and transform the nation through sport alongside the SportSG team.”

“

SportCares has demonstrated how sport can seed hopes and change lives. Our beneficiaries are learning life skills from the coaches and mentors. We hope to work with more like-minded partners to advance this initiative.”

Toh Boon Yi
Chief Strategic Development & Marketing Group



Kenneth Hui
Chief Sports Facilities Group

“

I believe sport will remain an enabler that unites our community, strengthens teamwork, and develops one's character. SportSG is best positioned to promote sport for the betterment of our nation.”

CORPORATE GOVERNANCE

SportSG's Board comprises Chairman Richard Seow, Deputy Chairman Cheah Kim Teck and 12 other members including representatives from the people-public-private sectors. The Board Members guide SportSG on its journey towards Vision 2030, while reviewing the organisation's major corporate policies and projects, financial statements and the annual budget.

The four subcommittees supporting the Board are:

- Human Capital Committee
- Audit Committee
- Finance Committee
- Major Projects Committee

HUMAN CAPITAL COMMITTEE

Chairman	Members
Richard Seow	Hugh Lim Lim Teck Yin Kwan Chee Wei [co-opted] Na Boon Chong [co-opted]

Terms of Reference

The Committee is responsible for the strategic direction and management of SportSG's human capital, specifically talent compensation, development and management. Committee Members also endorse the appointment of various subcommittees and advisory boards.

FINANCE COMMITTEE

Chairman	Members
Cheah Kim Teck	Low Teo Ping Hugh Lim Lim Eng Lee

Terms of Reference

The Committee is responsible for the strategic direction and management of SportSG's financial resources and policies, and advises SportSG on all major financial matters. It oversees the following areas: overall structure and systems for managing SportSG's financial resources; accounting policies; and financial regulations. The Committee acts as the approving authorities as decided by the Board. It also sets the direction and policies on management of surplus funds. The Committee is supported by the Finance Division, which designs, develops and implements the above matters.

AUDIT COMMITTEE

Chairman	Member
Yam Ah Mee 01 Oct 2012 to 31 Mar 2013	Kon Yin Tong 01 Oct 2012 to 31 Mar 2013
Kon Yin Tong 01 Apr 2013 to 30 Sep 2014	Ang Hak Seng 01 Apr 2013 to 30 Sep 2014 Ter Kim Cheu 16 Apr 2013 to 30 Sep 2014

Terms of Reference

The Audit Committee assists the SportSG Board ["the Board"] in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the organisation's process for monitoring compliance with laws, regulations and the code of conduct. The Audit Committee recommends the appointment of the external auditors for approval by the Board as well as reviews the work performed by the internal and external auditors.

MAJOR PROJECTS COMMITTEE

Chairman	Members
Richard Seow	Prof Tan Cheng Han Bernard Tan Hugh Lim Tan Wee Kim [co-opted]

Terms of Reference

The Committee reviews SportSG's policies for the development of key infrastructure, such as the Sports Facilities Master Plan, which involves external parties such as government agencies and private sector partners.

The Committee endorses the architectural design of key infrastructure projects and oversees their progress. It helps safeguard SportSG's interests while allowing private sector partners and other government agencies to achieve their objectives at various project stages, such as inception, design, construction, operation and maintenance.

VISION 2030

LIVE BETTER THROUGH SPORTS

With Vision 2030, Singapore recognises the value of sport in advancing the national priorities of developing our people and bonding our communities. Not only does sport help people lead healthier, happier lives, it can impart the skill sets necessary to achieve success and upward mobility in life. Vision 2030 is about changing mental models and using sport as a strategy to live better.

ENGAGING THE PUBLIC

In July 2011, the Vision 2030 Secretariat began its exploration of public thinking on the value that sport brought to their lives, what they would change in our sports landscape and how sport could best serve Singapore. From more than 500 face-to-face discussions to 60,000 unique visitors to the Vision 2030 website, Singaporeans spoke up about the desire for greater sporting opportunities and access, more inclusivity and integration as well as broader development of capabilities.

FUTURE READY THROUGH SPORT

A life in sport can help people prepare for a rapidly changing world. Through intentional design, sport teaches resilience, tenacity and disciplined thought and action, in addition to its clear benefits for health and fitness. Good sport can offer a parallel pathway to success as it helps people develop the skill sets and principles valued by society.

SPORT AS A NATIONAL LANGUAGE

Sport can unite us as friends, colleagues, families and communities while inspiring us as Singaporeans. Good sportsmanship helps us create strong bonds and positive experiences.

SPORT WITHOUT BOUNDARIES

Good sport has room for everyone who wants to play, regardless of age, capabilities, gender or social status. Sport Without Boundaries will provide everyone with the sports programming, physical space and people-support they need to pursue an active, healthy life through sports.

ORGANISING FOR SUCCESS

If we are to fully optimise sport as a vehicle to support the implementation of national priorities, we need to collaborate and coordinate the efforts of all agencies, as well as the private sector organisations, to develop sport in Singapore.

1973

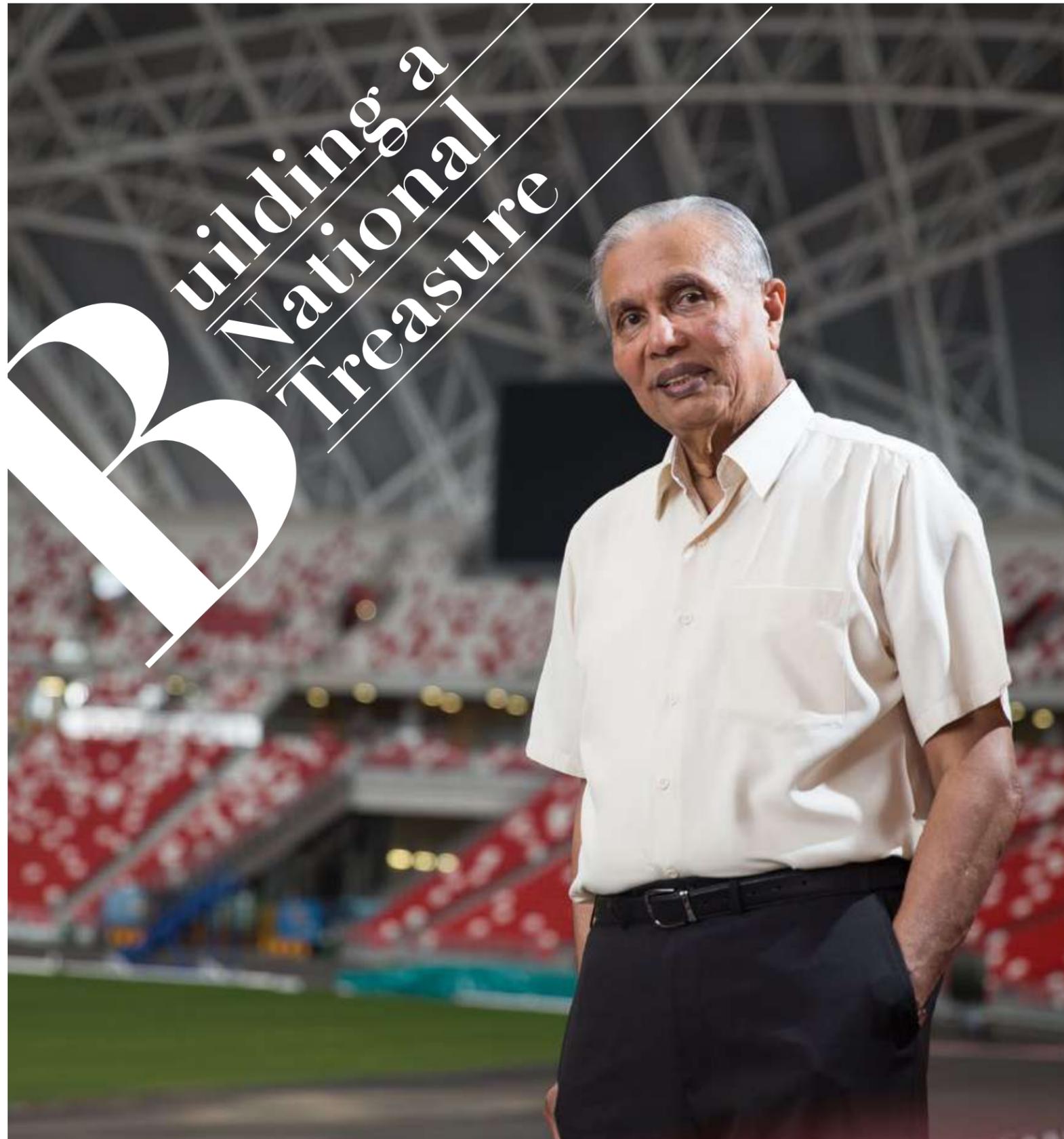
1982

Pioneer's Pace

Setting the foundation for a sporting culture

Beginnings always hold the fondest memories – especially so, for an accomplished history spanning four decades. It was here that we set the pace for our journey of accomplishment – a journey that tells the story of the Singapore Sports Council, known today as Sport Singapore.





When the National Stadium opened in July 1973, it brought a new age and standard for sports and entertainment to our country. Tasked with the crucial role of its construction, Dr B.K. Sen and his team were among the first to recognise its significance to our nation. Through his experiences, we catch a glimpse of history and a humbling reminder of SportSG's core purpose of inspiring the Singapore spirit and transforming the nation through sport.

When he looks back on his days as the National Stadium Corporation and thereafter the Singapore Sports Council's (SSC) first Chairman, Dr Sen speaks with a passion and nostalgia that few today will admittedly be able to identify with. In his exclusive interview, Dr Sen shares the conviction he held for his previous appointment through memorable insights that resound with an inspiring zeal, reminding us of the crucial role that sport plays in building a nation.

QN: TELL US A BIT ABOUT YOUR WORK AS THE FIRST CHAIRMAN OF SSC.

When the founding Prime Minister, Mr Lee Kuan Yew established SSC in October 1973, he did so after the announcement of a "Sports for All" policy at the opening of the National Stadium.

The two years I spent in SSC were filled with plans to pursue this direction. The Council discussed how best to define and articulate sports policies and establish programmes that would enable all Singaporeans to exercise daily and make sports a way of life. We examined all the options and strategies to ensure the provision and maximum utilisation of all the facilities and resources available, including the sports clubs our country had inherited from the British forces.

Singapore, in the 1970s, faced many serious challenges – political, economical, and social. The Council recognised that sports and games that are well organised and promoted

effectively would create the cohesion necessary to achieve the "one united nation" aspired for in the National Pledge. Sport would thus complement the unifying influence of National Service which began in 1967. To realise this, we envisaged establishing Constituency Sports Clubs, bringing core sports to the people.

The SSC was also busy with organising major sporting events and competitive football matches, putting the National Stadium to gainful use. The people of Singapore responded magnificently and showed their appreciation with the "Kallang Roar".

Our goal was to develop a robust and healthy people, with a strong and resilient character and confidence to face life's challenges. This is what sport does. With regular participation in sport, Singapore would not only have stronger, fitter National Servicemen, but also a healthy labour force that automatically increases productivity.

QN: WHAT WAS THE IMPETUS BEHIND THE NATIONAL STADIUM PROJECT?

The National Stadium Corporation was established in November 1971. It held the limited responsibility of planning and preparing the construction of our National Stadium, and I was appointed its Chairman by the Prime Minister.

Although I was appointed in November 1971, planning and construction of the National Stadium had begun much earlier. The first foundation pile was

driven into the ground on 7 December 1966. Although the project had faced delays, I began by setting its completion date for 30 June 1973, following consultations with the architect, engineers and the main contractor.

I put myself in the shoes of a spectator coming to the stadium. What would I like to have? How would I like to move in, enjoy the game and leave without being frustrated by a traffic jam caused by other spectators who were also on their way out? There were many questions to ponder, but keeping our considerations centred on spectator experience helped us to deliver effective solutions.

As the stadium is people-centred and offers spectacle and entertainment, state-of-the-art acoustics; electronic boards and floodlighting were installed to enhance their enjoyment. We ensured a smooth flow of people and traffic by providing wide entrances and exits. Comfortable changing room facilities for participants were also ensured, along with security features.

We met our resolution successfully. The Prime Minister opened the stadium on 21 July 1973. A spectacular mass display of calisthenics and gymnastics by school children completed the programme.

The National Stadium became a treasured icon for Singaporeans – everybody left it happier than when they came in. >



QN: DESPITE THE CHALLENGES FACED, HOW HAS THE NATIONAL STADIUM IMPACTED OUR SOCIETY?

The building of the National Stadium, of Olympic size and standard, is a unique project that doesn't happen every day. Although the expectations were high, support and cooperation for the project came freely, and my challenges were really trivial.

With the newly completed National Stadium, our neighbours marvelled at our rapid development, our country's reputation was boosted internationally and Singaporeans were thrilled – certainly the 55,000 who attended its opening event. They cheered loudly for the mass gymnastic performances and marching bands, while marvelling at the colourful placard displays. The modern visual facilities and acoustic systems accentuated the show.

Team sport and sporting events are a pragmatic way to keep Singaporeans united as a nation. Given time, regular participation in team games will promote understanding, tolerance, cooperation and build bonds of lifelong friendship.

“
The National Stadium became a treasured icon for Singaporeans everybody left it happier than when they came in.
 ”

QN: GIVEN YOUR EXPERIENCE, WHAT WOULD SPORTSG'S CHALLENGE BE GOING FORWARD?

While the revamped National Stadium, now part of the new Sports Hub, will continue to promote professional sporting events, sport will continue to be a strategy for the development of a proud and patriotic nation – and this requires strong leaders and dedicated sport officials in SportSG.

SportSG still carries heavy responsibilities – to not only make Singapore a sporting nation, but to encourage the joy from participation and bonding of a community that occurs through team sport.

My advice for the SportSG officials: don't worry about [athletes] winning or losing – provide opportunities for sport participation at the constituency level, lead and guide with trainers and coaches, and encourage gifted and elite athletes. Olympic champions and sport heroes will emerge from those who dare to dream and train with dedication and discipline. What matters is how sport can do more for the country and bring our people closer together, obliterating our fault lines. ○

DAYS OF GOLD & GLORY

When Singapore hosted the 7th South East Asian Peninsular (SEAP) Games in 1973, there could not have been a better way to celebrate our newly unveiled National Stadium. Among the thousands present to cheer the region's best athletes on at one of our country's most glorious sporting events, two men can still vividly recollect the atmosphere that day.



“As a team of eight, we were tasked to move sports equipment on and off the field. Most of the equipment today is made of lighter material, but I remember the effort needed to move a four-inch thick wooden goal post with only seven others to help. But it was always rewarding to be close to the sporting action after all the hard work was done!”

Since the 7th SEAP Games saw different events hosted at different facilities, Mr Hajumi recalls the challenge of having only eight groundsmen to tend to all the facilities. Fortunately for him, most of his work involved his favourite games – football and tennis, so that made the work a bit easier.

“It was a busy two weeks for everyone involved in organising the Games. Different preparations had to be made for each event – so our team of groundsmen was split up across the different venues. Some nights, we even stayed past midnight to make sure the facilities were ready for the morning events.”

When he looks back to those early years and describes what it felt like to be a part of the atmosphere during the SEAP Games, Mr Hajumi lights up with enthusiasm. “I always remember cheering our teams on during the football matches. It was a contagious energy of excitement that swept over everyone at the stadium. The atmosphere was simply unforgettable.” >

THROUGH EVERY GOLDEN MOMENT

Despite seeing many years of use, the facilities at the former National Stadium and neighbouring Kallang Practice Track have been kept well maintained, thanks to the efforts of Mr Hajumi bin Lawin and his other team members of dedicated groundsmen.

With 40 years of experience with the SSC, he continues his work today as groundsman of the Kallang Practice Track. Mr Hajumi humbly recalls being invited by the SSC to work as a groundsman for the National Stadium, after completing his contract with the construction team that built the Grand Old Dame.

When asked about his involvement during some of our nation's most prominent sporting events, he is full of nostalgia when describing how his work has always given him the best view of the sporting action.

“I love football, so it was always great to view matches from up-close, especially during the Malaysia Cup games. Naturally, the football matches during the 1973 SEAP Games were also a highlight of my time working with SSC.”

His responsibilities include playing the role of custodian to the SSC's equipment and facilities, and that gave him plenty of insights to what it takes to prepare the field of play.

INTRODUCTION OF SPORTS TRAINING SCHEMES

SPARKING THE SPORTSMAN'S SPIRIT

What does it take to instill young, promising individuals with a spirit for sport? During its early years, the SSC was faced with a similar question, and found their answer quickly by introducing Sports Training Schemes to talented players within the community.

During its founding years, the SSC needed to promote and develop sports within Singapore. With the National Stadium unveiled and our first taste of victory during the SEAP Games in 1973, the SSC was in a prime position to further promote the "Sports for All" policy and deliver new initiatives to broaden the base of skilful players and nurture individuals with the potential to contribute to the overall standard of sport in Singapore.

The SSC worked closely with the National Sports Associations (NSAs) to develop training regimes and provide facilities to athletes. However, a greater involvement of commercial companies was found to be crucial in creating Sports Training Schemes that would incite a greater love for sports among Singaporeans.

Through close coordination, partnerships with various companies paved the way for some of our nation's most memorable national sporting events. With this commercial support, training schemes were extended to popular sports categories like



Trainees of the Pepsi Squash Scheme learning the forehand drive

football and badminton, and saw regular training for many youths who were keen on developing their potential.

Outstanding performances were witnessed by the youth under these schemes, as they trained year-round under the supervision of coaches. Some of these trainees include Fandi Ahmad and David Lee from football, Zainal Abidin from squash, as well as Wong Shoon Keat from badminton. All went on to do Singapore proud on the international sporting stage.

Inter-centre and constituency competitions were also held, which further encouraged the competitive spirit among young participants. Proving the success of these schemes, a wider participation rate was noticed throughout each sporting category – reflecting another great success in fulfilling an original mission to provide sports for everyone.

A HISTORY OF SPORTS TRAINING SCHEMES

- 1972** – F & N Badminton
- 1974** – Milo Football Training Scheme
- 1977** – Shell Basketball
- 1977** – Hong Leong Water-Polo
- 1977 to 1979** – CK Tang Volleyball
- 1977 to 1979** – Cando & Jackson Tennis
- 1978** – Pepsi Squash
- 1978** – Kentucky Table Tennis
- 1980** – Far East Bank Netball
- 1980** – SSC/SHA Hockey
- 1980** – Far Eastern Bank Netball
- 1981** – Electrolux Sailing
- 1981** – Esso Boardsailing
- 1982** – Yeo's National Squash

The NSAs have since continued to develop and grow their respective sport through new programmes and training facilities for athletes. ○



Milo Football Trainees learning how to improve their skills.



PURE PASSION, NATIONAL GLORY

Similar to the sporting atmosphere described by Mr Hajumi, Mr Kunalan Canagasabai had an equally unforgettable experience during the opening ceremony of the 7th SEAP Games.

Cheers resounding throughout the stadium from the 50,000 spectators and confetti in the form of visor hats raining down onto the track from the spectator stands – all these were happening as Mr Kunalan kept his pace as the ceremonial torchbearer for the Games' opening event.

Midway through his lap, Mr Kunalan felt a burning sensation on his skin as he gripped the torch. Despite the searing pain on his skin, he remained determined to fulfill his role as torchbearer of the Games.

When asked about his remarkable resolve, he offers a hearty chuckle with his explanation, while displaying the burn marks left from that day. "I remember smelling something burning as I ran with the wind blowing against me. I wondered if that was causing the flame to burn my hand – but with 50,000 spectators cheering on, letting go of the torch was out of the question."

Fortunately for Mr Kunalan, the painful incident was not the only memorable experience he had at the 7th SEAP Games. Having retired from competitive scene in 1970 to focus on his duties as a school teacher, Mr Kunalan readily answered the Singapore Amateur Athletic Association's call to represent Singapore once more in the men's 4x400m relay event in at the 7th SEAP Games. He did so as placing third during the 1970 Asian Games left him feeling like he had not done his best. "It was a grand event for our country, and I was proud to have another chance to win. I was very anxious to be competing against the region's best athletes. I felt my heart sink during the 4x400m event in which I was Singapore's anchorman, when I saw Malaysia's third runner come in well before our third man. But when the baton was passed to me, my only thought was to chase after the race leader – I did not want to let anyone down." Although Team Singapore finished second due to a lane obstruction by the winning team, it was Mr Kunalan who appealed to the judges not to have his competitors disqualified. His exemplary display of sportsmanship which showed a sense of camaraderie amongst sporting nations has lived on throughout the years. ○

1983

1992



TO BUILD A SPORTING SINGAPORE

A sportsman in everyone

With the pace of performance set, here is where our country finds new ground and new reason to celebrate a newfound sporting identity for every Singaporean.



BLUEPRINT FOR OUR SPORTING NATION

It takes a great deal of planning and effort to provide convenient access to the various sporting facilities that many Singaporeans enjoy today. Shedding light on his involvement with the beginnings of the Master Plan of Sports Facilities is Mr Yee Weng Phei, then Head of Facilities and Maintenance with the SSC. He shares his experiences as the secretary to a committee formed by representatives from government bodies and statutory boards involved in the planning, building and maintenance of the majority of sports facilities. Through the Master Plan, he describes how the SSC, together with other major government bodies, were able to ensure that “Sports for All” remains a statement that rings true for every Singaporean.



Mr Yee looks back with satisfaction whenever he considers how far the Masterplan has come in developing Singapore's sports facilities.

When he looks back to the founding years of the SSC, Mr Yee describes with much conviction, how the Committee was faced with a crucial mission to deliver the “Sports for All” policy.

Established shortly after the SSC in 1973, the Committee required the combined efforts of multiple government agencies and statutory boards, such as the Housing Development Board (HDB), Urban Redevelopment Authority and Public Utilities Board to formulate a strategy to deliver accessible sporting facilities to every Singaporean.

“Our policy for sports was guided by a public message by then Prime Minister Mr Lee Kuan Yew. It was during that particular address at the opening of the National Stadium that the Prime Minister announced the “Sports for All” policy. Our mission then was to form a committee to plan and deliver the necessary facilities for Singaporeans to engage in active sporting lifestyles.”

As Mr Yee begins to describe the level of consideration that went into the initial phases of the Master Plan, he recognises the important role that all the government agencies played in helping the SSC identify how to plan, build and maintain these sporting facilities.

“As the secretary for the Committee, working with various arms of the government greatly aided the SSC in identifying how we could provide these facilities in every neighbourhood. The siting of some of our first facilities was determined with help from the HDB. Keeping in mind that our goal was to provide ease of access, it was important to locate these facilities within three kilometres of housing estates and public transportation.”

FOLLOWING THROUGH WITH THE MASTER PLAN

Describing the plan with great detail, he remarks that the Master Plan took on two initial phases – the first prepared in 1973 to assess the population’s needs for sports facilities up to 1982, and the second carried

out in 1983 to project the needs up to 1990 and subsequently up to the new millennium.

He attributes the success of the Master Plan’s initial phase to the steady rate of economic growth in Singapore during the 80s. Through this rapid rate of development, the SSC was able to support the Master Plan by providing sports excellence programmes and sports development centres to further encourage the rate of sporting participation among Singaporeans.

“Working in partnership with youth and community organisations, the SSC was able to promote sports through the Master Plan – eventually raising the participation rate to 38% in 2001.”

Mr Yee also commends the “Sports for Life” campaign for significantly helping to raise participation rates across all levels of the community. “Providing mass sporting events at the national level and developing individual fitness tests for Singaporeans were some of the ways to continuously encourage Singaporeans to pursue active lifestyles.”



Mr Kenneth Hui
Chief of the Sports Facilities Group

MEETING FUTURE SPORTING NEEDS

The fruits of the Master Plan Committee’s labour are clearly noticeable today, with many Singaporeans enjoying easy access to their favourite sports facilities and programmes. The Master Plan however, is a continual effort that sees an update of its objectives under Vision 2030. Known today as the Sports Facilities Master Plan (SFMP), it continually seeks to understand the changing needs of Singaporeans to achieve the same goal of providing accessibility and affordability that the original Master Plan was founded on.

As Chief of the Sports Facilities Group at SportSG, Mr Kenneth Hui speaks with a note of anticipation as he provides glimpses into SFMP’s future developments. “Vision 2030 extends the original mission of the ‘Sports for All’ policy, by providing new ideas from the community to develop facilities for a more dynamic and sporting society.”

As SFMP is structured to provide four different tiers of sports facilities, Chief Kenneth uses examples of its fourth tier efforts to explain how SFMP can continue to enhance its promise of accessible and affordable public facilities. “Maximising the use of public space remains a key consideration. One example of how we make use of existing sports facilities is working with the Ministry of Education to provide public access to school sports halls and fields on weekends or during school holidays. Other ways include working closely with grassroots communities to develop sports facilities within their own precincts as well as NParks to include more sporting opportunities in their parks and green spaces.”

Touching on the growing needs of Singaporeans, Chief Kenneth describes how Tier 1 and 2 facilities can cater for commercial interests, thus enhancing the relevance of sport in a busy life. “Provided with international and regional functions respectively, Tier 1 and 2 facilities are integrated with amenities such as retail services. This allows us to cater to the needs of families by helping them manage their consumer needs while giving them easy access to their favourite sports.”

Looking ahead to the future, Chief Kenneth is appreciative of the continued partnerships between SportSG and its partner agencies involved with SFMP. Although the SFMP has more needs to address, its updated efforts are also a reminder of the original committee’s work, and of how far along the Master Plan of Sports Facilities has come to provide the sporting landscape we all enjoy today. ○

INTRODUCTION OF SUPPORT SCHEMES

SUPPORT TO GO THE EXTRA MILE

Our national sporting landscape had just begun to take shape. A master plan of sports facilities and several sports training schemes would ensure increased participation within our communities, but what else could be done to help our athletes stay competitive? We take a look at some of the SSC's schemes that supported our athletes in going the extra mile.

SPECIAL TRAINING ASSISTANCE PROGRAMME

The scheme, which started in 1983, delivered support to athletes performing for regional and international competitions. Financial assistance was delivered through this programme, along with free medical consultation, treatment and use of facilities for training.



SPORTS EXCELLENCE ASSISTANCE PROGRAMME

The SSC worked with the NSAs to identify athletes for this scheme. Selected athletes would benefit from financial assistance under the scheme's elite and developmental grant. Paddler Jing Junhong and Bowler Grace Young were some of the athletes that benefitted from this programme, which was launched in 1987.



JOINT POLYTECHNIC / SSC ADMISSION SCHEME FOR SPORTSPERSONS

Introduced in 1991, this scheme gave recognition to sportsmen and sportswomen for their dedication towards the pursuit of national sports excellence. Athletes who met the requirement for admission to polytechnics but were unable to secure places through the Ministry of Education's Joint Admissions Exercise were offered a second chance to further their studies.



COMPENSATION FOR LOSS OF INCOME SCHEME

Started in 1992, this scheme provided compensation to athletes who were unable to work while training full-time for competitions.

SPORTS EXCELLENCE ASSISTANCE PROGRAMME FOR SCHOOLS

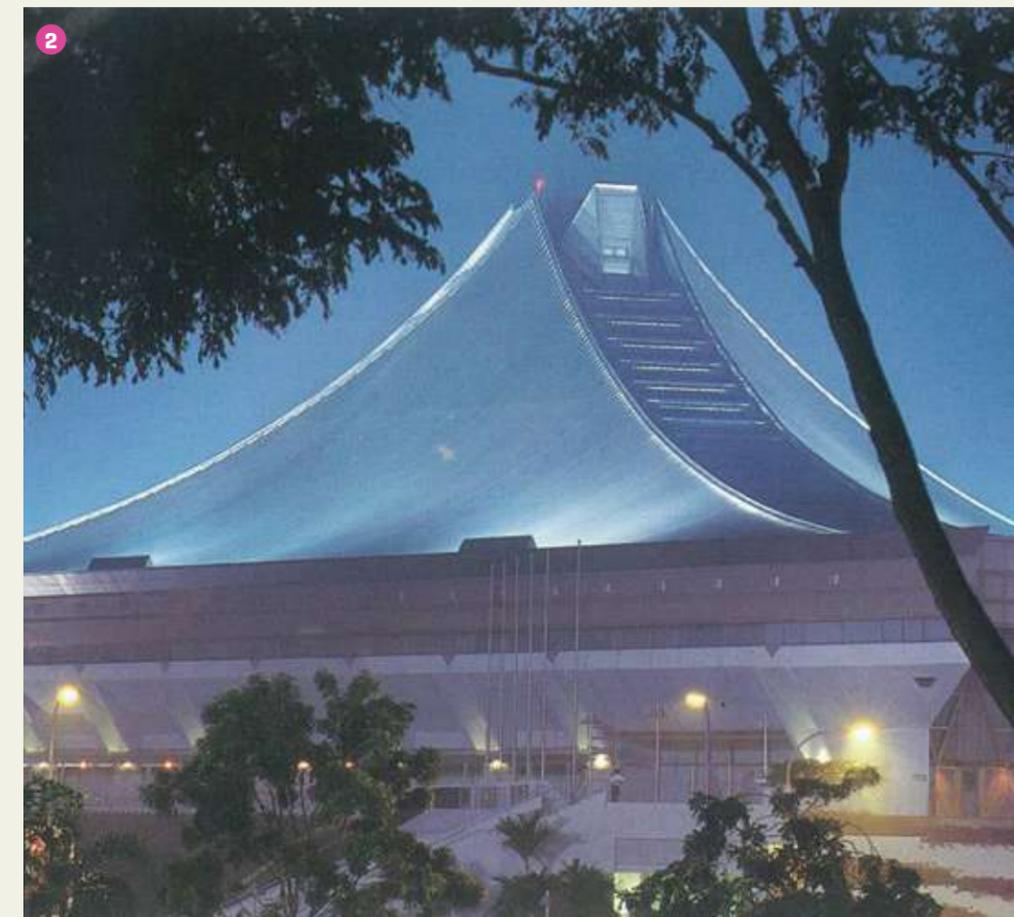
The programme was introduced in 1992 as an extension of the original Sports Excellence Assistance Programme and was administered by the SSC, in partnership with the Ministry of Education. It provided financial assistance to promising students in approved sporting categories. All primary and secondary school students were eligible for the programme.



All the above schemes have been revised and are today offered to athletes under the various schemes such as spexCAREER, spexEDUCATION, spexGLOW and spexTAG that are administered by the team at the SportSG's Singapore Sports Institute.

OPENING OF THE SINGAPORE INDOOR STADIUM

HOSTING A NEW ERA OF SPORTS AND ENTERTAINMENT



The Singapore Indoor Stadium (SIS) stands as an architectural feat and reminder of Singapore's rapid progress during the 20th century. Once unveiled to the public, it invigorated our new urban landscape, featuring the latest entertainment technology to give Singaporeans another grand reason to celebrate our fast growing sporting heritage.

With a total cost of \$90 million to build, SIS was a timely introduced project that would carry it forward as a replacement to the Gay World stadium's aging facilities.

SIS heralded the beginnings of a new era in sports for Singapore – boasting a seating capacity of 12,000 and featuring a four-screen Jumbotron display that measures 2.88 metres by 3.84 metres. The stadium presented Singaporeans with a national facility that was fit to play host to international sporting events, such as the Heineken Open Singapore, Aviva Open Singapore, 2009 Singapore Asian Youth Games, 2010 Singapore Youth Olympic Games, and ONE Fighting Championships, amongst others.

With its opening, the SSC was able to continue developing its partnerships with corporate partners, to deliver popular sporting tournaments that could be hosted at SIS.

1. The groundbreaking ceremony attended by Minister Wong Kan Seng. 2. A spectacular view of the indoor stadium's unique roof design as seen at night.

Its iconic design by world-renowned Japanese architect Mr Kenzo Tange has been recognised by many for its majestic sloping roof. SIS' design is symbolic of the modernity and Asian cultural values that puts Singapore on the map as the cosmopolitan Asian city that it is.

SIS was a home to many firsts, and continues to fulfill its purpose of housing some of the world's most renowned events in Singapore for all to enjoy.

So began, a new period of sporting entertainment for all Singaporeans to enjoy. Entertainers also came to perform from all over the world. Audiences were treated to up-close views of shows bearing stars like Michael Jackson and Elton John – while sports fans have continued to enjoy being right where the action is.

Remarkably, SIS was a home to many firsts, and continues to fulfill its purpose of housing some of the world's most renowned events in Singapore for all to enjoy. ○

1993

2002

Movers, Shakers,

Record Breakers



The rise of sporting excellence

Through the cheers and applause came a stronger desire to push further to create a sporting nation. This was a time of many firsts, where new ideas created bolder dreams for the future.

A Winning Spirit MAKES A Winning Team

With our national facilities in place and first victories celebrated, the SSC found itself in an exciting new phase of growth. In this time of new ideas, technologies and techniques – it was their innate will to succeed that found every member of the sporting family forging ahead towards the new millennium.



SETTING A HIGHER STANDARD
When it comes to athletic performance, it is not always obvious that behind every victory is a highly trained support team. While some of their efforts occur outside of the competitive limelight, each medal won testifies to the expertise, passion and dedication of the entire team.

Take for instance, the commitment of Mr Abdul Rahman Hassan, PBM, Director of National Sport Association (NSA) Partnership Division at the Singapore Sports Institute. He began his career as an Administrative Officer with the SSC, but soon found himself making waves in the fields of Sports Planning and Athlete Development during the 90s.

Mr Rahman attributes his motivation for his career to being inspired from witnessing his first Malaysia Cup match at the National stadium. When he looks back to his early years as a Sports Planning and later as a Sports Excellence Officer, he recalls the many challenges that presented opportunities for the SSC's growth. "There was much to learn from more advanced sporting nations like Australia and the United States. With the opportunity to visit these countries, I realised how we were only 'scratching the surface', with our previous training methodologies."



Mr Abdul Rahman Hassan
Director of NSA Partnership Division

A fundamental shift in our training methods and perspectives was required. A great task to revamp the sports development landscape was set before him, and Mr Rahman attributes the beginnings of this shift to the introduction of a high performance planning tool, called the Yearly Planning Instrument (YPI). "The YPI tool involved every aspect of training and preparation – including the use of sports medicine and science, to enhance the performance and recovery of our athletes," he explains.

While tools like the YPI created greater emphasis on sports medicine and sciences, the SSC's push to revise its coaching and training syllabus was further complemented through new programmes like the Sports Excellence 2000 (SPEX 2000) scheme, which created the support network athletes needed to balance the demands of training with their professional and personal obligations. This created a national thrust towards developing our athletes. With greater involvement from sports scientists and medical professionals, training was now no longer just about boosting performance: ensuring effective recovery became as paramount to success on the field of play.



Margaret Wong
Nurse, Sports Medicine and Research Centre (SMRC)

NURTURING TO WIN
Thanks to professionals like Mr Rahman, our athletes were training harder and smarter – but this also meant their recovery required as much attention from staff at the Sports Medicine and Research Centre (SMRC). One such figure to represent the SMRC's longstanding commitment to our athletes is Nurse Margaret Wong. Dearly recognised as a motherly figure by her colleagues, she is always happy to share the many instances where her loving, maternal touch found great need and appreciation among our athletes.

"They may all be grown up now and caring for their families – but I still remember them as kids. Whenever I travelled abroad with them for competitions, I was always happy to care for them both in and out of training. They needed our support, and we were all one big family, looking out for each other."

She recalls when SMRC purchased the LIDO Computerised Multi-Joint Multi-Mode

Strength Testing and Rehabilitation Unit, which serves to diagnose the weaknesses of certain muscle groups and provide recommendations to improve the athlete's strength. Beyond just updating equipment at the SMRC, the LIDO system perhaps best represented the SSC's shift towards understanding athletic performance from the perspective of bio-mechanics.

While the motherly Nurse Margaret was keen to share the benefits of the LIDO system and how it helped SMRC to better understand athletic training needs, she is a firm believer of nurturing success from within the athlete. "The new technology and methods were important in updating our training methods, but just as important, were the developments of Sports Psychology, which helped our athletes strengthen their winning spirit," she explains. >

They needed our support, and we were all one big family, looking out for each other.



WHAT IT TAKES TO WIN

Affirming Nurse Margaret's belief in the need to enforce a winning mindset is none other than Singapore's current Men's 100m Sprint record holder, Mr UK Shyam. He gives praise to how Sports Psychology taught him valuable skills, such as visualisation techniques, which allowed him to build a greater sense of focus for competitions.

However, it often takes more than good training and professional support to push our athletes to victory. Even with the full support of the SMRC, Mr Shyam's training days found him managing a careful balance between his studies and training as a national sprinter. As the first recipient of the Athlete Career Training (ACT) Programme, he credits the grant for helping him focus on his University studies while supplementing his ability to support his family financially.

"What helped me along was knowing that there were programmes put in place by SSC to allow me to keep my priorities as a student and son in check, while I trained for my country," shared Mr Shyam.

This particular era in sports may have seen a significant increase in support for our athletes – yet the human touch of peer encouragement can be a formidable force to help our national legends go the extra mile. With 40 SEA Games gold medals won during her 17-year career as a national swimmer, Ms Joscelin Yeo is one such legend to readily agree that nurturing the winning spirit takes more than just the provision of resources.

"I was only 11 when I met Staff Nurse Margaret. It was at the 1990 Asian Games – my first major event. As a young girl, I was lost without access to my mother, and Staff Nurse Margaret took me under her wing. She not only cared for me, but also taught me how to look out for myself. I will never forget my experiences with her," she recalls.

Whenever she recollects the collective efforts of Team Singapore throughout the many competitions she has faced, Ms Yeo is all-praise for the efforts of SMRC and other medical staff, who were constantly there to tend to her injuries and training needs.

Though both Mr Shyam and Ms Yeo have moved on to their personal and professional duties, their examples provide a lasting impression of the concerted effort put forth by the SSC in support of our nation's sporting champions. Looking to the future of sports development, they both remain optimistic that SportSG can continue to develop the next generation of national stars, through tailored support that caters to the individual needs of each winner, pushing their limits to the finish line. ○



Mr UK Shyam
Former National Sprinter



“
I was only 11 when I met Staff Nurse Margaret. It was at the 1990 Asian Games – my first major event. As a young girl, I was lost without access to my mother, and Staff Nurse Margaret took me under her wing. She not only cared for me, but also taught me how to look out for myself. I will never forget my experiences with her.
”

Ms Joscelin Yeo
Former National Swimmer

SPORTS FOR LIFE

EMBARKING ON A LIFELONG SPORTING JOURNEY

“Sports for Life” was launched in September 1996 to encourage all Singaporeans to get active and take up sport as a lifestyle. Here’s a look at how it allowed the SSC to effectively reach out to Singaporeans at all levels of our community.

Launched by then Prime Minister Mr Goh Chok Tong, “Sports for Life” aimed to engage Singaporean communities through various programmes and facilities that would encourage Singaporeans to pick up an interest in sport.

It introduced various sporting initiatives at the national, regional and constituency levels, with a special focus on encouraging senior citizens, housewives and working adults to maintain an active lifestyle throughout their lifetime.

REGIONAL SPORTS & FITNESS CENTRES (RSFCs)

During the time of its launch, “Sports for Life” was driven by a vision to provide 15 RSFCs by the new millennium.

The Clementi Sports and Fitness Centre was the first of these 15 RSFCs to be opened on 26 January 1996 by then SSC Chairman, Mr Ng Ser Miang. These RSFCs provided Singaporeans with convenient access to sport and recreational facilities, such as badminton courts and ClubFIT gyms.

Since then, the RSFCs have been further developed through the Sports Facilities Master Plan (SFMP) as Regional Sports Centres (RSCs). The RSCs, which will be progressively developed in each planning region by 2030 will offer a wider range of competitive sports and events. They will also serve as focal points for sports programmes, activities and events and as key nodes for ActiveSG, a national movement for sport.

In the first phase of SFMP, there will be a new RSC at the upcoming Tampines Town Hub. It will be an integrated lifestyle destination catering to the varied sporting and recreational interests of residents.



The “Sports for Life” programme launched on 29 September 1996 with then Prime Minister Mr Goh Chok Tong and Minister Abdullah Tarmugi in attendance.

THE LEARN TO PLAY (LTP) SCHEME

The LTP scheme introduced in 1970s grew exponentially to include more activities that allowed the SSC to reach out to Singaporeans. By the 1990s, the scheme gave Singaporeans opportunities to try out a wider range of activities such as:



The scheme continued to introduce several other sports over the years, adding a vibrant mix to its initial offering of sports programmes.

CONSTITUENCY SPORTS CLUBS (CSCs)

Formed in 1976, CSCs continued to provide an essential platform that served to rally communities of participants and engage them in competitive sports. CSCs worked closely with grassroots organisations to bring Singaporeans together for mass sporting inter-constituency competitions.

Constituency Sports Awards were also given out to honour CSC leaders and officials, for their voluntary efforts and dedication towards promoting sports within their communities.

NATIONAL MASS EVENTS

National mass events encourage sports participation on the national level. Organised by the SSC and partner agencies, these mass events instilled a greater sense of awareness on the importance of healthy living and keeping fit through sports.

Some notable mass events include the Singapore Family Fitness Festival, National Swim as well as mass walk/jog and cycling events. ○

RECOMMENDATIONS BY THE COMMITTEE OF SPORTING SINGAPORE

SPORT AS A STRATEGY



01 The Sporting Singapore Seminar was hosted by the Committee of Sporting Singapore in 2001. 02 The Committee continuously supports the engagement of youth through exciting community events. 03 Recommendations made by the Committee aimed to increase the rate of sports participation in the community.

The Committee on Sporting Singapore (CoSS) was established in the year 2000 to review and make strategic recommendations to the development of sports. Led by then Minister for Community Development and Sports, Mr Abdullah Tarmugi, the Committee’s recommendations refined the SSC’s vision for sports development in the new millennium. Here were some of the recommendations and their developments over the years.

The CoSS recognised that Singapore was only just beginning to build its sporting heritage. They identified crucial areas for the SSC to address in order to take sport to new heights for the new millennium.

With strong support from the government, the SSC was funded to carry out 40 recommendations over the course of five years, starting from July 2001. The recommendations were identified according to these six key thrusts:

- 01 Promoting a Sports Culture**
- 02 Building a Conducive Environment (for sports)**
- 03 Nurturing Effective Sports Bodies**
- 04 Sports for All**
- 05 Sports Excellence**
- 06 Sports Industry**

In 2008, the Sporting Culture Committee Report was released, as an update to the original recommendations made by CoSS. They made 23 recommendations, guided by these four broad strategies:



Today, Vision 2030 presents further recommendations to assist SportSG in its continuous development of Singapore’s sporting landscape and how sport could best serve the nation. Vision 2030 presents 20 recommendations under four key themes of Future Ready Through Sport, Sport Without Boundaries, Sport as a National Language and Organising for Success.

Beyond refining SportSG’s efforts, Vision2030 continues the initial recommendations made by CoSS, as our nation evolves to use sport as a strategy to create an active and inclusive society for everyone. ○

A swimmer in a pool, captured in a dynamic pose with one leg raised and hand splashing water. The swimmer is wearing a dark cap and goggles. The water is a vibrant blue, and the lane lines are visible in the background.

2003

2012

THE NEXT LAP

Sport as a part of everyday life

Spurred on by the roars of yesteryear's victories, a modern day saw the challenges brought on by a changing world. While the hallmarks of excellence were now known to all, more had to be done to continue the legacy of achievement that would carry us beyond the passing of time.

PASSION

TO GROW a sporting culture

he witnessed from audiences attending past events. "I have always been active in sports since my school days. What greatly impressed me to begin a career with SportSG was witnessing the atmosphere of a full stadium during the 1973 South East Asian Peninsular Games."

Today, Mr Lee is a seasoned Director, holding the appointment of Games Operations Second-In-Charge for the 2015 South East Asian Games. Recollecting fond memories from the yesteryears, he highlights foreseeable challenges ahead in light of the changing global sporting landscape. "Back then, the world had fewer sources of entertainment – fewer theatres and electronic devices, for example. It is easy to imagine how a big sporting event in the past could draw the attention of tens of thousands of spectators. With today's focus on media and more advanced technology, even the simplest component of an event can be a highly-orchestrated drill," he explained, citing the 2008 Beijing Olympics opening ceremony as an example.

Mr Lee looks ahead to Singapore's task of hosting the 2015 SEA Games after a 22-year hiatus with confidence. He credits our nation's ability to deliver a grand spectacle, drawing from his experiences with organising the 2010 YOG. "We were successful largely due to SportSG's strong partnerships with the National Sporting Associations (NSAs) and schools. Approaching the schools based on the sports they were good at helped us garner effective support from invaluable youth volunteers."

While he emphasises the continuing need for support from the NSAs, he is also keen to see Singapore's sporting culture grow through greater collaboration between SportSG and private corporations. It goes without saying, however, that volunteerism will always be paramount to the success of a national event. >

Speaking to an organising committee member of the Youth Olympic Games (YOG) as well as a volunteer from the Asian Youth Games (AYG) and the YOG, we bring you insights on how each individual can contribute to a national passion for sport.

A BIRD'S EYE VIEW

Mention any grand sporting event, and what likely comes to mind are images of cheering crowds, athletes in pursuit of their dreams, and the ceremonious applause that celebrate the joys of a game. What does it take then, to gather the masses in support of our nation's most celebrated sporting moments?

To share insights from the planning perspective is Mr Patrick Lee, Director of

Sports and Venues for the 2010 Youth Olympic Games. Mr Lee has worked with SportSG since 1976, and is no stranger to the demands of organising a large-scale sporting event.

From his decades of experience in the area of sports management, he reveals a hidden enthusiasm for his work whenever he mentions the fervour and excitement



Mr Patrick Lee,
Games Operations Second-In-Charge for
the 2015 South East Asian Games

Mr Hanaffia is always eager to play his part in volunteering for national sporting events.



A TIME TO SHINE

Time is money, as is said – yet the example of Mr Hanaffia Hamzah brings to light questions of why a young Singaporean professional would dedicate his personal time to contribute as a volunteer. Ask him why, however, and he would not hesitate to share how he never doubted that volunteering for the 2009 AYG was one of his life's best decisions. "I believe that most people will see for themselves that volunteering is a great way to give back to our community," he shared.

Inspired by his experience of the 1993 SEA Games, Mr Hanaffia took to volunteering when he saw a newspaper advertisement calling for volunteers for the 2009 AYG. A fan and player of many sports, including rugby, dragonboating, football and water polo, he saw it as a way to come closer to the sporting action and star players that he idolised as a youth.

"It was volunteering for the AYG and YOG that encouraged me to volunteer for other sporting events. I gained a deeper sense of pride, participating as a volunteer for

international sporting events, and was always glad to take away professional learning experiences that I could put to use in working life," he explained.

These days, volunteering might not be a popular choice among others, but Mr Hanaffia would readily share convincing examples of how each stint had him walking away with valuable new learning experiences.

"My experience as a media liaison representative during the AYG opened my eyes. I got to understand how media

conferences were handled, and how organisations practice their relations with representatives from the media."

While it goes without saying that his experience broadened his network of friends and colleagues, one other valuable takeaway comes in the form of being able to meet and work with other volunteers from all walks of life.

"I met all sorts of people while volunteering – it really surprised me to meet fellow volunteers from different industries and walks of life. Some of us are still friends to this day."

As he shared his anticipations for the coming SEA Games to be hosted at the brand new Sports Hub, he expressed hopes for more young Singaporeans to consider taking up roles as volunteers. He sees it as an invaluable learning experience and an opportunity for youth to play a part in a bigger vision for the country.

"Sport itself can teach you plenty of life lessons, such as discipline. By volunteering, I didn't just get to meet people and watch events from up-close, I found a way to contribute to my country and help it grow as a sporting society." ○

FORMER NATIONAL STADIUM, BRAND NEW SPORTS HUB

FAREWELL GRAND OLD DAME, HELLO SPORTS HUB!



01 With a spectacular view of both the Singapore cityscape and waterfront, the brand new Sports Hub is set to be the number one destination for sports and entertainment in Singapore.
02 The former Kallang National Stadium, as seen from the air.

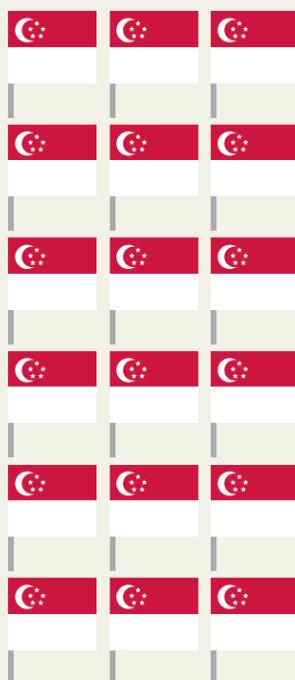
Saying goodbye is never easy – whether it involves bidding farewell to an old friend, or former home. The old National Stadium, affectionately known to many as the Grand Old Dame, was both friend and home, to many events, athletes and spectators, who were sad to see its official closure in June 2007. Rebuilt recently, as part of our new Sports Hub, here is a snapshot of old memories to recollect, and new ones to be made – as Singapore makes ready to revive the sporting days of old, with a brand new national stadium.

THE GRAND OLD DAME

The Grand Old Dame cost \$50 million to build and has a total seating capacity of 55,000. Its facilities include an eight-lane track and football field, which witnessed three of Singapore’s Malaysia Cup victories, as well as Singapore’s clinching of the Tiger Cup in 2002. It was where the famous Kallang Wave was born, and where international icons such as Michael Jackson, Elton John and Mariah Carey performed.

THE SINGAPORE SPORTS HUB

The brand new Singapore Sports Hub cost \$1.3 billion to build, and the new National Stadium within the Sports Hub boasts high-tech features such as reconfigurable seating which is suited for cricket, football, rugby and athletics. It has a total seating capacity of 55,000 and features an indoor aquatic centre, water sports centre and multi-purpose arenas. It is currently the world’s largest domed structure, and has a retractable roof to shelter audiences during inclement weather.



18 NATIONAL DAY PARADES HELD AT THE GRAND OLD DAME



3 SEA GAMES HOSTED AT THE GRAND OLD DAME
1973 . 1983 . 1993



28TH SEA GAMES & THE 8TH ASEAN PARA GAMES TO BE HOSTED AT THE SINGAPORE SPORTS HUB IN 2015

ESTABLISHING THE SINGAPORE SPORTS INSTITUTE

CUTTING EDGE SPORTS SUPPORT

The Singapore Sports Institute (SSI) is our nation’s premier institute for the development of high performance sports and the nurturing of elite athletes. Focusing on high performance sports, athlete development and Sports Medicine and Sports Science (SMSS) technology, it aims to roll out more initiatives that can nurture Singapore’s sporting excellence.

Established in 2011, SSI is a specialist institute that provides a broad spectrum of support services and training facilities for our athletes. It also works with medical and research partners to support our coaches and other SMSS professionals.

Developing overall support for Singapore’s athletes, coaches and support staff remains SSI’s key focus. It was initially established to provide training and long-term career support for our national athletes, and continues to play a crucial role in developing Singapore’s high-performance sporting landscape.

Its support programmes for athletes include life and career planning, as well as money management. It also handles the Sports Excellence Scholarship [spexScholarship] programme, which offers enhanced support for athletes bearing the potential to compete for international sporting achievements. With a five year budget of \$40 million, the spexScholarship provides our athletes with financial and education support, career preparation as well as personal and life-skills development.

SSI’s ongoing collaborations with public hospitals and SMSS clinics in the private sector will also allow it to extend its support as well as reach further into communities through potential joint projects in training and development.

Through holistic support, SSI aims to build athletes up for leadership roles in the community, thus serving as role models for Singapore’s youth.

Moving forward, in line with Vision 2030, SSI will continue its crucial role as a professional institute that will serve the athletic and SMSS communities, while inspiring Singaporeans to take up sport as part of their lifestyle.



SSI caters to a wide range of training needs such as physiotherapy and high performance support.

2013
onwards



GOING THE DISTANCE



Jump into an Active Singapore

Together with our local and regional partners,
we are rallied to nurture an active Singapore that
lives better through sport.

SUPPORTING AN ACTIVE SINGAPORE



“WOW” IDEAS, EXCITING INCENTIVES

“
WE GENERATED
A GREATER
AWARENESS
AMONG STUDENTS
AND PARENTS
BY ROLLING OUT
SCHOOL HOLIDAY
PROGRAMMES”

Mr Lai Chin Kwang
Chief of ActiveSG

Mobile devices and applications are playing increasingly important roles in every day life. In our digital society, how can we ensure that added screen time does not create more reason for individuals to slip into a sedentary lifestyle? The ActiveSG movement seeks to address just that – providing a central platform that brings Singaporeans even more reason to access their favourite sports facilities and fitness programmes from their mobile devices.

The ActiveSG movement is SportSG’s latest initiative to encourage Singaporeans of all age groups to participate in sport. ActiveSG is a national movement that rebrands existing SportSG facilities under the ActiveSG banner, and provides an ActiveSG membership network that seamlessly links users to their favourite facilities and programmes via a mobile application.

ActiveSG was launched on 26 April 2014 at the Jurong West Sports Centre. It received resounding support with 30,000 people activating their memberships on its launch date. During the launch, then Acting Minister for Culture, Community and Youth, Mr Lawrence Wong, announced that ActiveSG would not only provide free membership for all Singaporeans, but also credit the account of each new member with \$100 worth of ActiveSG credits to help them kickstart their new fitness routine.

To best explain ActiveSG’s holistic approach to sports promotion is ActiveSG Chief, Mr Lai Chin Kwang (Chief CK). With passion, he describes how ActiveSG can also improve on existing SportSG facilities to help increase sports participation. “ActiveSG looks at maximising the use of free spaces at sports complexes and facilities. Take for example, the rowing and cycling machines we have installed at the lap pool at the Jurong West Swimming Complex. By integrating this

ACTIVE BEYOND HIS GOLDEN YEARS



A healthy and sporty Mr Loo is always all-smiles at the end of every pickleball game.

Strike a conversation with Mr David Loo after a game of pickleball, and it would be hard to figure that the vibrant and active senior had survived two heart attacks prior to his retirement.

Though he speaks passionately of his years of service as a regional sales executive, he attributes the poor health he suffered to many late nights and unhealthy eating habits. “I could have picked up healthier habits in my youth, but during those days, it was my career that took priority.”

Today, the active retiree is a frequent visitor to the facilities at Clementi and Jurong West Sports Centres. Together with his wife and friends, he often enjoys a good game of pickleball – a racquet sport that sees similarity to tennis and table tennis. Although the sport is not as popular as badminton or table tennis, Mr Loo’s request to use the badminton courts for pickleball games was what eventually introduced him to ActiveSG.

“I picked up pickleball after I retired four years ago. My wife was already an enthusiast, so I naturally followed suit. It didn’t take me long to join her group of friends at the Clementi Sports Centre, but I soon began to wonder if the management team at the Jurong West Sports Centre would allow us to use the badminton courts for our pickleball sessions.”

While it did not take long for his request to be approved by the management of Jurong West Sports Centre, it was then that Mr Loo was also invited to sign up as a member of ActiveSG. “Seniors like me are seldom in touch with the latest gadgets – but it is convenient to be able to book facilities like the badminton court through a computer. The free sign up credits have also made me consider trying out other facilities,” he explains.

Outside of his weekly pickleball games, Mr Loo spends most of his time looking after his grandchildren who attend childcare. When he considers the conveniences of ActiveSG, he had this to say, “It’s great that young people get to access these facilities from the convenience of their devices. I truly believe sport can go a long way in reaching out to the different communities in Singapore. Hopefully, ActiveSG could even do something to introduce low-stress games like pickleball to retirees living in nursing homes.”

equipment with our current facilities, it is just one of the many ways we can get all members of the family to participate in sport.”

On top of revamping existing facilities, he credits ActiveSG’s outreach efforts, citing its school holiday programmes as an example. “We generated a greater awareness among students and parents by rolling out school holiday programmes that feature popular sports such as tennis, inline skating and ultimate frisbee. These programmes were available throughout the June school holidays at the Sports Centres.”

To that effect, a popular five-day sports camp also falls under the programme’s list of recent holiday activities – of which is a result of a successful partnership among SportSG, schools and private companies.

It is through these combined efforts that the ActiveSG movement seeks to revolutionise the way sporting habits are formed within our community. Sharing his thoughts on the programme’s future development, Chief CK expressed, “I believe that the joys of bonding through sports can be witnessed by everyone, and it is ActiveSG’s mission to understand such sporting needs and deliver them to Singaporeans.”

TOGETHER TOWARDS VISION 2030: ENHANCING CAPABILITIES THROUGH IMPROVED COOPERATION



We bring insights from Mr Robert Gambardella, Chief of the Singapore Sports Institute, and Mr Michael Vaz Lorrain, President of the Singapore Shooting Association, regarding what's in store for future collaborations between SportSG and the national sporting associations [NSAs].

PARTNERS ARE CRUCIAL

Cooperation remains crucial as we move along towards Vision 2030. After all, we have been able to come this far in large part as a result of SportSG's close partnerships with the NSAs.

These improved partnerships go beyond bringing organisations together; they promote the spirit of sportsmanship among Singaporeans. Mr Vaz explains, "Working together helps us improve our training facilities and programmes. Our big goal is to raise the national participation rate of our sport."

FROM THE GROUND UP

It's a win-win situation for both SportSG and its NSA, as Mr Vaz explains how an increase in participation would contribute to widening the talent base for

competitive shooting. "Shooting can be seen as costly, especially for events like clay target practice. This new partnership helps us provide more affordable training with smaller bore arms and air rifles," added Mr Vaz.

He is also banking on generating interest through showcasing new events. The avid shooter explained, "With novel events such as the sprint and shoot biathlon, we hope to create more ways to draw youths to this exciting sport."

Elaborating on his effort to widen the talent base for competitive shooting, Mr Vaz added, "This new partnership not only helps us win more medals – it also enhances our outreach to young Singaporeans who previously considered shooting as expensive or impractical."



From left to right: Mr Alphonso Jude Joseph (President of the Singapore Ice Hockey Association), Dr Woffles Wu (President of the Singapore Squash Rackets Association), Mr Robert Gambardella (Chief of SportSG's Singapore Sports Institute), Mr Syed Abdul Kadir (President of the Singapore Amateur Boxing Association) and Mr Suhaimi Haji Said (President of the Singapore Cycling Federation), strike a pose at the new Sports Hub.

While he identified the challenges of attracting young talent, a confident Mr Vaz expressed assurance in his association's ability to aid the Vision 2030 goal to raise the sporting profile in Singapore.

LEADING A VISION FORWARD

Explaining the importance of Vision 2030 as a shared goal between SportSG and the NSAs is Mr Robert Gambardella, Chief of SportSG's Singapore Sports Institute – affectionately known by his co-workers as Chief Bob.

He remarks, "We came up with this new partnership to focus on three imperatives: a shared vision, enhanced capabilities and to develop a network of resources."

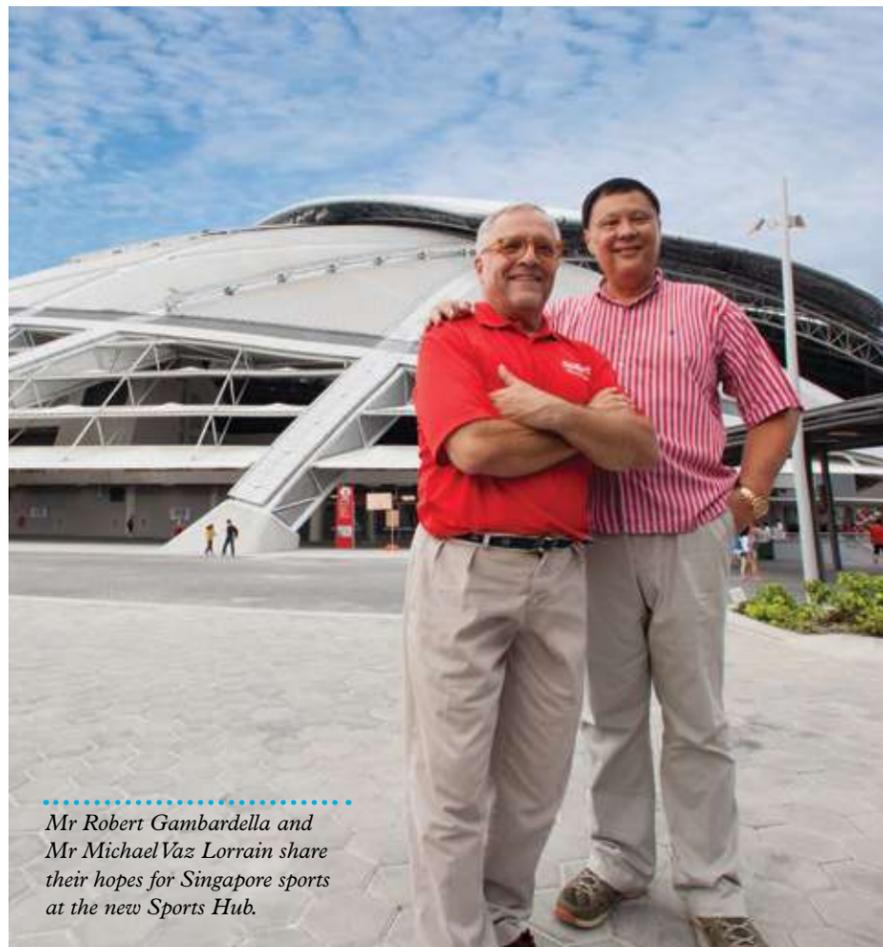
One key priority remains – to improve our performance on the international stage. "While good athletes and officials are available to us, we hope to also rope in coaching talent who can understand athletes through a local context," shared Chief Bob.



WORKING TOGETHER
HELPS US IMPROVE OUR
TRAINING FACILITIES
AND PROGRAMMES.
OUR BIG GOAL IS TO
RAISE THE NATIONAL
PARTICIPATION RATE OF
OUR SPORT.

Mr Michael Vaz Lorrain





Mr Robert Gambardella and Mr Michael Vaz Lorrain share their hopes for Singapore sports at the new Sports Hub.

Chief Bob commended Mr Vaz and his association on identifying the need for coaching talent and expressed full faith that improving such partnerships will create new opportunities for Singaporeans to live active sporting lifestyles.

Being an avid cyclist, Chief Bob shares this example of how Singaporeans can be further incentivised, "When I get on my bike, I can cycle from Changi to the Merlion without getting off the cycling trail. Perhaps we can explore more ways to integrate sports into existing infrastructure – so we can bring favourite pastimes right to the doorsteps of every Singaporean."

Vision 2030 is an ongoing effort that will be realised through continual partnerships and collaborations between SportSG and its partners, especially the NSAs. "Each NSA may take a different approach to achieve their goals, but greater trust and flexibility between us will definitely create exciting new ways to turn sports into a national language." ○

“EACH NSA MAY TAKE A DIFFERENT APPROACH TO ACHIEVE THEIR GOALS, BUT GREATER TRUST AND FLEXIBILITY BETWEEN US WILL DEFINITELY CREATE EXCITING NEW WAYS TO TURN SPORTS INTO A NATIONAL LANGUAGE.”

Mr Robert Gambardella

IT TAKES TWO TO PLAY

Both veterans in the field of sports development, Mr Robert Gambardella and Mr Michael Vaz are leading their respective organisations through enhanced partnerships towards Vision 2030.



MR ROBERT GAMBARDELLA

A long-time veteran in sports development, Mr Robert Gambardella represents SportSG as Chief of the Singapore Sports Institute. His career has seen him manage a diverse profile of initiatives, spanning those in the USA, Singapore and as part of Olympic Committees.



MR MICHAEL VAZ LORRAIN

As the Singapore Shooting Association's recently appointed President, Mr Michael Vaz also chairs the Singapore Gun Club as its President. As the leading representative of this sport in Singapore, he holds ambitious hopes of raising the profile of shooting here and looks forward to bringing his passion for the sport to the next generation of Singaporeans.

27TH SEA GAMES HANDOVER

A TORCH TO LIGHT OUR WAY AHEAD



01. Team Singapore waving their flag high at the closing ceremony held at the Winna Theikdi Stadium. 02. The handover ceremony saw Mr U Tint Hsan and Mr Tan Chuan-jin in a symbolic gesture of continued friendship between host nations. 03. A pleasant preview to the next SEA Games held in Singapore.

The 27th SEA Games drew to a close on 22 December 2013, with a resplendent closing ceremony held in Naypyitaw, Myanmar. The handover ceremony saw Chairman of the Myanmar SEA Games Mr U Tint Hsan passing the SEA Games flag over to Singapore's then Acting Minister for Manpower and then Singapore National Olympic Council (SNOC) Executive Committee Member, Mr Tan Chuan-jin. Mr Tan is currently the President of the SNOC.

The symbolic gesture marked the beginning of a new chapter for Singapore, after record-breaking performances delivered by Team Singapore's 309 participating athletes during the Games.

Here are some highlights from Team Singapore's victories during the 2013 SEA Games, as well as a quick look at what's to come when our country hosts the 28th SEA Games for the first time since 1993.

27TH SEA GAMES RESULTS	28TH SEA GAMES
<p>SINGAPORE FINISHED</p> <p>6TH among participating nations</p>	<p>The Games coincides with the 50th National Day Celebrations in 2015</p>
<p>SINGAPORE CLINCHED</p> <p>34 29 45</p>	<p>The event will create many opportunities to feature new facilities at the</p> <p>brand new Singapore Sports Hub</p> <p>and other community sports venues island wide</p>
<p><small>Swimming, Sailing and Table Tennis contributed to 20 out of the 34 Gold medals. Historic medal comeback in Athletics, Archery, Basketball, Cycling, Driving, Equestrian, Judo, Rowing, Shooting and Traditional Boat Race.</small></p>	

40TH ANNIVERSARY CELEBRATIONS

TEAM SPORTSG CELEBRATES THE BIG 40



01. All together in celebration: Friends and family alike were gathered throughout the festivities to commemorate SportSG's 40th Anniversary. 02. SportSG staff gathered for a celebration by the beach in Sentosa. 03. True to their passion for sports, SportSG staff engaged in various sports activities during the beach party. 04. SportSG's current and former Chairmen with then Acting Minister Mr Lawrence Wong attending the 40th Anniversary Celebrations.

Team SportSG commemorated the organisation's 40th anniversary with a series of sporting events that saw all staff rallied together to commemorate four decades of serving the community through sport.

Familiar with the expression 'come rain or shine'? True to the popular adage, it took more than Mother Nature's worst temperaments to beat Team SportSG's passion for sports, one of the three core values that the staff live by, as they celebrated their 40th Anniversary through a series of action-packed sporting events held last year.

SportSG staff enjoyed three adrenaline pumping events of sports competition through the inaugural Inter-House Games held between July and August 2013 at the Toa Payoh, Yio Chu Kang and Pasir Ris Sports Centres. The different "houses" from SportSG embodied strength through teamwork, yet another core value of SportSG, as they competed across three sports - Captain's Ball, Modified Football and Basketball. SportSG staff certainly lived better through sport during their Inter-house Games!

The Inter-House Games culminated in a family day filled with exciting sports activities on 5 October 2013. The event saw not only staff and their family members attending, but also Mr Lawrence Wong, then Acting Minister for Culture, Community and Youth, SportSG's past and present Chairmen, former staff and beneficiaries from SportCares at the event.

Happy birthday, SportSG. Here's to another 40 years of serving the community through sport! ○

CHARTING VISION 2030

SPORTCARES: SEEDING HOPE, CHANGING LIVES



A series of sporting activities connects youth participants with leaders and mentors through the SportCares programme.

As a call to action first expressed in the Vision 2030 master plan for sport in late 2012, the SportCares Foundation and Movement came to life in FY13, thanks to the conviction of a broad spectrum of people. From passionate volunteers to community-spirited donors to the professionals recruited for our programmes to the youth themselves, the SportCares folks are a study in social inclusion, community bridging and personal empowerment.

Over the course of FY13, the small SportCares team delivered a message of hope and change to 3900 children and youth through a total of 44 programmes, activities and events. We began with football but we expanded into basketball, running, floorball, netball, rugby and sailing. We ran three separate workshops in prisons with partners such as Realmadrid Foundation, Singapore Slingers and Netball Singapore. Through our Young Mentors Programme, [based on the Game for Life framework developed by the SportSG Leadership Team], we mentored 233 secondary and tertiary school students to use sport to teach values and character, and they in turn ran sporting workshops for 233 youngsters from the community.

Support for SportCares has come from diverse corporate groups such as Changi Foundation, Micron Foundation, Seletar Country Club, AirAsia, SGX, NIKE, ITE College Central, Realmadrid Foundation and Singapore Pools. Individual donors have also dug deep into their pockets to support the youth who are learning about life through sport.

In October, Seletar Country Club hosted Dr Tony Tan, the President of Singapore and the Patron of SportCares, as the Guest-of-Honour at a golf fundraiser event that generated \$288,000 for our programmes. SportCares also recognised the contributions of valued volunteers and the ongoing change being seen in the boys from the Saturday Night Lights (SNL) Football programme. "I have made mistakes in the past...made my mother cry and my father angry. But this year, I was named valedictorian of my graduating class," said 17-year-old Aizat, a team captain from SNL, in an opening address that drew spontaneous applause at the Seletar event. "Through sport, I got back my self-respect and the confidence that I could do better in life."

Thanks to the generous community support, the SNL programme expanded to four venues in FY13. Changi Foundation donated \$160,000 for an SNL specifically for youth from NorthLight School but welcomed in teams from Kembangan Chai Chee, too. Teachers from NorthLight have noted improved social behaviour and a greater interest in education from their SNL boys.

In March 2014, Singapore Sports School turned on the stadium lights for the fourth SNL programme. With coaches such as Coach Mohamad Yakob Hashim, Leonard Tan and Muhammad Isa Abdul Haleem, the 80 youth at SNL Sports School are learning good values and a better sense of purpose in life.

For its meaningful work with youth, SNL won a the Gold Award from the Ministry of Culture, Community and Youth (MCCY), as well as the Bronze Award from the Public Service Division for the Most Innovative



SportCares will always be a story of people helping each other and changing each other as we all grow and live better through sport.

Project/Policy in 2013. This was the first time that SportSG had ever medalled at the PS21 ExCEL Convention.

On the heels of the SNL successes, SportCares launched the CareRunners programme in late September. The team debuted at the Cold Storage Singapore International Triathlon, followed up with the Bloomberg Square Mile Relay (13 of 160 teams) and ended the calendar year with a spectacular 16th place among 300 ekiden relay teams at the Standard Chartered Marathon Singapore 2013. It was an extraordinary, proud moment for the CareRunners team. Helmed by then Acting Minister Mr Lawrence Wong from MCCY, the team comprised Barthi, Fadhil and Pavi from grassroots group Beacon of Life Academy, Thaslim from Xerox United and Joyce Teo from our partner Community Foundation of Singapore. Training out of CCAB track, the CareRunners receive training and life lessons from Coach Elangovan s/o Ganeson. "Two of the boys in this programme are very close to National level," Coach Elangovan says. "SportCares is a social and character programme, but we can also find sports excellence here."

Next year promises to be another watershed for SportCares. "Our numbers will grow significantly in FY14 as SportCares develops new prototypes and new partnerships. However the numbers alone will never tell the full story," says SportSG Chairman Mr Richard Seow. "SportCares will always be a story of people helping each other and changing each other as we all grow and live better through sport. ○

01. Team SportCares with then Acting Minister Mr Lawrence Wong at the Standard Chartered Marathon Singapore. 02. President Tony Tan and Mr Lim Teck Yin visiting participants at a SNL football event. 03. SportCares kids having a splash at the Extreme Sailing Event on 22 February 2014.

Singapore Sports Council (also known as Sport Singapore) and its Subsidiary

Annual Financial Statements 31 March 2014

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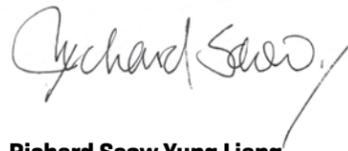
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Statement By The Chairman and Chief Executive Officer

We, Mr Richard Seow Yung Liang and Mr Lim Teck Yin, being the Chairman and Chief Executive Officer of the Singapore Sports Council [the "Council"], also known as Sport Singapore, do hereby state that, in the opinion of the Board members,

- [a] the accompanying consolidated financial statements of Singapore Sports Council [the "Council"] and its subsidiary [the "Group"] set out on pages 4 to 58 are properly drawn up in accordance with the provisions of the Singapore Sports Council Act [Cap. 305, 1985 Revised Edition] [the "Act"] and Statutory Board Financial Reporting Standards ["SB-FRS"] so as to give a true and fair view of the state of affairs of the Group and the Council as at 31 March 2014, 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 moneys 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 Board:



Richard Seow Yung Liang
Chairman



Lim Teck Yin
Chief Executive Officer

23 June 2014

Independent Auditor's Report to the Board Members of Singapore Sports Council (also known as Sport Singapore)

Report on the financial statements

We have audited the accompanying financial statements of Singapore Sports Council [the "Council"], also known as Sport Singapore, and its subsidiary [the "Group"] which comprise the statements of financial position of the Group and the Council as at 31 March 2014, the income and expenditure statements, the statements of comprehensive income and statements of changes in share capital, capital account, accumulated surplus and funds of the Group and the Council 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 57 to 111.

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 Statutory Board Financial Reporting Standards ["SB-FRS"], and for such internal control as management determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's 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 about 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 judgment, 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.

Opinion

In our opinion, the consolidated financial statements of the Group and the statement of financial position, the income and expenditure statement, 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 present fairly, in all material respects, the state of affairs of the Group and of the Council as at 31 March 2014 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 ended on that date.

Independent Auditor's Report to the Board Members of Singapore Sports Council (also known as Sport Singapore)

Report on other legal and regulatory requirements

Management's responsibility for compliance with legal and regulatory requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

Auditor's responsibility

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We conducted our audit in accordance with Singapore Standards on Auditing. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Because of inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Opinion

In our opinion:

- [a] the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Council during the year are, in all material respects, in accordance with the provisions of the Act; and
- [b] proper accounting and other records have been kept, including records of all assets of the Council whether purchased, donated or otherwise.



Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore
23 June 2014

Statements of Financial Position 31 March 2014

	Note	The Council		The Group	
		2014	2013	2014	2013
		\$'000	\$'000	\$'000	\$'000
Share capital	6, 7b	198,898	198,898	198,898	198,898
Capital account	7b	295	295	295	295
Accumulated surplus					
General funds	7b	138,629	126,093	132,129	122,843
Restricted funds	8b	28,604	28,488	28,604	28,488
Others		-	-	12,082	10,919
		<u>167,233</u>	<u>154,581</u>	<u>172,815</u>	<u>162,250</u>
Hedging reserve	7b	[6,766]	[12,353]	[6,766]	[12,353]
Staff loans revolving fund	7b	76	76	76	76
Non-controlling interest		-	-	3,892	5,016
		<u>359,736</u>	<u>341,497</u>	<u>369,210</u>	<u>354,182</u>
Represented by:					
Non-current assets:					
Property, plant and equipment	9	659,971	705,027	663,928	708,195
Prepaid land premium	10	2,924	3,240	2,924	3,240
Subsidiary	11	1,572	1,572	-	-
Advances	12	4,154	-	4,154	-
		<u>668,621</u>	<u>709,839</u>	<u>671,006</u>	<u>711,435</u>
Current assets:					
Prepaid land premium	10	316	316	316	316
Receivables and prepayments	13	21,852	18,135	24,175	20,358
Cash and cash equivalents	15	255,085	228,079	275,068	256,839
		<u>277,253</u>	<u>246,530</u>	<u>299,559</u>	<u>277,513</u>

Statements of Financial Position 31 March 2014

Note	The Council		The Group		
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	
Less: Current liabilities:					
Derivative financial instruments	16	439	745	439	745
Payables and accrued liabilities	17	38,020	34,891	40,198	37,613
Bank loans	18	6,378	6,378	6,378	6,378
Deferred revenue	19	1,726	1,916	1,726	1,916
Grants received in advance	20	45,165	27,707	45,165	27,707
Refundable deposits	21	2,066	1,461	2,558	1,603
Gate collections held on behalf	22	-	-	11,736	16,223
Provision for contribution to consolidated fund/tax	23	5,108	4,947	5,225	5,415
		<u>98,902</u>	<u>78,045</u>	<u>113,425</u>	<u>97,600</u>
Net current assets		178,351	168,485	186,134	179,913
Non-current liabilities:					
Derivative financial instruments	16	6,327	11,608	6,327	11,608
Bank loans	18	80,488	86,866	80,488	86,866
Deferred revenue	19	2,924	3,240	2,924	3,240
Deferred tax liability	24	-	-	694	339
Deferred capital grants:					
- Government	25	364,678	399,934	364,678	399,934
- Non-Government	26	32,819	35,179	32,819	35,179
		<u>487,236</u>	<u>536,827</u>	<u>487,930</u>	<u>537,166</u>
		<u>359,736</u>	<u>341,497</u>	<u>369,210</u>	<u>354,182</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Income And Expenditure Statements Year ended 31 March 2014

Note	The Council				The Group				
	Capital and general funds		Restricted funds		Total		Total		
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	
Operating income:									
Admission fees	15,231	15,158	-	-	15,231	15,158	15,231	15,158	
Hiring of facilities	11,875	13,176	-	-	11,875	13,176	11,875	13,176	
Program fees	2,764	5,315	-	-	2,764	5,315	2,764	5,315	
Car park charges	5,392	4,739	-	-	5,392	4,739	5,392	4,739	
Rental of lettable areas	11,463	10,194	-	-	11,463	10,194	11,463	10,194	
Revenue from ticketing sales	-	-	-	-	-	-	12,261	13,541	
Miscellaneous income	3,037	6,421	-	-	3,037	6,421	4,235	7,670	
Sponsorship	1,015	9,747	-	-	1,015	9,747	1,351	10,032	
	<u>50,777</u>	<u>64,750</u>	<u>-</u>	<u>-</u>	<u>50,777</u>	<u>64,750</u>	<u>64,572</u>	<u>79,825</u>	
Operating expenditure:									
Depreciation	9	52,038	54,572	11	13	52,049	54,585	52,790	55,294
General and administrative expenses		819	1,331	-	-	819	1,331	1,067	1,634
Minor works, repairs and maintenance of properties		15,622	19,113	-	-	15,622	19,113	16,304	19,809
Operating expenses	27	122,275	125,374	7	200	122,282	125,574	125,897	129,212
Employee benefits expense	28	89,325	72,632	-	-	89,325	72,632	94,551	77,882
Finance costs		3,506	3,761	-	-	3,506	3,761	3,506	3,761
Other expenses	29	7,308	7,380	-	-	7,308	7,380	8,525	8,691
		<u>290,893</u>	<u>284,163</u>	<u>18</u>	<u>213</u>	<u>290,911</u>	<u>284,376</u>	<u>302,640</u>	<u>296,283</u>
Operating deficit		(240,116)	(219,413)	(18)	(213)	(240,134)	(219,626)	(238,068)	(216,458)

Income And Expenditure Statements Year ended 31 March 2014

	Note	The Council						The Group	
		Capital and general funds		Restricted funds		Total		Total	
		2014	2013	2014	2013	2014	2013	2014	2013
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-operating income:									
Income from investments	30	820	678	158	157	978	835	1,038	904
Gain on disposal of property, plant and equipment		-	1,260	-	-	-	1,260	-	1,260
Dividend income from subsidiary		3,250	-	-	-	3,250	-	-	-
		<u>4,070</u>	<u>1,938</u>	<u>158</u>	<u>157</u>	<u>4,228</u>	<u>2,095</u>	<u>1,038</u>	<u>2,164</u>
(Deficit)/surplus before grants		<u>[236,046]</u>	<u>[217,475]</u>	<u>140</u>	<u>[56]</u>	<u>[235,906]</u>	<u>[217,531]</u>	<u>[237,030]</u>	<u>[214,294]</u>
Grants:									
Operating grants from Government		206,705	194,538	-	-	206,705	194,538	206,705	194,538
Deferred capital grants amortised:									
- Government	25	42,069	43,216	-	-	42,069	43,216	42,069	43,216
- Non-Government	26	2,360	2,360	-	-	2,360	2,360	2,360	2,360
		<u>251,134</u>	<u>240,114</u>	<u>-</u>	<u>-</u>	<u>251,134</u>	<u>240,114</u>	<u>251,134</u>	<u>240,114</u>
Surplus/(deficit) for the year before contribution to consolidated fund/tax		<u>15,088</u>	<u>22,639</u>	<u>140</u>	<u>[56]</u>	<u>15,228</u>	<u>22,583</u>	<u>14,104</u>	<u>25,820</u>
Contribution to consolidated fund/tax	31	<u>[2,552]</u>	<u>[3,849]</u>	<u>[24]</u>	<u>[3]</u>	<u>[2,576]</u>	<u>[3,852]</u>	<u>[2,913]</u>	<u>[4,260]</u>
Net surplus/(deficit) for the year		<u>12,536</u>	<u>18,790</u>	<u>116</u>	<u>[59]</u>	<u>12,652</u>	<u>18,731</u>	<u>11,191</u>	<u>21,560</u>
Attributable to:									
The Council								10,565	20,569
Non-controlling interest								626	991
								<u>11,191</u>	<u>21,560</u>

Statements of Comprehensive Income Year ended 31 March 2014

	The Council						The Group		
	Capital and general funds		Restricted funds		Total		Total		
	2014	2013	2014	2013	2014	2013	2014	2013	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Net surplus/(deficit) for the year	12,536	18,790	116	[59]	12,652	18,731	11,191	21,560	
Other comprehensive income									
Items that may be reclassified subsequently to income and expenditure									
Gain/(loss) on cash flow hedge	5,587	[840]	-	-	5,587	[840]	5,587	[840]	
Other comprehensive income/(expense) for the year, net of tax	5,587	[840]	-	-	5,587	[840]	5,587	[840]	
Total comprehensive income/(expense) for the year	<u>18,123</u>	<u>17,950</u>	<u>116</u>	<u>[59]</u>	<u>18,239</u>	<u>17,891</u>	<u>16,778</u>	<u>20,720</u>	
Attributable to:									
The Council								16,152	19,729
Non-controlling interest								626	991
								<u>16,778</u>	<u>20,720</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statement of Changes in Share Capital, Capital Account, Accumulated Surplus And Funds Year ended 31 March 2014

The Group

	<u>Accumulated surplus</u>									
	Share capital \$'000	Capital account \$'000	General funds \$'000	Restricted funds \$'000	Others \$'000	Hedging reserve \$'000	Staff loans revolving fund \$'000	Attributable to the Council \$'000	Non-controlling interest \$'000	Total \$'000
2013										
Balance as at 1 April 2012	196,896	295	104,053	28,547	9,081	[11,513]	76	327,435	4,025	331,460
Issue of share capital (Note 6)	2,002	-	-	-	-	-	-	2,002	-	2,002
Total comprehensive income for the year	-	-	18,790	[59]	1,838	[840]	-	19,729	991	20,720
Balance as at 31 March 2013	198,898	295	122,843	28,488	10,919	[12,353]	76	349,166	5,016	354,182
2014										
Balance as at 1 April 2013	198,898	295	122,843	28,488	10,919	[12,353]	76	349,166	5,016	354,182
Total comprehensive income for the year	-	-	9,286	116	1,163	5,587	-	16,152	626	16,778
Dividends paid to non-controlling shareholder by subsidiary	-	-	-	-	-	-	-	-	[1,750]	[1,750]
Balance as at 31 March 2014	198,898	295	132,129	28,604	12,082	[6,766]	76	365,318	3,892	369,210

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statement of Changes in Share Capital, Capital Account, Accumulated Surplus And Funds Year ended 31 March 2014

The Council

	<u>Accumulated surplus</u>						Total \$'000
	Share capital \$'000	Capital account \$'000	General funds \$'000	Restricted funds \$'000	Hedging reserve \$'000	Staff loans revolving fund \$'000	
2013							
Balance as at 1 April 2012	196,896	295	107,303	28,547	(11,513)	76	321,604
Issue of share capital (Note 6)	2,002	-	-	-	-	-	2,002
Total comprehensive income for the year	-	-	18,790	(59)	(840)	-	17,891
Balance as at 31 March 2013	198,898	295	126,093	28,488	(12,353)	76	341,497
2014							
Balance as at 1 April 2013	198,898	295	126,093	28,488	(12,353)	76	341,497
Total comprehensive income for the year	-	-	12,536	116	5,587	-	18,239
Balance as at 31 March 2014	198,898	295	138,629	28,604	(6,766)	76	359,736

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Consolidated Statement of Cash Flows for the financial year ended 31 March 2014

	Note	2014 \$'000	2013 \$'000
Operating activities			
Deficit before grants		(237,030)	(214,294)
Adjustments for:			
Depreciation	9	52,790	55,294
Loss on property, plant and equipment written-off/disposed	27	926	90
Gain on disposal of property, plant and equipment		-	(1,260)
Amortisation of prepaid land premium	10	316	316
Amortisation of deferred revenue	19	(316)	(316)
Allowance for doubtful receivables	13	36	148
Write-back on allowance for doubtful receivables	13,14	(350)	-
Interest expense on bank loans		3,506	3,761
Interest income	30	(1,038)	(904)
Impairment loss on property, plant and equipment	9, 27	393	1,943
Write-back on impairment loss on property, plant and equipment	9, 27	(708)	-
Reversal of deferred capital grant in advance		-	(3,035)
Operating cash flow before movements in working capital		(181,475)	(158,257)
Receivables and prepayments		(3,628)	(1,728)
Payables and accrued liabilities		1,413	(248)
Refundable deposits		955	253
Gate collections held on behalf		(4,487)	129
Deferred revenue		(190)	827
Cash used in operations		(187,412)	(159,024)
Interest paid on bank loans		(2,207)	(3,761)
Contribution to consolidated fund/tax		(2,749)	(5,425)
Net staff loan repayment		-	5
Net cash used in operating activities		(192,368)	(168,205)
Investing activities			
Purchase of property, plant and equipment	9	(9,261)	(7,708)
Interest received		884	904
Net cash used in investing activities		(8,377)	(6,804)
Financing activities			
Repayment of loan from a third party	14	125	-
Repayment of loans from bank	18	(6,378)	(6,378)
Proceeds on issue of shares	6	-	2,002
Advances given	12	(4,000)	-
Government grants received		230,977	208,325
Dividend paid to non-controlling interest		(1,750)	-
Net cash from financing activities		218,974	203,949
Net increase in cash and cash equivalents		18,229	28,940
Cash and cash equivalents at the beginning of financial year		256,839	227,899
Cash and cash equivalents at the end of financial year	15	275,068	256,839

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Notes to the Financial Statements 31 March 2014

1. General

Singapore Sports Council (the "Council"), also known as Sport Singapore, a statutory board established under the Singapore Sports Council Act [Cap. 305, 1985 Revised Edition] is under the purview of the Ministry of Culture, Community and Youth ["MCCY"]. The address of the Council's registered office and principal place of business is 230 Stadium Boulevard, Singapore 397799.

The principal activities of the Council are to plan for and promote recreational and competitive sports and to develop, manage and maintain public sports facilities.

The principal activity of its subsidiary is that of the provision of ticketing services as disclosed in Note 11.

2. Summary of significant accounting policies

2.1 Basis of accounting

The financial statements have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Singapore Sports Council Act [Cap. 305] (the "Act") and Statutory Board Financial Reporting Standards ["SB-FRS"].

The financial statements are presented in Singapore Dollars (SGD or \$) and all values in the tables are rounded to the nearest thousand (\$'000) as indicated.

2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Group has adopted all the new and revised standards that are relevant to its operations and effective for annual periods beginning on or after 1 April 2013. The adoption of these standards did not have any effect on the results or the position of the Group and the Council.

In accordance with the transition provisions of SB-FRS 113 Fair Value Measurement, FRS 113 has been applied prospectively by the Group on 1 April 2013.

Notes to the Financial Statements 31 March 2014

2.3 Standards issued but not yet effective

Description		Effective for annual periods beginning on or after
SB-FRS 27	Separate Financial Statements	1 January 2014
SB-FRS 28	Investments in Associates and Joint Ventures	1 January 2014
SB-FRS 32	Offsetting of Financial Assets and Financial Liabilities	1 January 2014
SB-FRS 110	Consolidated Financial Statements	1 January 2014
SB-FRS 112	Disclosure of Interests in Other Entities	1 January 2014
	Amendments to SB-FRS 110, SB-FRS 111, SB-FRS 112, SB-FRS 27 and SB-FRS 28: Mandatory Effective Date	-
	Consolidated Financial Statements	1 January 2014
	Consolidated Financial Statements, Joint Arrangements and Disclosure of Interest in Other Entities: Transition Guidance [Amendments to SB-FRS 110, SB-FRS 111 and SB-FRS 112]	1 January 2014
	Illustrative Examples	1 January 2014
SB-FRS 110, SB-FRS 112 and SB-FRS 27	Amendments to SB-FRS 110, SB-FRS 112 and SB-FRS 27 Investment Entities	1 January 2014

The Council expect that the adoption of the standards above will have no material impact on the financial statements in the period of initial application.

2.4 Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Council and entities controlled by the Council (its subsidiary) made up to March 31 each year. Control is achieved when the Council has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of the subsidiary acquired or disposed of during the year are included in income or expenditure from the effective date of acquisition or up to the effective date of disposal, as appropriate.

Where necessary, adjustments are made to the financial statements of subsidiary to bring the accounting policies used in line with those used by other members of the Group. All intra-group balances and transactions are eliminated on consolidation.

Non-controlling interest in subsidiary is identified separately from the Group's equity therein. The interest of non-controlling shareholder may be initially measured [at date of original business combination] either at fair value or at the non-controlling interest's proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement basis is made on an acquisition-by-acquisition basis. Subsequent to acquisition, the carrying amount of non-controlling interest is the amount of the interest at initial recognition plus the non-controlling interest's share of subsequent changes in equity. Net surplus is attributed to non-controlling interest even if this results in the non-controlling interest having a deficit balance.

Notes to the Financial Statements 31 March 2014

2.4 **Basis of consolidation (cont'd)**

Changes in the Group's interests in the subsidiary that do not result in a loss of control are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the Council.

When the Group loses control of a subsidiary, the profit or loss on disposal is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. Amounts previously recognised in other comprehensive income in relation to the subsidiary are accounted for (i.e. reclassified to profit or loss or transferred directly to retained earnings) in the same manner as would be required if the relevant assets or liabilities were disposed of. The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under SB-FRS 39 Financial Instruments: Recognition and Measurement or, when applicable, the cost on initial recognition of an investment in an associate or jointly controlled entity.

In the Council's financial statements, investment in subsidiary is carried at cost less any impairment in net recoverable value that has been recognised in income or expenditure.

2.5 **Business combinations**

The acquisition of a subsidiary is accounted for using the acquisition method. The consideration for each acquisition is measured at the aggregate of the acquisition date fair values of assets given, liabilities incurred by the Group to the former owners of the acquiree, and equity interests issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognised in income or expenditure as incurred.

The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under the SB-FRS are recognised at their fair value at the acquisition date except for deferred tax assets or liabilities and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with SB-FRS 12 Income Taxes and SB-FRS 19 Employee Benefits respectively; liabilities or equity instruments related to the replacement by the Group of an acquiree's share-based payment awards are measured in accordance with SB-FRS 102 Share-based Payment; and assets (or disposal groups) that are classified as held for sale in accordance with SB-FRS 105 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with that Standard.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see below), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

The measurement period is the period from the date of acquisition to the date the Group obtains complete information about facts and circumstances that existed as of the acquisition date and is subject to a maximum of one year from acquisition date.

The accounting policy for initial measurement of non-controlling interests is described above.

Notes to the Financial Statements 31 March 2014

2.6 **Financial instruments**

Financial assets and financial liabilities are recognised on the statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial asset or liability and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or liability, or where appropriate, a shorter period. Income and expense are recognised on an effective interest basis.

2.7 **Financial assets**

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the loans and receivables are derecognised or impaired, and through the amortisation process.

Impairment of financial assets

Financial assets are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the financial assets have been impacted.

For all other financial assets, objective evidence of impairment could include:

- significant financial difficulty of the issuer or counterparty; or
- default or delinquency in interest or principal payments; or
- it becoming probable that the borrower will enter bankruptcy or financial re-organisation.

For certain categories of financial assets, such as trade receivables, assets that are assessed not to be impaired individually are, in addition, assessed for impairment on a collective basis. Objective evidence of impairment for a portfolio of receivables could include the Group's past experience of collecting payments, an increase in the number of delayed payments in the portfolio past the average credit period of 30 days, as well as observable changes in national or local economic conditions that correlate with default on receivables.

For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

Notes to the Financial Statements 31 March 2014

2.7 **Financial assets (cont'd)**

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of receivables where the carrying amount is reduced through the use of an allowance account. When a receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in income or expenditure. When an available-for-sale financial asset is considered to be impaired, cumulative gains or losses previously recognised in other comprehensive income are reclassified to income or expenditure.

De-recognition of financial assets

The Group de-recognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity, if the Group neither transfers nor retains substantially all the risk and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

2.8 **Financial liabilities and equity instruments**

Classification as debt or equity

Financial liabilities and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

Financial liabilities

Payables and accrued liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest method, with interest expense recognised on an effective yield basis except for short-term payables when the recognition of interest would be immaterial.

Interest-bearing bank loans are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method. Any difference between the proceeds [net of transaction costs] and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the Group's accounting policy for borrowing costs.

Notes to the Financial Statements 31 March 2014

2.8 **Financial liabilities and equity instruments (cont'd)**

De-recognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire.

Derivative financial instruments

The Group uses interest rate swaps to hedge its risk associated with interest rates when appropriate. The significant interest rate risk arises from the Group's borrowings.

The use of financial derivatives by the Group is approved by the Council members who ensure that the use of financial derivatives is consistent with the Group's risk management strategy. The Group does not use derivative financial instruments for speculative purposes.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently re-measured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in income or expenditure immediately unless the derivatives is designated and effective as a hedging instrument, in which event the timing of the recognition in income or expenditure depends on the nature of the hedging relationship.

A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

Hedge accounting

The Group designates interest rate swaps as cash flow hedges.

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions and whether the hedging instrument that is used in a hedging relationship is highly effective in offsetting changes in cash flows of the hedged item.

Note 16 contains details of the fair value of derivative instrument used for hedging purpose. Movements in the hedging reserve in equity are detailed in the statements of changes in share capital, capital account, accumulated surplus and funds.

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are deferred in other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in income or expenditure, as part of other gains and losses.

Notes to the Financial Statements 31 March 2014

2.8 **Financial liabilities and equity instruments (cont'd)**

Amounts deferred in equity are recycled in income or expenditure in the periods when the hedged item is recognised in income or expenditure. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously deferred in equity are transferred from equity and included in the initial measurement of the cost of the asset or liability.

Hedge accounting is discontinued when the Group revokes the hedging relationship, the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. Any cumulative gain or loss deferred in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in income or expenditure. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was deferred in equity is recognised immediately in income or expenditure.

2.9 **Share capital**

Pursuant to the Capital Management Framework FCM M26/2008 which builds on Debt-Equity Framework FCM M8/2007, equity injections from MOF are recorded as share capital.

2.10 **Government grants**

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and the grants will be received.

Government grants received prior to the application of FCM M26/2009 on capital management framework issued by MOF for the purchase of depreciable assets are taken to the Deferred Capital Grants Account. Fund injections received after the application are treated as equity and recorded as share capital.

Non-monetary contributions are taken to property, plant and equipment and the Deferred Capital Grants Account at fair value.

Deferred capital grants are recognised in income or expenditure over the periods necessary to match the depreciation of the assets with the related grants. On disposal of property, plant and equipment, the balance of related grants is recognised in income or expenditure to match the carrying amounts of the property, plant and equipment disposed.

Other government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in income or expenditure in the period in which they become receivable.

2.11 **Non-government grants**

Contributions from other organisations for the purpose of depreciable assets are taken to the Deferred Capital Grant - Non-Government in the statement of financial position and transferred to income or expenditure on a systematic and rational basis over the useful lives of the related assets.

Notes to the Financial Statements 31 March 2014

2.12 **Deferred revenue**

Income from leasing of lettable areas and facilities received in advance is stated at initial amount less accumulated amortisation. Amortisation is calculated on a straight-line basis to reduce the initial amount over the lease term and is recognised in income or expenditure.

2.13 **Funds**

In view of the limitations and restrictions placed on the use of certain funds, resources for various purposes are classified for accounting and reporting purposes into separate funds in accordance with the activities or objectives specified for the use of those funds.

In the financial statements of the Group and the Council, three main groups of funds are distinguished: the Capital Fund, the General Funds and the Restricted Funds.

(i) *Capital fund*

Equity injections, capital grants and contributions for the establishment of the Council and for its major capital expenditure, other than in respect of the Singapore Indoor Stadium ["SIS"], are accounted for in this Fund.

(ii) *General funds*

Income or expenditure relating to the main activities of the Council are accounted for in these Funds.

The General Funds were set up for the following purposes:

Name of Fund	Purpose
General account	To fund for Sport Singapore activities, maintenance and operations of sports facilities.
Staff loans revolving fund	To fund for loans to staff. Interest income of this fund is taken to the General account.

(iii) *Restricted Funds*

Income or expenditure relating to specific activities are accounted for directly in the funds to which they relate.

The Restricted Funds were set up for the following specific projects/purposes:

Name of Fund	Projects/Purpose
Runme Shaw Centre for Sports Medicine and Research	To fund sports medical research and the purchase of related sports medicine and research equipment.
Sports Aid Fund	To provide financial assistance to athletes and selected sports and training facilities.

Notes to the Financial Statements 31 March 2014

2.13 **Funds (cont'd)**

(iv) Assets and liabilities of the Capital Fund, General Funds and Restricted Funds are pooled in the statement of financial position, and are separately disclosed in Notes 7 and 8 respectively.

2.14 **Leases**

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

The Group as lessor

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which use benefit derived from the leased asset is diminished. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

The Group as lessee

Assets held under finance leases are recognised as assets of the Group at the lower of their fair value at the inception of the lease or the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly to income or expenditure, unless they are directly attributable to qualifying assets, in which case they are capitalised in accordance with the Group's general policy on borrowing costs. Contingent rentals are recognised as expenses in the periods in which they are incurred.

Rentals payable under operating leases are charged to income or expenditure on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expenditure in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

2.15 **Prepaid land premium**

Prepaid land premium comprises premium paid for leasehold land and is charged to income or expenditure on a straight-line basis over the lease term of 20 years.

Notes to the Financial Statements 31 March 2014

2.16 **Property, plant and equipment**

Property, plant and equipment are carried at cost, less accumulated depreciation and any accumulated impairment losses.

Work-in-progress consists of construction costs and consultancy expenses incurred during the period of construction.

Depreciation is charged so as to write-off the cost of assets over their estimated useful lives, using the straight-line method, on the following bases:

Leasehold land and Buildings	- the period of the lease from 15 to 101 years
	- the period of the lease or 3 to 40 years whichever is shorter
Furniture equipment and other fixed assets	- 3 to 10 years

Depreciation is not provided on work-in-progress until completion of work and the asset is available for use.

The estimated useful lives and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets or, if there is no certainty that the lessee will obtain ownership by the end of the lease term, the asset shall be fully depreciated over the shorter of the lease term and its useful life.

The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in income or expenditure.

2.17 **Impairment of non-financial assets**

At the end of each reporting period, the Group reviews the carrying amounts of its assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in income or expenditure.

Notes to the Financial Statements 31 March 2014

2.17 **Impairment of non-financial assets (cont'd)**

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in income or expenditure.

2.18 **Provisions**

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

2.19 **Income recognition**

Income is measured at the fair value of the consideration received or receivable. Income is reduced for estimated rebates and other similar allowances. Income, other than donations and contributions, is accounted for on an accrual basis.

The accounting policy for recognising grants and contributions is set out above.

Income from services is recognised as and when services are performed. Commission and fees from ticketing sales are recognised upon sales of tickets to customers.

Car park revenue, which is collected by the Urban Redevelopment Authority ["URA"] on behalf of the Council, is taken to income or expenditure of the General Funds based on amounts estimated by URA. The estimated car park revenue is subject to adjustments by URA based on car park occupancy surveys.

Advertisement revenue is recognised upon publication or broadcast of the advertisement.

Interest income is accrued on a time-proportion basis, by reference to the principal outstanding and at the effective interest rate applicable.

Dividend income from investments is recognised when the right to receive payment has been established.

Notes to the Financial Statements 31 March 2014

2.19 **Income recognition (cont'd)**

Revenue from sponsorship is from sponsors for the promotion, development and advancement of events. Value-in-kind sponsorships are recognised upon delivery of the goods or acceptance of the services. Value-in-kind sponsorships are measured at the fair value of the goods and services received.

Rental income arising from operating leases on property, plant and equipment is accounted for on a straight line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

2.20 **Borrowing costs**

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are expensed when incurred.

2.21 **Cyclical maintenance of properties**

Expenses incurred on the cyclical maintenance of properties are not capitalised but are charged to income and expenditure statement as normal maintenance expenses.

2.22 **Subsidiaries**

A subsidiary is an entity over which the Group has the power to govern the financial and operating policies so as to obtain benefits from its activities.

In the Council's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses.

2.23 **Employee benefits**

(a) *Retirement benefit costs*

Payments to defined contribution retirement plans are charged as an expense as they fall due. Payments made to state-managed retirement schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution retirement plan.

(b) *Employee leave entitlement*

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting period.

Notes to the Financial Statements 31 March 2014

2.24 **Income tax**

The Council is exempted from income tax under Section 13(1)(e) of the Income Tax Act (Cap. 134, 2004 Revised Edition).

In respect of the subsidiary, income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in income or expenditure because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are not taxable or tax deductible. The Group's liability for current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on differences between the carrying amounts of assets and liabilities in the financial statements, and the corresponding tax base used in the computation of taxable profit, and is accounted for using the statement of financial position liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised based on the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

Current and deferred tax is charged or credited to income or expenditure except when it relates to items charged or credited either in other comprehensive income or directly in equity, in which case, the deferred tax is also recognised either in other comprehensive income or directly in equity, respectively.

2.25 **Contribution to consolidated fund**

The Council is required to make a contribution to the consolidated fund in accordance with the section 3(a) of the Statutory Corporation (Contribution to Consolidated Fund) Act (Cap. 319A). The provision is based on the guidelines specified by the Ministry of Finance. It is computed based on the net surplus of the Council for each of the financial year at the prevailing corporate tax rate for the Year of Assessment. Contribution to consolidated fund is provided on an accrual basis.

Notes to the Financial Statements 31 March 2014

2.26 **Foreign currency transactions**

The individual financial statements of each Group entity are presented in the currency of the primary economic environment in which the entity operates (its functional currency). The consolidated financial statements of the Group and the financial statements of the Council are presented in Singapore dollar, which is the functional currency of the Council, and the presentation currency for the consolidated financial statements.

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency are recorded at the rates of exchange prevailing on the date of the transaction. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing on the end of the reporting period. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on retranslation of monetary items are included in income or expenditure for the period. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in income or expenditure for the period except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income and accumulated in the funds of the Group. For such non-monetary items, any exchange component of that gain or loss is also recognised directly in the funds of the Group.

3. **Critical accounting judgements and key sources of estimation uncertainty**

In the application of the Group's accounting policies, which are described in Note 2, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumption are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements was prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Notes to the Financial Statements 31 March 2014

3. Critical accounting judgements and key sources of estimation uncertainty (cont'd)

Recoverability of receivables

The assessment of recoverability of receivables of the Group and the Council is based on the ongoing evaluation of customers' creditworthiness and past collection history of debtors. The Group and the Council have evaluated the recovery of the outstanding receivables included in the statement of financial position as at 31 March 2014 of approximately \$24,175,000 and \$21,852,000 respectively (2013: \$20,358,000 and \$18,135,000) after accounting for an allowance for doubtful receivables of \$93,000 (2013: \$282,000) for the Group and the Council (Note 13). The Group and the Council have also fully recovered a loan owing by a third party of \$125,000 and have written back the impaired amount in 2014 (Note 14).

Useful lives of property, plant and equipment

As described in Note 2.16, the Group reviews the estimated useful lives of property, plant and equipment at the end of each annual reporting period. Changes in the expected level of usage could impact the economic useful lives of these assets, therefore, future depreciation charges could be revised. The carrying amount of the Group's property, plant and equipment at the end of each reporting period is disclosed in Note 9.

Impairment of property, plant and equipment

Management performs periodic assessment of the Group's property, plant and equipment to determine if any of these assets are impaired. Management has evaluated the carrying amount of the property, plant and equipment included in the statement of financial position as at 31 March 2014 of \$663,928,000 (2013: \$708,195,000) for the Group and \$659,971,000 (2013: \$705,027,000) for the Council and had provided for impairment loss of \$393,000 (2013: \$1,943,000) during the year.

Fair value of derivative financial instruments

The Group uses interest rate swaps to manage its exposure to interest rate movements on its bank loans (Note 18) by swapping the loans from floating rates to fixed rates. As described in Note 16, the fair values of the two swaps entered in the financial year are measured at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates. The carrying amount at end of the reporting period is approximately \$6,766,000 (2013: \$12,353,000) for the Group and the Council.

Notes to the Financial Statements 31 March 2014

4. Financial instruments, financial risks and capital risks management

(a) Categories and fair value of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	Note	The Council		The Group	
		2014	2013	2014	2013
		\$'000	\$'000	\$'000	\$'000
Financial assets					
Receivables	13	14,997	13,675	17,010	15,681
Cash and cash equivalents	15	255,085	228,079	275,068	256,839
Advances	12	4,154	-	4,154	-
Total loans and receivables		<u>274,236</u>	<u>241,754</u>	<u>296,232</u>	<u>272,520</u>
Financial liabilities					
Derivative financial instruments (Level 2)	16	<u>6,766</u>	<u>12,353</u>	<u>6,766</u>	<u>12,353</u>
Payables and accrued liabilities	17	38,020	34,891	40,198	37,613
Loans and borrowings	18	86,866	93,244	86,866	93,244
Refundable deposits	21	2,066	1,461	2,558	1,603
Gate collection held on behalf	22	-	-	11,736	16,223
Total financial liabilities at amortised cost		<u>126,952</u>	<u>129,596</u>	<u>141,358</u>	<u>148,683</u>

The Group classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Level 1 quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs for the asset or liability that are not based on observable market data (unobservable inputs).

There were no transfers between level 1, 2 and 3 of the fair value hierarchy during the financial year.

Notes to the Financial Statements 31 March 2014

4. Financial instruments, financial risks and capital risks management (cont'd)

(a) Categories and fair value of financial instruments

(i) Fair value of financial assets and financial liabilities that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The carrying amounts of cash and cash equivalents, receivables, payables, refundable deposits and gate collections held on behalf approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

The carrying amount of advances approximate fair value as the interest rates is at the current market level.

(ii) Fair value of financial assets and financial liabilities that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value

As at 31 March 2014, there are no financial assets or liabilities that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value.

(iii) Fair value of financial assets and financial liabilities that are carried at fair value

The fair value of derivative financial instruments is calculated using quoted prices. Where such prices are not available, discounted cash flow analysis is used, based on the applicable yield curve of the duration of the instruments for non-optional derivatives, and option pricing models for optional derivatives.

(b) Financial risk management policies and objectives

The Group's overall financial risk management seeks to minimise potential adverse effects on the financial performance of the Group.

(i) Credit risk

The Group's and Council's principal financial assets are cash and cash equivalents and receivables.

The credit risk on liquid funds and derivative financial instrument is limited because the counterparts have high credit rating. The Group has policies in place to ensure that the rendering of services are made to customers with appropriate credit history.

The Group has significant receivable due from the Government amounting to \$9,371,000 (2013: \$4,270,000) (Note 13), representing 55% (2013: 27%) of total receivables balance as at the year end. Such credit risk is deemed minimal by the management.

The carrying amount of financial assets recorded in the financial statements, net of any allowance for losses, represents the Group's and Council's maximum exposure to credit risk.

Notes to the Financial Statements 31 March 2014

4. Financial instruments, financial risks and capital risks management (cont'd)

(b) Financial risk management policies and objectives (cont'd)

(ii) Interest rate risk

Interest bearing financial assets and liabilities of the Group are mainly cash and cash equivalents and bank loans. The interest rates for Cash with Accountant-General's Department ("AGD") are based on deposit rates determined by the financial institutions with which the cash are deposited and are expected to move in tandem with market interest rate movements. The Group has long-term bank loans at variable rates and uses interest rate swaps as cash flow hedge of future interest payments, which has the economic effect of converting borrowings from floating rates and swap them into fixed rates that are lower than those available if the Group borrowed at fixed rates directly. Under the interest rate swap, the Group agrees with other parties to exchange, at specified intervals, the difference between fixed contract rates and floating interest amounts calculated by reference to the agreed notional principal amount. With the interest rate swaps arrangement in place and the repayment of the bank loans including the interest is funded by the Government, management determined that there is no significant interest rate risk. Further details of the interest rate swaps can be found in Note 16.

The fixed deposits are short term in nature and at market interest level. Any future variations in interest rates will not have a material impact on the results of the Group.

Accordingly, no interest rate sensitivity analysis is presented.

(iii) Foreign exchange risk

The Group and Council have no significant foreign currency risk as its financial assets and liabilities are substantially denominated in Singapore dollar.

Accordingly, no foreign exchange sensitivity analysis is presented.

(iv) Liquidity risk

The Group has minimal exposure to liquidity risk as its operations are generally funded by Government, which include funding for payments of the instalments (principal and interest) of the Group's bank loans (Note 18). The Group ensures that sufficient liquidity through highly liquid assets in the form of cash and short-term demand deposits are maintained to meet its financial obligations.

Notes to the Financial Statements 31 March 2014

4. Financial instruments, financial risks and capital risks management (cont'd)

(b) Financial risk management policies and objectives (cont'd)

(iv) Liquidity risk (cont'd)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and Council's financial assets and liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

Group:	2014 \$'000				2013 \$'000			
	Less than one year	One to five years	Over five years	Total	Less than one year	One to five years	Over five years	Total
Financial assets:								
Loans and receivables	292,078	-	-	292,078	272,520	-	-	272,520
Advances	172	690	4,843	5,705	-	-	-	-
Total undiscounted financial assets	292,250	690	4,843	297,783	272,520	-	-	272,520
Financial liabilities:								
Trade and other payables	54,492	-	-	54,492	55,439	-	-	55,439
Loans and borrowings	6,972	27,245	56,767	90,984	7,099	27,702	63,740	98,541
Derivative financial instruments	439	1,759	4,568	6,766	745	2,982	8,626	12,353
Total undiscounted financial liabilities	61,903	29,004	61,335	152,242	63,283	30,684	72,366	166,333
Total net undiscounted financial assets / (liabilities)	230,347	[28,314]	[56,492]	145,541	209,237	[30,684]	[72,366]	106,187

Notes to the Financial Statements 31 March 2014

4. Financial instruments, financial risks and capital risks management (cont'd)

(b) Financial risk management policies and objectives (cont'd)

(iv) Liquidity risk (cont'd)

The Council:	2014 \$'000				2013 \$'000			
	Less than one year	One to five years	Over five years	Total	Less than one year	One to five years	Over five years	Total
Financial assets:								
Loans and receivables	240,082	-	-	240,082	241,754	-	-	241,754
Advances	172	690	4,843	5,705	-	-	-	-
Total undiscounted financial assets	240,254	690	4,843	245,787	241,754	-	-	241,754
Financial liabilities:								
Trade and other payables	40,086	-	-	40,086	36,352	-	-	36,352
Loans and borrowings	6,972	27,245	56,767	90,984	7,099	27,702	63,740	98,541
Derivative financial instruments	439	1,759	4,568	6,766	745	2,982	8,626	12,353
Total undiscounted financial liabilities	47,497	29,004	61,335	137,836	44,196	30,684	72,366	147,246
Total net undiscounted financial assets / (liabilities)	192,757	[28,314]	[56,492]	107,951	197,558	[30,684]	[72,366]	94,508

Derivative financial instruments

The liquidity analysis for derivative financial instruments is disclosed in Note 16.

Notes to the Financial Statements 31 March 2014

4. Financial instruments, financial risks and capital risks management (cont'd)

(c) Capital risk management policies and objectives

The Group manages its capital to ensure that the entities in the Group will be able to continue as a going concern while fulfilling its objective as a statutory board.

The capital structure of the Group consists of debt, which includes the borrowings disclosed in Note 18, and share capital, capital account, accumulated surplus and funds. The Group's overall strategy remains unchanged from last financial year.

5. Related party transactions

Some of the Council's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

The Group had the following significant transactions with its supervisory Ministry and other related parties during the year:

	The Group	
	2014 \$'000	2013 \$'000
Ministries and statutory boards		
Grants disbursed	4,973	5,339

Compensation of key management personnel

The remuneration of members of key management during the financial year was as follows:

	The Council		The Group	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Short-term employment benefits	2,446	2,032	3,738	3,088
Post-employment benefits	74	62	188	140
	<u>2,520</u>	<u>2,094</u>	<u>3,926</u>	<u>3,228</u>

Notes to the Financial Statements 31 March 2014

6. Share capital

	The Council and The Group			
	2014 No. of shares '000	2013 No. of shares '000	2014 \$'000	2013 \$'000
Issued and paid up:				
At the beginning of the year	198,898	196,896	198,898	196,896
Shares issued	-	2,002	-	2,002
At the end of the year	<u>198,898</u>	<u>198,898</u>	<u>198,898</u>	<u>198,898</u>

The shares carry neither voting rights nor par value.

Additions in prior year pertain to the equity injection from Ministry of Finance ["MOF"] recognised as share capital under Capital Management Framework ["CMF"] for Statutory Board under FCM M26/2008.

7. Capital and general funds

(a) The Council - detailed income and expenditure statement

	Capital		General		Total	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<i>Operating income:</i>						
Admission fees	-	-	15,231	15,158	15,231	15,158
Hiring of facilities	-	-	11,875	13,176	11,875	13,176
Program fees	-	-	2,764	5,315	2,764	5,315
Car park charges	-	-	5,392	4,739	5,392	4,739
Rental of lettable areas	-	-	11,463	10,194	11,463	10,194
Miscellaneous income	-	3,035	3,037	3,386	3,037	6,421
Sponsorship	-	-	1,015	9,747	1,015	9,747
	-	3,035	50,777	61,715	50,777	64,750

Notes to the Financial Statements 31 March 2014

7. Capital and general funds (cont'd)

(a) The Council - detailed income and expenditure statement (cont'd)

	Capital		General		Total	
	2014	2013	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Operating Expenditure:</i>						
Depreciation	52,038	54,572	-	-	52,038	54,572
General and administrative expenses	-	-	819	1,331	819	1,331
Minor works, repairs and maintenance of properties	-	-	15,622	19,113	15,622	19,113
Operating expenses	575	2,027	121,700	123,347	122,275	125,374
Employee benefits expense	-	-	89,325	72,632	89,325	72,632
Finance costs	3,506	3,761	-	-	3,506	3,761
Other expenses	-	-	7,308	7,380	7,308	7,380
	56,119	60,360	234,774	223,803	290,893	284,163
Operating deficit	(56,119)	(57,325)	(183,997)	(162,088)	(240,116)	(219,413)
Non-operating income	127	175	693	503	820	678
Gain on disposal of property, plant and equipment	-	-	-	1,260	-	1,260
Dividend income	-	-	3,250	-	3,250	-
Deficit before grants	(55,992)	(57,150)	(180,054)	(160,325)	(236,046)	(217,475)
<i>Grants</i>						
Operating grants from Government	25,489	25,548	181,216	168,990	206,705	194,538
Deferred capital grants amortised:						
- Government	42,069	43,216	-	-	42,069	43,216
- Non-Government	2,360	2,360	-	-	2,360	2,360
	69,918	71,124	181,216	168,990	251,134	240,114
Surplus for the year before contribution to consolidated fund	13,926	13,974	1,162	8,665	15,088	22,639
Contribution to consolidated fund	(2,354)	(2,376)	(198)	(1,473)	(2,552)	(3,849)
Surplus for the year	11,572	11,598	964	7,192	12,536	18,790

Notes to the Financial Statements 31 March 2014

7. Capital and general funds (cont'd)

(b) The Council - Detailed statement of financial position

	Capital		General		Staff loans revolving fund		Total	
	2014	2013	2014	2013	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Share capital (Note 6)	198,898	198,898	-	-	-	-	198,898	198,898
Capital account	295	295	-	-	-	-	295	295
Accumulated surplus	84,142	72,570	54,487	53,523	-	-	138,629	126,093
Hedging reserve	(6,766)	(12,353)	-	-	-	-	(6,766)	(12,353)
Staff loans revolving fund	-	-	-	-	76	76	76	76
	276,569	259,410	54,487	53,523	76	76	331,132	313,009
<i>Represented by:</i>								
<i>Non-current assets:</i>								
Property, plant and equipment	659,712	704,983	233	-	-	-	659,945	704,983
Subsidiary	-	-	1,572	1,572	-	-	1,572	1,572
Prepaid land premium	-	-	2,924	3,240	-	-	2,924	3,240
Advances	-	-	4,154	-	-	-	4,154	-
	659,712	704,983	8,883	4,812	-	-	668,595	709,795
<i>Current assets:</i>								
Prepaid land premium	-	-	316	316	-	-	316	316
Receivables and prepayments	29	19	21,810	18,106	-	-	21,839	18,125
Inter-fund balances	59,047	36,475	(59,047)	(36,475)	-	-	-	-
Cash and cash equivalents	56,720	68,495	169,700	131,071	76	76	226,496	199,642
	115,796	104,989	132,779	113,018	76	76	248,651	218,083

Notes to the Financial Statements 31 March 2014

7. Capital and general funds (cont'd)

(b) The Council - Detailed statement of financial position (cont'd)

	Capital		General		Staff loans revolving fund		Total	
	2014	2013	2014	2013	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Less: Current liabilities</i>								
Derivative financial instruments	439	745	-	-	-	-	439	745
Payables and accrued liabilities	4,003	2,647	34,017	32,244	-	-	38,020	34,891
Bank loans	6,378	6,378	-	-	-	-	6,378	6,378
Deferred revenue	-	-	1,726	1,916	-	-	1,726	1,916
Grants received in advance	1,440	4,829	43,725	22,878	-	-	45,165	27,707
Refundable deposits	-	-	2,066	1,461	-	-	2,066	1,461
Provision for contribution to consolidated fund	2,368	2,376	2,716	2,568	-	-	5,084	4,944
	14,628	16,975	84,250	61,067	-	-	98,878	78,042
Net current assets	101,168	88,014	48,529	51,951	76	76	149,773	140,041
<i>Non-current liabilities:</i>								
Derivative financial instruments	6,327	11,608	-	-	-	-	6,327	11,608
Bank loans	80,488	86,866	-	-	-	-	80,488	86,866
Deferred revenue	-	-	2,924	3,240	-	-	2,924	3,240
Deferred capital grants:								
Government	364,678	399,934	-	-	-	-	364,678	399,934
Non-government	32,819	35,179	-	-	-	-	32,819	35,179
	484,312	533,587	2,924	3,240	-	-	487,236	536,827
Net assets	276,568	259,410	54,488	53,523	76	76	331,132	313,009

Notes to the Financial Statements 31 March 2014

8. Restricted funds

(a) The Council - Detailed income and expenditure statement

	Runme Shaw fund		Sports aid fund		Total	
	2014	2013	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Operating expenditure:</i>						
Depreciation	11	13	-	-	11	13
Operating expenses	7	-	-	200	7	200
Other expenses	-	-	-	-	-	-
	18	13	-	200	18	213
Operating deficit	(18)	(13)	-	(200)	(18)	(213)
Non-operating income	42	31	116	126	158	157
Surplus/(deficit) before grants	24	18	116	(74)	140	(56)
<i>Surplus/(deficit) for the year before contribution to consolidated fund</i>	24	18	116	(74)	140	(56)
Contribution to consolidated fund	(4)	(3)	(20)	-	(24)	(3)
Surplus/(deficit) for the year	20	15	96	(74)	116	(59)

(b) The Council - Detailed statement of financial position

	Runme Shaw fund		Sports aid fund		Total	
	2014	2013	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Accumulated surplus	6,632	6,613	21,972	21,875	28,604	28,488
Represented by:						
<i>Non-current assets:</i>						
Property, plant and equipment	26	44	-	-	26	44
<i>Current assets:</i>						
Receivables and prepayments	2	2	11	8	13	10
Cash and cash equivalents	6,608	6,570	21,981	21,867	28,589	28,437
	6,610	6,572	21,992	21,875	28,602	28,447
<i>Less: Current liabilities:</i>						
Provision for contribution to consolidated fund	4	3	20	-	24	3
Net current assets	6,606	6,569	21,972	21,875	28,578	28,444
Net assets	6,632	6,613	21,972	21,875	28,604	28,488

Notes to the Financial Statements 31 March 2014

9. Property, plant and equipment

The Council	Capital and General Funds								Restricted Funds		
	National Stadium Complex*		Other Sports Facilities		SIS		Sub-total	Furniture equipment and other fixed assets	Grand total		
	Leasehold land	Buildings	Leasehold land	Buildings	Buildings	Furniture equipment and other fixed assets					
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Cost:											
At 1 April 2012	285,195	8,491	248,486	704,467	50,165	3,051	113,360	9,398	1,422,613	677	1,423,290
Additions	68	-	-	810	805	4,106	-	-	5,789	-	5,789
Transfer	-	-	-	3,242	2,337	(5,579)	-	-	-	-	-
Written off	-	-	-	(67)	(9,917)	(69)	-	(3,582)	(13,635)	(53)	(13,688)
At 31 March 2013 and 1 April 2013	285,263	8,491	248,486	708,452	43,390	1,509	113,360	5,816	1,414,767	624	1,415,391
Additions	23	-	-	57	1,986	5,623	-	-	7,689	-	7,689
Transfer	-	-	-	59	3,408	(3,467)	-	-	-	-	-
Reclassification	-	-	-	2,001	(2,001)	-	-	-	-	-	-
Written off	-	-	(9,263)	(15,354)	(7,371)	(113)	-	(33)	(32,134)	(18)	(32,152)
At 31 March 2014	285,286	8,491	239,223	695,215	39,412	3,552	113,360	5,783	1,390,322	606	1,390,928
Accumulated depreciation:											
At 1 April 2012	31,167	5,730	143,083	378,058	36,658	-	59,849	8,551	663,096	620	663,716
Charge for the year	4,188	631	8,247	33,471	4,491	-	3,123	421	54,572	13	54,585
Written off	-	-	-	(67)	(9,906)	-	-	(3,510)	(13,483)	(53)	(13,536)
At 31 March 2013 and 1 April 2013	35,355	6,361	151,330	411,462	31,243	-	62,972	5,462	704,185	580	704,765
Charge for the year	4,190	631	7,941	31,940	3,994	-	3,123	219	52,038	11	52,049
Reclassification	-	-	-	903	(903)	-	-	-	-	-	-
Written off	-	-	(7,258)	(12,858)	(6,831)	-	-	(33)	(26,980)	(12)	(26,992)
At 31 March 2014	39,545	6,992	152,013	431,447	27,503	-	66,095	5,648	729,243	579	729,822
Impairment:											
At 1 April 2012	-	-	-	3,656	-	-	-	-	3,656	-	3,656
Impairment for the year	-	-	2,011	(68)	-	-	-	-	1,943	-	1,943
At 31 March 2013 and 1 April 2013	-	-	2,011	3,588	-	-	-	-	5,599	-	5,599
Impairment for the year	-	-	-	-	393	-	-	-	393	-	393
Writeback	-	-	(203)	(505)	-	-	-	-	(708)	-	(708)
Disposals	-	-	(1,561)	(2,588)	-	-	-	-	(4,149)	-	(4,149)
At 31 March 2014	-	-	247	495	393	-	-	-	1,135	-	1,135
Carrying amount:											
At 31 March 2014	245,741	1,499	86,963	263,273	11,516	3,552	47,265	135	659,944	27	659,971
At 31 March 2013	249,908	2,130	95,145	293,402	12,147	1,509	50,388	354	704,983	44	705,027

* National Stadium Complex relates to SportsHub site and its surrounding sports facilities.

Notes to the Financial Statements 31 March 2014

9. Property, plant and equipment (cont'd)

The Group	Capital and General Funds							Restricted Funds	Others	Grand total		
	National Stadium Complex*		Other Sports Facilities			SIS		Furniture equipment and other fixed assets	Furniture and equipment			
	Leasehold land \$'000	Buildings \$'000	Leasehold land \$'000	Buildings \$'000	Furniture equipment and other fixed assets \$'000	Work-in-progress \$'000	Buildings \$'000	Furniture equipment and other fixed assets \$'000	Sub-total \$'000		Furniture equipment and other fixed assets \$'000	Furniture and equipment \$'000
Cost:												
At 1 April 2012	285,195	8,491	248,486	704,467	50,165	3,051	113,360	9,398	1,422,613	677	8,189	1,431,479
Additions	68	-	-	810	805	4,106	-	-	5,789	-	1,919	7,708
Transfers	-	-	-	3,242	2,337	(5,579)	-	-	-	-	-	-
Written off	-	-	-	(67)	(9,917)	(69)	-	(3,582)	(13,635)	(53)	(55)	(13,743)
At 31 March 2013 and 1 April 2013	285,263	8,491	248,486	708,452	43,390	1,509	113,360	5,816	1,414,767	624	10,053	1,425,444
Additions	23	-	-	57	1,986	5,623	-	-	7,689	-	1,572	9,261
Transfers	-	-	-	59	3,408	(3,467)	-	-	-	-	-	-
Reclassification	-	-	-	2,001	(2,001)	-	-	-	-	-	-	-
Written off	-	-	(9,263)	(15,354)	(7,371)	(113)	-	(33)	(32,134)	(18)	(3,138)	(35,290)
At 31 March 2014	285,286	8,491	239,223	695,215	39,412	3,552	113,360	5,783	1,390,322	606	8,487	1,399,415
Accumulated depreciation:												
At 1 April 2012	31,167	5,730	143,083	378,058	36,658	-	59,849	8,551	663,096	620	6,226	669,942
Charge for the financial year	4,188	631	8,247	33,471	4,491	-	3,123	421	54,572	13	709	55,294
Written off	-	-	-	(67)	(9,906)	-	-	(3,510)	(13,483)	(53)	(50)	(13,586)
At 31 March 2013 and 1 April 2013	35,355	6,361	151,330	411,462	31,243	-	62,972	5,462	704,185	580	6,885	711,650
Charge for the financial year	4,190	631	7,941	31,940	3,994	-	3,123	219	52,038	11	741	52,790
Reclassification	-	-	-	903	(903)	-	-	-	-	-	-	-
Written off	-	-	(7,258)	(12,858)	(6,831)	-	-	(33)	(26,980)	(12)	(3,096)	(30,088)
At 31 March 2014	39,545	6,992	152,013	431,447	27,503	-	66,095	5,648	729,243	579	4,530	734,352
Impairment:												
At 1 April 2012	-	-	-	3,656	-	-	-	-	3,656	-	-	3,656
Impairment for the year	-	-	2,011	(68)	-	-	-	-	1,943	-	-	1,943
At 31 March 2013 and 1 April 2013	-	-	2,011	3,588	-	-	-	-	5,599	-	-	5,599
Impairment for the year	-	-	-	-	393	-	-	-	393	-	-	393
Writeback	-	-	(203)	(505)	-	-	-	-	(708)	-	-	(708)
Disposals	-	-	(1,561)	(2,588)	-	-	-	-	(4,149)	-	-	(4,149)
At 31 March 2014	-	-	247	495	393	-	-	-	1,135	-	-	1,135
Carrying amount:												
At 31 March 2014	245,741	1,499	86,963	263,273	11,516	3,552	47,265	135	659,944	27	3,957	663,928
At 31 March 2013	249,908	2,130	95,145	293,402	12,147	1,509	50,388	354	704,983	44	3,168	708,195

* National Stadium Complex relates to SportsHub site and its surrounding sports facilities.

The impairment loss in the carrying amount of furniture, equipment and other fixed assets arises from the intended disposal of a booking management system upon the commissioning of the new system after the end of the reporting period.

Notes to the Financial Statements 31 March 2014

10. Prepaid land premium

	The Council and Group	
	2014	2013
	\$'000	\$'000
Prepaid land premium	3,240	3,556
Less: Current portion	(316)	(316)
Non-current portion	<u>2,924</u>	<u>3,240</u>

11. Subsidiary

	The Council	
	2014	2013
	\$'000	\$'000
Unquoted equity shares, at cost	<u>1,572</u>	<u>1,572</u>

Details of the Council's subsidiary as at end of the reporting period are as follows:

Name of subsidiary	Country of incorporation and operation	Proportion of ownership and voting power held		Principal activity
		2014	2013	
		%	%	
Held by the Council				
SISTIC.COM Pte Ltd	Singapore	65	65	Ticketing services

Notes to the Financial Statements 31 March 2014

12. Advances

	The Council and Group	
	2014	2013
	\$'000	\$'000
Advances	4,000	-
Interest receivable	154	-
	<u>4,154</u>	<u>-</u>

Under the Project Agreement ("PA") with Sportshub Pte Ltd ("SHPL"), SHPL is required to set up a Premier Park Foundation ("PPF") Fund to fund the enhancement of existing facilities, development of new facilities and development and operation of sports, cultural and community events at the Sports Hub. The Council approved advances of up to S\$20 million to PPF to fund a major sports event from 2014 to 2018. The advances are to be repaid over 10 years at a margin of 2.5% on a fixed basis, pegged to the 10-year Singapore Dollars Interest Rate Swap (IRS).

The 1st tranche of S\$4 million advances was released on 10 May 2013. The all-in fixed interest rate is 4.31% and is determined by the 10-year Singapore Dollars IRS of 1.81% as at value date 10 May 2013, plus margin of 2.50%.

13. Receivables and prepayments

		The Council		The Group	
		2014	2013	2014	2013
	Note	\$'000	\$'000	\$'000	\$'000
Receivable from Government		9,371	4,270	9,371	4,270
Trade receivables		2,094	5,321	3,803	7,069
Prepayments		6,855	4,460	7,165	4,677
Other debtors		3,532	4,084	3,836	4,342
Loans to a third party	14	-	-	-	-
		<u>21,852</u>	<u>18,135</u>	<u>24,175</u>	<u>20,358</u>

The average credit period is 30 days (2013: 30 days) except for receivable from Government which has no credit terms. No interest is charged on the amounts over-due.

Notes to the Financial Statements 31 March 2014

13. Receivables and prepayments (cont'd)

Movement in the allowance for doubtful receivables for trade receivables that are impaired at end of the reporting period:

	The Council		The Group	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Trade receivables – nominal amounts	93	282	93	282
Less: Allowance for impairment	(93)	(282)	(93)	(282)
	-	-	-	-
Balance at the beginning of year	282	137	282	137
Amount written off during the year	(225)	(3)	(225)	(3)
Increase in allowance recognised in income and expenditure statement	36	148	36	148
Balance at end of year	93	282	93	282

Trade receivables are provided for based on estimated irrecoverable amounts from the rendering of services, determined by reference to past default experience. In determining the recoverability of the receivables, the Group considers any change in the credit quality of the receivables from the date of credit was initially granted up to the end of the reporting period.

Ageing of trade receivables that are past due but not impaired as follows:

	The Council		The Group	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
30 to 90 days	137	1,027	288	1,275
More than 90 days	86	1,356	492	1,755
	223	2,383	780	3,030

Based on the credit evaluation process performed by management, \$3,023,000 (2013: \$4,039,000) of the trade receivables that are neither past due nor impaired relate to customers that the Group has assessed to be credit worthy. Included in the trade receivables are debts with a carrying amount of \$780,000 (2013: \$3,030,000) which were past due for more than 30 days for which the Group has not provided as there has not been a significant change in credit quality and the amounts are still considered recoverable. The Group does not hold any collateral over these balances.

Notes to the Financial Statements 31 March 2014

13. Receivables and prepayments (cont'd)

The Council's and Group's receivables and prepayments that are not denominated in the functional currencies of the respective entities are as follows:

	The Council		The Group	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Hong Kong dollar	-	-	3	-
United States dollar	-	-	195	457

14. Loans to a third party

	The Council and Group	
	2014 \$'000	2013 \$'000
Loan receivables	-	125
Allowance for doubtful receivables	-	(125)
	-	-

Movement in the allowance for doubtful receivables:

	The Council and Group	
	2014 \$'000	2013 \$'000
Balance at the beginning of year	125	125
Amount written back during the year	(125)	-
Balance at end of year	-	125

A deed of release and discharge was signed in February 2012 where a full and final settlement sum of \$250,000 will be required to be paid by the third party ("Party") in two equal instalments. 50% of the settlement sum was already paid as at 31 March 2012, while the remaining 50% has been fully repaid as at 31 March 2014. As a result, allowance for doubtful receivables of \$125,000 has been fully written back.

Notes to the Financial Statements 31 March 2014

15. Cash and cash equivalents

	The Council		The Group	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Cash on hand and bank	255,085	228,079	262,425	237,839
Fixed deposits	-	-	12,643	19,000
	<u>255,085</u>	<u>228,079</u>	<u>275,068</u>	<u>256,839</u>

Within cash on hand and bank includes \$256,733 [2013: \$214,543] of cash held with Accountant-General's Department ["AGD"]. This refers to cash that are managed by AGD under Centralised Liquidity Management ["CLM"] as set out in the Accountant-General's Circular No. 4/2009 CLM for Statutory Boards and Ministries. The cash with AGD under CLM are placed with high credit quality financial institutions, and are available upon request.

The fixed deposits with a financial institution have an average maturity of 4.1 months [2013: 3.5 months] from the financial year end. The weighted average effective interest rate of the deposits was 0.370% [2013: 0.362%] per annum. The fixed deposits with tenure more than 3 months from the end of the reporting period date were deemed as cash equivalents as at year end as there is no restriction on the withdrawal of the fixed deposits.

The Council's and Group's cash and cash equivalents that are not denominated in the functional currencies of the respective entities are as follows:

	The Council		The Group	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
United States dollar	-	-	7	7

16. Derivative financial instruments

	The Group and Council	
	2014 \$'000	2013 \$'000
Interest rate swaps	6,766	12,353
Less: Current portion	(439)	(745)
Non-current portion	<u>6,327</u>	<u>11,608</u>

The Group uses interest rate swaps to manage its exposure to interest rate movements on its bank loans [Note 18] by swapping the loans from floating rates to fixed rates.

Notes to the Financial Statements 31 March 2014

16. Derivative financial instruments (cont'd)

The first contract with notional value of \$90 million has fixed interest payments at 3.63% per annum for a tenure of 25 years and has floating interest receipts based on six-month Singapore Swap Offer Rate plus credit margin, which approximates an average interest rate of 0.52% [2013: 0.75%] per annum.

The fair value of swap entered into on 7 April 2008 is estimated at \$6,036,000 [2013: \$10,977,000] [liability] as at 31 March 2014, measured at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates. The interest rate swap is designated and effective as cash flow hedge and the fair value thereof has been deferred in equity. An amount of \$370,000 [2013: \$562,000] has been offset against hedged interest payment made.

The second contract with notional value of \$25 million has fixed interest payments at 2.82% per annum for a tenure of 10 years and has floating interest receipts based on six-month Singapore Swap Offer Rate plus credit margin, which approximates an average interest rate of 1.75% [2013: 2.02%] per annum.

The fair value of swap entered into on 16 March 2010 is estimated at \$730,000 [2013: \$1,376,000] [liability] as at 31 March 2014, measured at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates. The interest rate swap is designated and effective as cash flow hedge and the fair value thereof has been deferred in equity. An amount of \$329,000 [2013: \$436,000] has been offset against hedged interest payment made.

The interest rate swaps settle on a six-monthly basis. The Group settles the difference between the fixed and floating interest rates on a net basis.

17. Payables and accrued liabilities

	The Council		The Group	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Account payables	6,440	5,935	6,732	6,177
Amount due to non-controlling shareholder	-	-	56	447
Accrued liabilities	31,580	28,956	33,410	30,989
	<u>38,020</u>	<u>34,891</u>	<u>40,198</u>	<u>37,613</u>

These amounts are non-interest bearing. Account payables are normally settled on 30 days term. Amount due to non-controlling shareholder consists of commissions and fees from ticketing sales.

Notes to the Financial Statements 31 March 2014

18. Bank loans

	The Group and Council	
	2014	2013
	\$'000	\$'000
Term loans - unsecured	86,866	93,244
Less: Amount due for settlement within 12 months (current liabilities)	[6,378]	[6,378]
Amount due for settlement after 12 months (non-current liabilities)	80,488	86,866

A term loan with an initial amount of \$90 million was converted from the bridging loan on 7 April 2008 and will mature on April 7, 2033. It bears interest based on six-month Swap Offer Rate which approximates an average interest rate of 0.52% (2013: 0.75%) per annum.

The Council uses interest rate swap to hedge the fluctuation in interest rates (Note 16). The loan is repayable over 50 six-monthly instalments.

The Council had drawn down a \$16 million loan on 16 March 2010 with tenure of ten years. An additional loan of \$4 million was drawn on 16 June 2010 and \$5 million was drawn down on 16 March 2011. The total loan drawn down amounts to \$25 million. The full loan will mature on March 16, 2020. The term loan bears interest based on six-month Swap Offer Rate which approximates an average interest rate of 1.76% (2013: 2.02%) per annum. The Council uses interest rate swap to hedge the fluctuation in interest rates (Note 16). The loan is repayable over 18 six-monthly instalments, commencing 16 September 2011.

Management is of the opinion that the fair values of the Group's bank loans approximate their carrying values as the interest rates are at the current market level.

19. Deferred revenue

	The Group and Council	
	2014	2013
	\$'000	\$'000
Balance at the beginning of year	5,156	4,645
Addition during the year	4,340	4,189
Less: Transfer to income	[4,846]	[3,678]
	4,650	5,156
Less: Current portion	[1,726]	[1,916]
Non-current portion	2,924	3,240

Notes to the Financial Statements 31 March 2014

20. Grants received in advance

The Council and Group

	Operating grants		Development grants		Total	
	2014	2013	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of year	22,878	9,806	4,829	7,924	27,707	17,730
Add: Government grants received	33,801	21,839	-	1,142	33,801	22,981
Less: Transfer to income and expenditure statement	[12,954]	[8,767]	-	[3,042]	[12,954]	[11,809]
Transfer to deferred capital grants	-	-	[3,389]	[1,195]	[3,389]	[1,195]
Balance at the end of year	43,725	22,878	1,440	4,829	45,165	27,707

21. Refundable deposits

	The Council		The Group	
	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000
Refundable deposits	2,066	1,461	2,558	1,603

22. Gate collections held on behalf

	The Council		The Group	
	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000
Gate collections held on behalf	-	-	11,736	16,223

The year-end balance consists mainly of the balance of monies collected from the sale of tickets on behalf of the organisers for performances held and to be held. The monies would be paid to the various organisations after the completion of the events and after deducting the Group's share of commission and fees for services rendered on gate-takings.

Notes to the Financial Statements 31 March 2014

23. Provision for contribution to consolidated fund/tax

	The Council		The Group	
	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000
Provision for contribution to consolidated fund	2,576	3,852	2,576	3,852
Headcount tax	2,532	1,095	2,532	1,095
Provision for tax	-	-	117	468
Total	5,108	4,947	5,225	5,415

24. Deferred tax liability

The following are the major deferred tax liabilities recognised by the Group, and the movements thereon, during the current and prior end of the reporting periods:

	Note	The Group		
		Accelerated tax depreciation	Other	Total
		\$'000	\$'000	\$'000
2014				
Balance at the beginning of year		295	44	339
Credited to income and expenditure statement	31	322	33	355
Balance at the end of year		617	77	694
2013				
Balance at the beginning and end of financial year		295	44	339

Notes to the Financial Statements 31 March 2014

25. Deferred capital grants - government

	The Council and Group	
	2014	2013
	\$'000	\$'000
Balance at the beginning of year	399,934	441,348
Grants drawn down during the year	6,813	1,802
	406,747	443,150
Less: Grants taken to the income and expenditure statement:		
(i) To match property, plant and equipment written off	(575)	(12)
(ii) To match depreciation	(41,494)	(43,204)
Balance at the end of year	364,678	399,934

26. Deferred capital grants - non-government

	The Council and Group	
	2014	2013
	\$'000	\$'000
Balance at the beginning of year	35,179	37,539
Less: Grants taken to income and expenditure statement to match depreciation	(2,360)	(2,360)
Balance at the end of year	32,819	35,179

Notes to the Financial Statements 31 March 2014

27. Operating expenses

Operating expenses comprise mainly expenditure on sports facilities, grants disbursements, program and event expenditures. Included in operating expenses are mainly the following:

	The Council		The Group	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Grant disbursements*	39,979	33,604	39,979	33,604
Program/event expenses	20,153	29,441	20,153	29,441
Utilities	14,293	14,896	14,373	14,978
Rental of equipment	2,025	2,177	2,025	2,177
Unitary expenses#	18,221	17,860	18,221	17,860
Loss on property, plant and equipment written-off/disposed	890	85	926	90
Write-back on impairment loss on property, plant and equipment	[708]	-	[708]	-
Impairment loss on property, plant and equipment	393	1,943	393	1,943
Net foreign exchange loss	-	-	3	5

* Grant disbursements mainly pertain to the disbursements made to the various National Sports Associations.

Unitary expenses pertain to payment for Sports Hub project.

28. Employee benefits expense

Employee benefit expense comprises the following:

	The Council		The Group	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Salaries and bonuses	73,878	59,239	78,310	63,793
Cost of defined contribution plans	8,560	8,063	9,106	8,541
Staff training and welfare	2,572	1,148	2,738	1,324
Other employee benefits	4,315	4,182	4,397	4,224
	89,325	72,632	94,551	77,882

Notes to the Financial Statements 31 March 2014

29. Other expenses

Other expenses comprise the following:

	The Council		The Group	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Council Members' allowances	211	213	211	213
Transport and travelling	1,466	911	1,508	1,012
Consultancy costs	1,332	1,599	1,332	1,601
Miscellaneous expenses	4,299	4,657	5,474	5,865
	7,308	7,380	8,525	8,691

30. Income from investments

Income from investments comprises the following:

	The Council						The Group	
	General Fund		Restricted Fund		Total		2014 \$'000	2013 \$'000
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000		
Interest income	820	678	158	157	978	835	1,038	904

Notes to the Financial Statements 31 March 2014

31. Contribution to consolidated fund/tax

	The Council						The Group	
	General Fund		Restricted Fund		Total		2014	2013
	2014	2013	2014	2013	2014	2013		
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Contribution to consolidated fund								
- current year	2,565	3,849	24	3	2,589	3,852	2,589	3,852
- in respect of prior year	(13)	-	-	-	(13)	-	(13)	-
Income tax expense								
- current year	-	-	-	-	-	-	204	475
- in respect of prior year	-	-	-	-	-	-	(222)	(67)
Deferred tax (Note 24)								
- current year	-	-	-	-	-	-	73	-
- in respect of prior year	-	-	-	-	-	-	282	-
	<u>2,552</u>	<u>3,849</u>	<u>24</u>	<u>3</u>	<u>2,576</u>	<u>3,852</u>	<u>2,913</u>	<u>4,260</u>

The Council is required to make a contribution to the Consolidated Fund in accordance with Section 3(a) of the Statutory Corporations (Contributions to Consolidated Fund) Act (Chapter 319A).

The contribution to the consolidated fund varied from the amount of contribution determined by applying the prevailing corporate tax rate of 17% for Year of Assessment 2014 (Year of Assessment 2013 : 17%) to the surplus as a result of the following differences:

	The Council		The Group	
	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000
Surplus before contribution to consolidated fund/tax	<u>15,228</u>	<u>22,583</u>	<u>14,104</u>	<u>25,820</u>
Contribution in lieu of tax/ income tax expense calculated at 17% (2013: 17%)	2,589	3,839	2,398	4,389
Income not subject to tax	-	-	(37)	(26)
Expenses not subjected to tax	-	13	11	-
Tax incentives	-	-	(50)	(109)
(Over)/under provision in prior years	(13)	-	47	(67)
Others	-	-	544	73
Total contribution to consolidated fund/tax	<u>2,576</u>	<u>3,852</u>	<u>2,913</u>	<u>4,260</u>

Notes to the Financial Statements 31 March 2014

32. Capital commitments

	The Council and Group	
	2014	2013
	\$'000	\$'000
Capital expenditures approved by the Council and the Group but not provided for in the financial statements are as follows:		
Amount approved but not contracted for	<u>6,760</u>	<u>353</u>

33. Service concession arrangement and commitment

The Council has entered into a Public-Private-Partnership ("PPP") Project Agreement ("PA") with Sports Hub Pte Ltd ("SHPL"). Pursuant to this PA, the Council granted a 25-year lease of land to SHPL commencing from August 25, 2010. SHPL will design, build, finance and operate a Sports Hub, comprising of a new 55,000-seat National Stadium with a retractable roof, the existing Singapore Indoor Stadium, a 3,000-seat Multi-Purpose Indoor Arena, a 6,000-seat Aquatic and Water Leisure Centre, a Water Sports Centre, office space for the Council, a Sports Information Resource Centre, Commercial Development/Retail Outlets and other ancillary facilities. The Sports Hub will be fully operational in 2014.

Upon the completion of the construction of Sports Hub, SHPL is required to operate and maintain the Sports Hub in accordance with required service performance standards and to ensure that the facilities are available for use by the Council and third parties for sports and entertainment events. SHPL will also provide venue marketing, event planning, catering, car park management and retail property management services. In return, SSC will pay SHPL Monthly Unitary Payment ("MUP") over the 25-year project term starting from Aug 25, 2010. Payment to SHPL has been agreed upon based on SHPL making available of facilities according to agreed specifications. The MUP will be subject to deductions for any unavailability of facilities and / or if the service performance does not meet the standards stipulated in the PA. Upon conclusion of the project term and the lease, the rights to the facilities will be returned to the Council.

SHPL will also generate Third Party Revenue ("TPR") from rental of Sports Hub facilities, such as rental from event promoters, revenue from events promoted by SHPL, corporate box sales, revenue from sale of naming rights, commercial/ retail rental, advertising revenue and car-park revenue. SHPL is obliged to share any TPR generated with the Council under pre-agreed sharing percentages set out in the PA.

When completed and operational in 2014, the Council will account for the Sports Hub assets in accordance with SB-FRS 17 Leases as a finance lease assets, and record certain amount of the MUPs as finance lease obligations to SHPL.

Notes to the Financial Statements 31 March 2014

33. Service concession arrangement and commitment (cont'd)

At the end of the reporting period, the outstanding commitments for the PA which fall due are as follows:

	The Council and Group	
	2014	2013
	\$'000	\$'000
Capital expenditures		
Within one year	25,900	-
In the second to fifth years inclusive	157,600	140,950
More than five years	1,455,850	1,498,400
	1,639,350	1,639,350
Service and interest cost		
Within one year	176,360	17,040
In the second to fifth years inclusive	691,970	701,960
More than five years	2,262,660	2,454,780
	3,130,990	3,173,780

34. Operating lease arrangements

The Council and the Group as lessee

	The Council		The Group	
	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000
Minimum lease payments under operating leases included in income or expenditure	1,344	888	1,930	1,366

At the end of the reporting period, outstanding commitments under non-cancellable operating leases, which falls due as follows:

Within one year	1,548	2,265	2,083	2,486
In the second to fifth years inclusive	1,444	2,576	2,212	2,718
	2,992	4,841	4,295	5,204

Operating lease represents minimum lease payments for rental of office equipment, and office and data storage space. The leases are negotiated for terms of 2 to 4 years and are fixed for an average of 3 years.

Notes to the Financial Statements 31 March 2014

34. Operating lease arrangements (cont'd)

The Council and the Group as lessor

The Council and the Group rents out its office space, food and beverage outlets, carparks and golf courses, located at various sports and swimming complexes, sports halls and centres, stadiums and golf courses to third parties under operating leases.

All of the properties leased have committed tenants for the next 1 to 20 years.

At the end of the reporting period, the Council and the Group have contracted with tenants for the following future minimum lease payments:

	The Council and Group	
	2014	2013
	\$'000	\$'000
Within one year	9,424	7,081
In the second to fifth years inclusive	7,481	5,413
After five years	634	753
	17,539	13,247

35. Authorisation of financial statements for issue

The financial statements for the year ended 31 March 2014 were authorised for issue by the members of the Council on 23 June 2014.

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