



**TRIATHLON ASSOCIATION OF SINGAPORE**  
**ANNUAL REPORT FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019**

**About Us**

Triathlon Association of Singapore (TAS) is the National Governing Body for the sport of Triathlon, Duathlon, Aquathlon and its related multi-sport in Singapore. We are a not-for-profit organisation registered with the Registry of Societies (ROS) on 10 September 1992, and gazetted as a National Sports Association for the Sport of Triathlon in Singapore.

**Our objectives** (as listed in our constitution) are:

- To promote, encourage and develop the sports of Triathlon (Swim/Bike/Run), Duathlon (Run/Bike/Run), *Aquathlon (Run/Swim/Run)* and other related multi-disciplined endurance sports in Singapore, (but excluding the traditional sports such as decathlon, heptathlon, modern pentathlon), as well as to develop widest participation and highest proficiency in Triathlon, Duathlon, Aquathlon and other related multi-disciplined endurance sports.
- To arrange and assist in courses of instruction for athletes, coaches, officials or other interested persons in matters concerning Triathlon, Duathlon, Aquathlon and other related multi-disciplined endurance sports.
- To develop and enforce Regulations, and coordinate technical information covering all aspects of Triathlon, Duathlon, Aquathlon and other related multi-disciplined endurance sports.
- To develop, select, support and manage teams of athletes to represent Singapore in International competitions.
- To liaise actively with the national governing bodies of the sports comprising Triathlon / Duathlon / Aquathlon, in order to avoid any conflicts of Regulations in respect of the athletes or organizers of Triathlon, Duathlon, Aquathlon or other related multi-disciplined endurance sports.
- To exercise complete jurisdiction of the sport of Triathlon, Duathlon and Aquathlon or any combination of components sports thereof in Singapore and over all matters pertaining to the participation of Singapore in these sports in world championships and other international competitions.

**Our Vision:**

To be an internationally acclaimed nation who makes multi-sports a lifestyle that leads to excellence.

**Mission:**

TAS strives to exercise fair and judicious supervision of multi-sports events among all and to promote multi-sports among all and achieve excellence for international recognition.

**Values & Mottos:**

4 Fs (Focus, Flexibility, Fore-Sight, Fast)

## Overview of TAS

### **Charity Status:**

- TAS was registered as a Charity under the Charities Act (Chapter 37) since 1 June 2011.
- TAS has been accorded IPC (Institution of a Public Character) status from 8 April 2017 to 7 April 2019
- TAS applied for IPC Status renewal on 5 March 2019. Approved and renewed for the period 8 April 2019 to 7 April 2022

**Governing Instruments:** TAS Constitution (Version 2017)

**Registration Number - Unique Entity Number (UEN):** Others - S92SS0052C

**Registered Address:** 3 Stadium Drive, Sport Singapore #01-33 Singapore 397630

**Auditor:** Strategic Audit Alliance PAC

**Bankers:** United Overseas Bank Limited

### **Funding:**

- TAS is financially supported by government annual grants from Sport Singapore.
- We supplement our operating expenses through fees collections from members, course and events
- As a charity/IPC, we also accept donations from the public to support our objectives and programs.

### **Our Policies:**

High Performance Program (HPP) Selection Policy, TAS Athlete's Agreement, SEA Games 2019 Selection Policy  
Coach Accreditation Policy, Coach Code of Conduct, Event Sanction Policy, Event Organisers Manual  
Human Resource SOP, Finance SOP, Donation Policy  
Team Manager Policy (in progress), Local & Overseas Competition Management Policy (in progress), Safe Sport Policy (in progress)

### **Policies Adopted:**

Singapore Societies Act, Singapore Charities Act, Singapore Financial Reporting Standards  
SportSG Financial Regulations, Anti-Doping Singapore Policy and Rules  
Asian Triathlon Confederation Constitution, International Triathlon Union Constitution

## Leadership

TAS is governed by a Management Committee, responsible for overseeing and managing TAS.

### **Management Committee (For the Office Term 2018 to 2020)**

<b>Name</b>	<b>Appointment / Date of Appointment</b>	<b>Past Appointments</b>
Hoong Kah Kuan (David)	President 25 September 2018 (1 <sup>st</sup> Term: 2016-2018)	Honorary Secretary 2006-2012, 2014-2016  Assistant Hon Secretary 2012-2014  Deputy President 2004-2006
Chong Chee Keong (Raymond)	Deputy President 25 September 2018	Honorary Secretary 2016-2018  MC Member 2014-2016

Lee Eugene	Honorary Secretary 25 September 2018	Deputy President 2016-2018  MC Member 2014-2016
Chan Chee Ming (Steven)	Assistant Hon Secretary 25 September 2018 (1 <sup>st</sup> Term: 2016-2018)	MC Member 2010-2016
Chua Wee Leng (Peter)	Honorary Treasurer 25 September 2018 (Resigned on 9 March 2019) (1 <sup>st</sup> Term: 2016-2018)  Co-Opt MC Member 9 March 2019	MC Member 2010-2012, 2014-2016
Paul Rachmadi	Stand-in Treasurer 9 March 2019  MC Member 25 September 2018	NIL
Fabian William Raj	MC Member 25 September 2018 (Revoked on 9 March 2019) (1 <sup>st</sup> Term: 2016-2018)	NIL
James Middleditch	MC Member 25 September 2018	NIL
Aw Yizhong	MC Member 25 September 2018	NIL
Sng Peng Yeow (Daniel)	MC Member 25 September 2018 (1 <sup>st</sup> Term: 2016-2018)	NIL
Lloyd Ngoh Shi Kai	Co-Opt MC Member 25 September 2018	MC Member 2006-2008
Chang Shuwen	Co-Opt MC Member 25 September 2018	NIL
Denise Wong	Co-Opt MC Member 25 September 2018	NIL
Hafidz Ja-afar	Co-Opt MC Member 25 September 2018 (Resigned on 9 March 2019)	NIL
Shawn Wee	Co-Opt MC Member 25 September 2018 (Resigned on 9 March 2019)	MC Member 2016-2018

### **Role of the Management Committee**

- To implement all resolutions of the Annual General Meeting.
- To appoint the necessary sub-committees to plan and work for TAS's objectives.
- To plan, resolve and act on all matters beneficial to TAS.
- To consider applications for Membership and decide on acceptance or rejection of applications.
- To raise funds for TAS.
- To ensure that TAS's policies are properly adhere to, and to make an annual review of the policies, to ensure its feasibility and practicality.
- To organize and supervise other daily activities of TAS.
- To remain subordinate to the General Meetings and shall not act contrary to the expressed wishes of the General Meeting without prior reference to it.

### **Term Limit of Management Committee**

To enable succession planning and steady renewal in the spirit of sustainability of TAS, the tenure limit set for key office bearers are:

- 4 consecutive terms (8 years) for the President, Deputy President, Honorary Secretary and Assistant Honorary Secretary. Further re-election to that position can only be considered after a lapse of 1 term (2 years).
- 2 consecutive terms (4 years) for the Honorary Treasurer. Further re-election to the position can only be considered after a lapse of at least 1 year.

### **Board Meetings and Attendance**

During the financial year, one AGM was held on 25 September 2018, where the MC for the new term was elected in. Subsequently, a total of four MC meetings were held by the MC.

<b>Name</b>	<b>25 September 2018 (AGM)</b>	<b>27 October 2018</b>	<b>17 November 2018</b>	<b>28 January 2019</b>	<b>9 March 2019</b>
David Hoong - President	Y		Y	Y	Y
Raymond Chong - Deputy President	Y	Y	Y	Y	Y
Lee Eugene - Honorary Secretary	Y	Y	Y	Y	Y
Steven Chan - Assistant Hon Secretary	Y	Y	Y	Y	
Peter Chua - Honorary Treasurer					
Paul Rachmadi - Stand-in Treasurer		Y	Y	Y	Y
Fabian William Raj - MC Member	Y				
James Middleditch - MC Member	Y	Y	Y	Y	Y
Aw Yi Zhong - MC Member	Y	Y	Y	Y	Y
Daniel Sng - MC Member	Y			Y	
Lloyd Ngoh - Co-Opt MC	Y				
Chang Shuwen - Co-Opt MC	Y				Y
Denise Wong - Co-Opt MC	Y			Y	Y
Hafidz Jaafar - Co-Opt MC					
Shawn Wee - Co-Opt MC	Y				

## Sub-Committees

Committee	Term of Reference
<p><u>Business Development</u> Chairman: Paul Rachmadi Members: David Hoong Aw Yizhong</p>	<ul style="list-style-type: none"> <li>- Branding &amp; Profiling of TAS</li> <li>- Website &amp; Social Media</li> <li>- Membership Drives</li> <li>- Donation and fundraising Drives</li> <li>- Sponsorship</li> </ul>
<p><u>Community Development</u> Chairman: Aw Yizhong Members: Chang Shuwen (Women) Lloyd Ngoh (Kids, Youth) Daniel Sng (Para)</p>	<ul style="list-style-type: none"> <li>- Community &amp; grassroots programs</li> <li>- Age Group Development</li> <li>- Boost Club involvement &amp; participation</li> <li>- Increase participation in kids, youth, women, para</li> <li>- Partner with key industry players like Sports Hub, ActiveSG, Sport Cares etc.</li> </ul>
<p><u>High Performance</u> Chairman: James Middleditch Members: Eugene Lee Steven Chan</p>	<ul style="list-style-type: none"> <li>- High Performance Program and policy</li> <li>- Selection policies for races and games</li> <li>- Talent Identification</li> <li>- Monitoring of HPE athletes</li> <li>- HPE athletes development pathway</li> <li>- Partner with ITU, ASTC, SSI, NYSI etc</li> <li>- Budget &amp; Resource Allocation</li> </ul>
<p><u>Events</u> Chairman: Raymond Chong Members: Denise Wong Fabian William</p>	<ul style="list-style-type: none"> <li>- Events Sanctioning</li> <li>- Events Tender</li> <li>- National Triathlon Championships</li> <li>- National Age Group Championships</li> </ul>
<p><u>Coaching Development</u> Chairman: Eugene Lee Members: Steven Chan Shawn Wee</p>	<ul style="list-style-type: none"> <li>- Develop coaches and ensure continued education for active coaches</li> <li>- Local and overseas coaching courses</li> <li>- NROC</li> <li>- Coaches Code of Conduct</li> </ul>
<p><u>Technical</u> Advisor: David Hoong Chairman: Peter Chua Deputy Chairman: Daniel Sng Members: Jimmy Phung Steven Wong Jenny Wee Ong Siying Alvin Tay Ang Jiaming Philip Hall Tan Thong Hua</p>	<ul style="list-style-type: none"> <li>- Develop Technical Officials and ensure continued education for active TOs</li> <li>- Local and overseas TO courses</li> <li>- Ensure safety standard and guidelines of sanctioned events</li> <li>- TO Code of Conduct</li> </ul>

## **REVIEW OF ACTIVITIES FOR FY2019 (1 APRIL 2018 TO 31 MARCH 2019)**

### **Secretariat**

As of 31 March 2019, there are 2 full time, 2 contract staff employed by TAS.

<b>Name</b>	<b>Designation</b>	<b>Date of Appointment</b>
Eugene Ong	General Manager	From 1 August 2011  Assistant General Manager From 1 April 2011  Operations Executive From 2 January 2008
Omar Bakar	Sports Development Executive	From 29 May 2017
Lee Eugene	Technical Director (Contracted)	From 1 January 2019 (6 months renewal)
Sherlyn Chow	Book Keeping & Accountant (Contracted)	From 1 July 2010

### **Recruitment of Technical Director (Part-Time Contract)**

One of the above staff also serves as MC member. Eugene Lee is holding the position of Honorary Secretary. A recruitment drive for the position of Technical Director (contracted) was done in the period 9-28 October 2018. As the only applicant, Lee Eugene was recruited by TAS after going through a vigorous interview process conducted by the President, Deputy President and GM.

Conflict of interest matters were discussed, including to make distinct his role as the Honorary Secretary (as stated in TAS Constitution) and his operational role functioning as the technical Director (as listed in the HR document). Eugene Lee will submit a supplementary declaration to update his conflict of interest status. It was also agreed that he will not participate in any decision making and voting on matters where he has a conflict of interest on.

The MC will also review TAS Constitution to include in a resolution of amendment on a point and policy on board members holding on or taking up staff appointment.

### **Membership**

As of 31 March 2019, there are a total of  
Individual Members - 153  
Affiliate Members – 10  
Ordinary Members – 4  
Day-of-Race (DOR) Members – 11,446

### **Athletes Development – High Performance Program**

The TAS High Performance Program (HPP) provides a more evidence-based and performance-driven approach towards the development of our athletes, strategic and careful investments of our limited resources to assist athletes progression in the HPP pathway.

As of 31 March 2019, the number of athletes in our HPE Squads:

#### **National Squad**

<b>Name</b>	<b>DOB</b>	<b>Gender</b>	<b>Category</b>	<b>FY19 SpexCarding / Others</b>
Clement Chow	23/05/1988	Male	Elite	E3P
Wille Loo	26/01/1983	Male	Elite	E3P
Bryce Chong	20/11/1997	Male	U23 / Elite	E3P, Enlisted NS
Cedric Chua	25/08/1998	Male	U23 / Elite	Enlisted NS
Phoebe Kee	19/01/2000	Female	Junior / U23 / Du	E3P

## National Junior Squad

Name	DOB	Gender	Category	FY19 SpexCarding / Others
Samir Varma	06/06/2002	Male	Junior	
Ong Ee Howe	15/09/2002	Male	Junior	
Nicholas Rachmadi	23/10/2001	Male	Junior	Y
Luke Chua	24/10/2001	Male	Junior	Y
Aaron Kiss	07/10/2000	Male	Junior	
Louisa Middleditch	17/08/2000	Female	Junior	
Emma Middleditch	07/05/2002	Female	Junior	E3P
Herlene Yu	01/01/2002	Female	Junior	Y
Ashley Karena Lin	15/06/2001	Female	Junior	

## National Development Squad

Name	DOB	Gender	Category	FY19 SpexCarding / Others
Zacharias Low	07/10/1997	Male	Standard	Enlisted NS
Ahmad Arif Bin Ibrahim	20/09/1993	Male	Standard / Du	
Danny Lim	24/12/1989	Male	Standard / Du	
Chang Shuwen	17/08/1990	Female	Standard	
Ethel Lin Zhiyun	11/12/1986	Female	Standard	

## National Duathlon / Multisport Squad

Name	DOB	Gender	Category	FY19 SpexCarding / Others
Teo Ewin	03/04/1981	Male	LD, Du	
Chew Yi Heng	30/12/1983	Male	LD, Du	
Foo Gen Lin	16/04/1983	Male	Du	
Lam Wai Kit	07/12/1989	Male	LD, Du	
Benjamin Khoo	09/05/1991	Male	Du	
Aaron Lee	31/12/1997	Male	Du	
Ng Wei Quan	24/06/1996	Male	LD, Du	
Mok Ying Rong	03/10/1993	Female	Du	
Yong Man Yun	29/05/1987	Female	Du	
Jillian See	16/02/1998	Female	Du	

## Overseas Training and Competitions/Games

Date	Competition	Results (% off winner's time)
08 April 2018	OUT Triathlon Oceania Cup and Triathlon Oceania Championships, St Kilda Australia	<u>Elite Men</u> Bryce Chong – 31/34, 1:59:39 (9.1%)  <u>U23 Men</u> Bryce Chong – 21/23, 1:59:39 (9.1%)
21 April 2018	ASTC Triathlon Asian Cup, Subic Bay	<u>Elite Men</u> Bryce Chong – 30/55, 1:58:18 (6.3%) Cedric Chua – 46/55, 2:06:48 (14.4%)  <u>Junior Men</u> Nicholas Rachmadi – 7/29, 1:12:52 (4.3%) Luke Chia – 23/29, 1:19:04 (12.9%)  <u>Junior Women</u> Emma Middleditch – 1/16, 1:20:20 (0%) Herlene Yu – 3/16, 1:22:28 (2.5%) Phoebe Kee – 8/16, 1:28:27 (10%)

6 May 2018	ASTC Triathlon Junior Asian Championships, Hong Kong	<u>Junior Men</u> Nicholas Rachmadi – 18/50, 1:02:50 (3.3%) Luke Chia – 36/50, 1:07:25 (8.5%)  <u>Junior Women</u> Phoebe Kee – 10/24, 1:12:47 (10.6%) Louisa Middleditch – 14/24, 1:15:24 (15.2%) Herlene Yu - DNF
17 June 2018	ASTC Triathlon Asian YOG Qualifier, Subic Bay	<u>Youth Men</u> Luke Chua – 14/34, 0:59:22 (9%) Nicholas Rachmadi – 16/34, 1:00:26 (10.9%)  <u>Youth Women</u> Emma Middleditch – 1/20, 01:01:44 (0%) (Qualified for 2019 Bueno Aires YOG)
17 June 2018	ASTC Triathlon Southeast Championships, Subic Bay (Race converted to Sprint Duathlon due to bad weather)	<u>Elite Men</u> Bryce Chong – 4/18, 0:55:56 (1.8%) Cedric Chua – 6/18, 0:56:38 (3.6%)  <u>Elite Women</u> Phoebe Kee – 2/4, 1:04:28 (3.2%)
24 June 2018	ASTC Triathlon U23 Asian Championships, Gamagori	<u>U23 Men</u> Bryce Chong – 18/30, 1:58:49 (11.3%)
22 to 28 August 2018	Asian Games Sports Development & Team ASTC Camp, Kuala Lumpur	<u>Junior Men</u> Nicholas Rachmadi participated Christian Stauffer went as accompanying coach.
15 September 2018	ITU World Triathlon Grand Final Gold Coast – Junior Championships	<u>Men</u> Luke Chua – 61/68, 1:04:18 Nicholas Rachmadi – 62/68, 1:05:07
7 October 2018	Youth Olympic Games 2018, Buenos Aires	<u>Youth Women</u> Emma Middleditch – 11/32, 1:01:04 (3.4%) (1 <sup>st</sup> Asian Women, 4 <sup>th</sup> Fastest run lap)  Team 11 Asia (Emma) – 13/16, 1:36:49
21 October 2018	ASTC Sprint Triathlon Asian Cup, Hong Kong	<u>Elite Men</u> Luke Chua – 38/70, 1:06:57 (11.9%)  <u>Elite Women</u> Ethel Lin – 36/38, 1:19:59 (27%)
20-25 January 2019	ASTC Southeast Asian Sports Development Camp, Rayong	<u>Junior Men</u> Ong Ee Howe participated
25 January 2019	ASTC Sprint Triathlon Asian Cup, Rayong	<u>Elite Men</u> Ong Ee Howe – 30/36, 1:07:11 (24%)  <u>Elite Women</u> Chang Shuwen – 25/28, 1:16:39 (26%)



27 January 2019	TRAP NAGT Series, Subic Bay	<u>Elite Men</u> Clement Chow – 10/12, 2:09:31 (9.2%)
23/24 February 2019	Super League Triathlon, Singapore – U19 Asia Championships	<u>U19 Men</u> Nicholas Rachmadi – 8/37, 0:33:01 Luke Chua – 13/37, 0:34:16 Aaron Kiss – 14/37, 0:34:19 Samir Varma, Ong Ee Howe - DNF  <u>U19 Women</u> Herlene Yu – 4/18, 0:35:33 Emma Middleditch – 5/18, 0:36:14
2 March 2019	OUT Sprint Triathlon Oceania Championships, Devonport	<u>Junior Men</u> Luke Chua – 35/55, 1:06:34 (13.8%)  <u>Junior Women</u> Herlene Yu – 25/35, 1:15:29 (15.1%)
3 March 2019	ASTC Powerman Middle Distance Duathlon Asian Championships, Putrajaya	<u>Elite Men</u> Lam Wai Kit – 9/19, 2:52:11 (6.8%) Dave Lommen – 12/19, 2:58:44 (10.5%)  <u>Elite Women</u> Mok Ying Rong – 8/10, 3:27:11 (15%)  <u>Age Group</u> Ahmad Arif – 3/1060, 2:54:50 Benjamin Khoo – 4/1060, 2:55:33 Teo Ewin – 10/1060, 3:05:47 Chew Yi Heng – 17/1060, 3:09:16
31 March 2019	Trifactor Philippines National Duathlon Championships, Pre-Sea Games Qualifier	<u>Elite Men</u> Foo Gen Lin – 4/26, 1:59:44 (1.1%) Benjamin Khoo – 7/26, 2:00:32 (1.8%) Ahmad Arif – 13/26, 2:03:10 (4%) Lam Wai Kit – 17/26, 2:11:14 (10.8%) Danny Lim – 18/26, 2:11:15 (10.8%) Ng Wei Quan – 22/26, 2:20:59 (19.1%)  <u>Elite Women</u> Phoebe Kee – 1/10, 2:20:53 (0%) Yong Man Yun – 5/10, 2:32:15 (8.1%) Jillian See – 8/10, 2:50:29 (21%)

#### ITU Age Group World Championships

The 2018 ITU World Triathlon Grand Final hosted the ITU Age Group World Championships during the period 12 to 16 September 2018. Singapore was represented by 5 athletes whom had qualified via the TAS National Championships races. Their results as follow:

<b>Date</b>	<b>Race</b>	<b>Results</b>
12 to 16 September 2018	2018 ITU World Triathlon Grand Final, Age Group World Championships	<u>Male Sprint 35-39</u> Reuben Kuah – 33/76, 1:07:37  <u>Male Sprint 50-54</u> Emanuele Baroni – 50/82, 1:11:45

		Andreas Goros – 51/82, 1:12:08  <u>Female Sprint 50-54</u> Nikki Shaw -59/68, 1:25:54
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#### Local Training and Competitions

Date	Competition	Results
15 April 2018	Metasprint Series 2018 – Triathlon (Results showing only HPP athletes and known Singaporean Age Groupers only)	<p><u>Junior Men</u> 1<sup>st</sup> – Nicholas Rachmadi, 0:59:24 2<sup>nd</sup> – Luke Chua, 0:59:47 3<sup>rd</sup> – Aaron Kiss, 1:03:46 4<sup>th</sup> – Samir Varma, 1:06:51 5<sup>th</sup> – Ong Ee Howe, 1:08:11</p> <p><u>Junior Women</u> 1<sup>st</sup> – Emma Middleditch, 1:06:51 2<sup>nd</sup> – Phoebe Kee, 1:08:15 3<sup>rd</sup> – Louisa Middleditch, 1:09:39</p> <p><u>Open Men</u> 1<sup>st</sup> – Nicholas Rachmadi, 0:59:24 2<sup>nd</sup> – Cedric Chua, 0:59:41 3<sup>rd</sup> – Luke Chua, 0:59:47 4<sup>th</sup> – Derek Tan, 1:01:33 5<sup>th</sup> – Ahmad Arif, 1:02:06 6<sup>th</sup> – Zacharias Low, 1:02:51 7<sup>th</sup> – Aaron Kiss, 1:03:46 8<sup>th</sup> – Danny Lim, 1:04:01 9<sup>th</sup> – Aaron Lee, 1:06:51 10<sup>th</sup> – Samir Varma, 1:06:51</p> <p><u>Open Women</u> 1<sup>st</sup> – Emma Middleditch, 1:06:51 2<sup>nd</sup> – Phoebe Kee, 1:08:05 3<sup>rd</sup> – Louisa Middleditch, 1:09:39 4<sup>th</sup> – Vanessa Yong, 1:10:54 5<sup>th</sup> – Valerie Yong, 1:11:05</p>
29 July 2018	Tri-Factor Triathlon (Results showing only HPP athletes and known Singaporean Age Groupers only)	<p><u>Junior Men</u> 1<sup>st</sup> – Nicholas Rachmadi, 1:03:48 2<sup>nd</sup> – Luke Chua, 1:04:30 3<sup>rd</sup> – Ong Ee Howe, 1:08:46</p> <p><u>Junior Women</u> 1<sup>st</sup> – Emma Middleditch, 1:10:09</p> <p><u>Open Men</u> 1<sup>st</sup> – Cedric Chua, 2:07:48 2<sup>nd</sup> – Wille Loo, 2:11:19 3<sup>rd</sup> – Ahmad Arif, 2:14:40 4<sup>th</sup> – Bryce Chong, 2:15:48 5<sup>th</sup> – Dave Lommen, 2:16:50 6<sup>th</sup> – Zacharias Low, 2:17:28 7<sup>th</sup> – Aaron Lee, 2:25:51</p>

		<u>Open Women</u> 1 <sup>st</sup> – Phoebe Kee, 2:28:14
23 Sept 2018	Singapore International Triathlon – National Triathlon Championships	<u>Junior Men</u> 1 <sup>st</sup> - Nicholas Rachmadi, 1:04:11 2 <sup>nd</sup> – Samir Varma, 1:06:13  <u>Junior Women</u> 1 <sup>st</sup> – Herlene Yu, 1:14:01  <u>Open Men</u> 1 <sup>st</sup> – Bryce Chong, 2:05:02 2 <sup>nd</sup> – Wille Loo, 2:10:26 3 <sup>rd</sup> – Zacharias Low, 2:10:35 4 <sup>th</sup> – Danny Lim, 2:18:50 5 <sup>th</sup> – Lam Wai Kit, 2:22:23  <u>Open Women</u> 1 <sup>st</sup> - Phoebe Kee, 2:27:03
4 Nov 2018	Singapore Aquathlon – National Championships	<u>Men</u> 1 <sup>st</sup> – Bryce Chong, 1:10:44 2 <sup>nd</sup> – Danny Lim, 1:14:16 3 <sup>rd</sup> – Dave Lommen, 1:14:49  <u>Women (Sprint)</u> 1 <sup>st</sup> – Sara Ng, 1:28:11 2 <sup>nd</sup> – Chloe Xiaoyun Chan, 1:31:24 3 <sup>rd</sup> – Rachel Jia Yi Hew, 1:32:42
20 Jan 2019	Singapore Duathlon – National Championships	<u>Men</u> 1 <sup>st</sup> – Lam Wai Kit, 1:51:25 2 <sup>nd</sup> – Foo Gen Lin, 1:53:30 3 <sup>rd</sup> – Ahmad Arif, 1:54:29 4 <sup>th</sup> – Benjamin Khoo, 1:55:15 5 <sup>th</sup> – Danny Lim, 1:56:30  <u>Women</u> 1 <sup>st</sup> – Phoebe Kee, 2:07:38 2 <sup>nd</sup> – Mok Ying Rong, 2:09:35 3 <sup>rd</sup> – Lim Baoying, DNF

National Triathlon Championships 2018 Results:

The NTC will see athletes in our HPP race against top age groupers and overseas athletes over 3 races to earn points, win prize money and awards.

Junior Men	Nicholas Rachmadi
Junior Women	Emma Middleditch
Sprint Men	Nicholas Rachmadi
Sprint Women	Valerie Yong
Standard Men	Wille Loo
Standard Women	Phoebe Kee

## Events

### National Championships

TAS awarded an events agreement with Orange Room for co-organising of the following National Championships events:

- Singapore International Triathlon – 2 years from 2018 to 2019, with an option for a yearly renewal, for the next 3 years
- Singapore Aquathlon – 2 years from 2017 to 2018, with an option for a yearly renewal, for the next 3 years
- Singapore Duathlon - 2 years from 2017 to 2018, with an option for a yearly renewal, for the next 3 years

### Local Sanctioned Events

As of 31 March 2019, TAS sanctioned a total of 14 events.

Below is a summary of these events:

<b>Name of Event</b>	<b>Metasprint Series 2018 – Triathlon</b>
Date	15 April 2018
Venue	East Coast Park
Total number of participants	196 Volunteers, Crew and Officials  1925 athletes, Including Kids (8-11 yrs) – 260 Youth (12-15 yrs) – 133 Women – 509

<b>Name of Event</b>	<b>Trifactor Series 2018 – Cycle Run Challenge</b>
Date	22 April 2018
Venue	Nicoll Highway
Total number of participants	74 Volunteers, Crew & Officials  428 athletes, Including Women – No data

<b>Name of Event</b>	<b>Trifactor Series 2018 – Run Swim Challenge</b>
Date	8 July 2018
Venue	East Coast Park
Total number of participants	81 Volunteers, Crew & Officials  437 athletes, Including Women – No Data

<b>Name of Event</b>	<b>Trifactor Series 2018 - Triathlon</b>
Date	29 July 2018
Venue	East Coast Park
Total number of participants	113 Volunteers, Crew & Officials  1391 athletes, Including Kids (6-12 yrs) – 83 Youth (13-15 yrs) – No Data Women – No Data

<b>Name of Event</b>	<b>Singapore International Triathlon 2018 – National Championships</b>
Date	23 September 2018
Venue	East Coast Park
Total number of participants	83 Volunteers, Crew & Officials  1305 athletes, Including Kids (9-12 yrs) – 87 Youth (13-15 yrs) – 39 Women – 302

<b>Name of Event</b>	<b>City60 Bike Run Challenge 2018</b>
Date	7 October 2018
Venue	Singapore Sports Hub
Total number of participants	81 Volunteers, Crew & Officials  1108 athletes, Including Kids (8-11 yrs) – 69 Youth (12-15 yrs) – 46 Women – 247

<b>Name of Event</b>	<b>113 Aquathlon Singapore 2018</b>
Date	21 October 2018
Venue	East Coast Park
Total number of participants	9 Officials (Number of Volunteers and Crew unknown)  255 athletes, Including Women – 40

<b>Name of Event</b>	<b>Singapore Aquathlon 2018 – National Championships</b>
Date	4 November 2018
Venue	East Coast Park
Total number of participants	68 Volunteers & Staff  675 athletes, Including Kids (8-11 yrs) – 59 Youth (12-15 yrs) – 39 Women – 199

<b>Name of Event</b>	<b>Singapore Duathlon 2019 – National Championships</b>
Date	20 January 2019
Venue	East Coast Park
Total number of participants	120 Volunteers & Staff  786 athletes, Including Kids (8-11 yrs) - 48 Youth (12-15 yrs) – 38 Women – 197 Elites – 22

<b>Name of Event</b>	<b>Metasprint Series 2019 - Aquathlon</b>
Date	17 February 2019

Venue	Sentosa Pelawan Beach
Total number of participants	107 Volunteers, Crew & Officials  1578 athletes, Including Kids (8-11 yrs) – 201 Youth (12-15 yrs) – 123 Women – 552

<b>Name of Event</b>	<b>Metasprint Series 2019 - Duathlon</b>
Date	10 March 2019
Venue	F1 Village
Total number of participants	92 Volunteers, Crew & Officials  1403 athletes, including Kids (8-11 yrs) – 178 Youth (12-15 yrs) – 112 Women – 407

<b>Name of Event</b>	<b>Super League Triathlon 2019 – Championship Finale</b>
Date	23/24 February 2019
Venue	Sentosa
Total number of participants	Total – 212 including Corporate Teams - 42 Elites – 15 Men, 15 Women U19 – 38 Men, 18 Women

<b>Name of Event</b>	<b>NTURO</b>
Date	16 March 2019
Venue	NTU
Total number of participants	Total – 70 including Women – 7

### **Capability Development (Technical Officials)**

#### TO Education Programs:

The current framework had been drawn up by ITU:

By National Federation - NF Community Level 1, NF Community Level 2, NF TO Level 1

By ITU – ITU TO Level 1 (NTO), ITU TO Level 2 (CTO), ITU TO Level 3 (ITO)

As of 31 March 2018, there are:

ITO – 2, CTO – 9, NTO – 29, CL2 – 38, CL1 – 32

ITU Facilitators (TO): 4

4 of our Technical Officials were selected by ITU to be trained as Facilitators. They were certified and qualified to conduct and facilitate ITU courses, training participants to be future Technical Officials.

TAS Facilitators (TO): 6

6 of our NTOs are trained and certified local facilitators, to conduct and facilitate local Technical Official Courses at community level.

TAS Technical Officials Courses:

TAS conducted the following coaching courses for FY2018:

Course	Date	Facilitators	Number of Participants
ITU Technical Officials Level 1	28-29 April 2018	David Hoong Omar Abu Bakar Daniel Sng	8
Triathlon Technical Officials Community Level 2	28-29 July 2018	Omar Abu Bakar Ong Si Ying	8

ITU Technical Officials Courses (Participants):

The following TOs from Singapore were selected by ITU to further enhanced their Officiating capabilities:

Course	Date	Name of TO	Status
2018 Hong Kong ITU Technical Officials Level 3 Seminar	2 November 2018	Peter Chua Daniel Sng	Pass

ITU Technical Officials Courses (Facilitators):

The following ITU Facilitators from Singapore were assigned to conduct and facilitate in the following:

Course	Date	Facilitators	Number of Participants
Chengdu ITU Technical Officials Level 1 Seminar	12-13 May 2018	Peter Chua	15

Technical Delegate (TD), Team Leader (TL), Head Referee (HR) Assignments:

ITU assigns the following TO from Singapore to lead a team of Technical Officials from Asia, to officiate in the following Continental Cup and World Cup races:

Event	Date	Name
2018 Hong Kong ASTC Junior Asian Championships	6 May 2018	Brian Selby (TD)
2018 Gunsan Saemangeum ASTC Long Distance Triathlon Asian Championships	12 May 2018	Peter Chua (TD)
2018 Taizhou ASTC Triathlon Asian Cup	2 June 2018	Ong Si Ying (TD)
2018 Dongdaihe ASTC Triathlon Asian Cup	30 June 2018	Daniel Sng (TD)
2018 Mt Mayon ASTC Paratriathlon Asian Championships	9 August 2019	Daniel Sng (TD)
2018 Weihai ITU Triathlon World Cup	22 September 2018	David Hoong (TL)
2018 Aqaba ASTC Duathlon Asian Cup	26 October 2018	David Hoong (TD)
2018 Aqaba ASTC Sprint Triathlon Asian Cup and West Asian Championships	26 October 2018	David Hoong (TD)
2019 Putrajaya ASTC Powerman Middle Distance Duathlon Asian Championships	3 March 2019	Jeff Lim (TD)

Technical Officials Assignment for Major Games:

ITU and ASTC selected the following TOs from Singapore to officiate in the following Major Games:

Games	Date	Name
Gold Coast 2018 XXI Commonwealth Games	5 to 7 April 2018	Ong Si Ying Daniel Sng
18 <sup>th</sup> Asian Games Jakarta / Palembang 2018	18 August 2018	Denise Wong Peter Chua Steven Wong
2018 Buenos Aires Youth Olympic Games	6 to 18 October 2018	Jeff Lim

### Self-Funding Technical Officials:

The following TOs from Singapore self-funded, and was approved by ITU to officiate in the following overseas races. This is for further education of knowledge and training, and subsidies are provided by TAS to defray some of their costs:

<b>Event</b>	<b>Date</b>	<b>Name</b>
2018 Subic Bay NTT ASTC Triathlon Asian Cup	21 April 2018	Philip Hall
2018 Chengdu ITU Triathlon World Cup	5 May 2018	Sharon Khoo Vivian Chee Peter Chua Joey Sin Jenny Wee
2018 ITU World Triathlon Series Yokohama 2018 ITU World Triathlon Paratriathlon Series Yokohama	12 May 2018 13 May 2018	Sharon Khoo Tan Thong Hua Alvin Tay Ng Siew Yee
2018 Taizhou ASTC Triathlon Asian Cup	2 June 2018	Lin Guosheng
2018 Osaka-Castle NTT ASTC Sprint Triathlon Asian Cup	10 June 2018	Ng Siew Yee
2018 Subic Bay ASTC Triathlon Asian YOG Qualifier 2018 Subic Bay ASTC Triathlon Southeast Championships	17 June 2018 17 June 2018	Cecilia Monis Denise Wong Eugene Ong
2018 Mt Mayon ASTC Paratriathlon Asian Championships	9 August 2018	Philip Hall Leow Jo Lene
2018 Mt Mayon ASTC Triathlon Asian Cup	12 August 2018	Philip Hall Leow Jo Lene Daniel Sng
2018 ITU World Triathlon Grand Final Gold Coast	12 September 2018	Sharon Khoo Tan Thong Hua Alvin Tay
2018 Weihai ITU Triathlon World Cup	22 September 2018	Philip Hall
2018 Hong Kong ASTC Aquathlon Asian Cup 2018 Hong Kong ASTC Sprint Triathlon Asian Cup	20 October 2018 21 October 2018	Denise Wong
2018 Tongyeong ITU Triathlon World Cup	27 October 2018	Denise Wong Leow Jo Lene
2018 IRONMAN 70.3 Langkawi	17 November 2018	Emily Leong Denise Wong Leow Jo Lene
2019 Rayong ASTC Sprint Triathlon Asian Cup	24 January 2019	Leow Jo Lene KB Ryan Joshua
2019 Putrajaya ASTC Powerman Middle Distance Duathlon Asian Championships	3 March 2019	Kelvin Tan Emily Leong Jason Lee Ang Jia Ming Devi Sambandan
2019 Daman ITU World Triathlon Series Abu Dhabi	8 March 2019	Philip Hall Alvin Tay

### Capability Development (Coaching)

As of 31 March 2019, there are

ITU Level 2 – 5 (1 suspended)

ITU Level 1 – 1

SG Coach Level 1 Triathlon (NROC registered) – 34 active, 7 inactive, 1 suspended

### TAS Coaching Courses:

TAS conducted the following coaching courses in FY2019:



Course	Date	Facilitators	Number of Participants
SG-Coach Level 1 Triathlon Integrated	20 March 2019 to 13 April 2019	Eugene Lee Steven Chan Christian Stauffer Chang Shuwen Sumedha Lim Omar Bakar	20

**ITU Coaching Courses (Participants):**

The following coaches from Singapore were selected by ITU to further enhanced their coaching capabilities:

Course	Date	Coach	Status
Colombo ITU Level 1 Coaching Course	5-9 December 2018	Chang Shuwen	Pass

**ITU Coaching Courses (Facilitators):**

The following ITU Facilitators from Singapore were assigned to conduct and facilitate in the following:

Course	Date	Facilitator	Number of Participants
KTF ITU Level 2 Coaching Course, Seoul	1 to 5 November 2019	Eugene Lee	68
ITU Level 1 Coaching Course, Colombo	5 to 9 December 2019	Eugene Lee	17
ASTC South East Asian Development Camp, Rayong	20 to 25 January 2019	Eugene Lee	14 athletes, 6 coaches
ITU Level 1 Coaching Course, Chennai	9 to 13 February 2019	Eugene Lee	17

**Sports Development Programs (Community):**

For FY2019, TAS conducted the following programs to create awareness of our sport, for community outreach and development of athletes at grassroots level:

Date / Time	Program	Partners	Number of Participants
21 Dec to 23 Dec 2018 (3 days)	Inter-Tertiary Training Camp	NUS, NTU, SMU, SIM, TP, SLT	50
20 Feb 2019, 5pm-7pm	Triathlon Clinic	NUS, SLT	75
21 Feb 2019, 4pm-530pm	SportCares CareRunner Engagement Clinic	SLT, ActiveSG Bishan	40 Kids
21 Feb 2019, 630pm-8pm	Triathlon Clinic @ Our Tampines Hub	SLT, ActiveSG Tampines	20
24 Feb 2019, 1230-430pm	SLT FanZone	SportCares	25 Kids
9 March 2019, 830am-11am	NTURO Triathlon Clinic – Swim & Transition	NTU, Club Breakway	20
23 March 2019	RockTri Ladies Launch + 5km Run	RockTri & SSH	13
31 March 2019	TS Community Ride @ Seletar Loop	Club Breakaway	22

## **Governance**

### **NSA Capability Development**

The Singapore Sports Institute conducted a series of NSA Capability Development seminars in the financial year. These seminars were attended by representatives from MC or Secretariat, to gain knowledge on NSA capability development matters. Knowledge and learning materials from these courses were then shared with the rest of the MC and secretariat.

<b>Date</b>	<b>Seminars</b>	<b>Names</b>
14 April 2018	Develop NSA Marketing Capability	David Hoong,
28 April 2018	Strengthen NSA Organisational capability	Eugene Ong, Raymond Chong
3 & 10 May 2018	Personal Leadership & Effectiveness	Omar Bakar
10 May 2018	4 Pillars of Effective Communications	Omar Bakar
10 September 2018	Enterprise Risk Management for NSAa	Omar Bakar
30 October 2018	How NSAs can comply with the PDPA	Omar Bakar
30 October 2018	Managing Conflicts in Sports Federations	Omar Bakar

### **Conflict of Interest Policy**

All MC members and staff are required to comply with TAS conflict of Interest Policy.

The policy states that all staff and MC members shall declare in writing the nature and extent of any relationship, arrangement, contract or agreement, which may result in a conflict of interest, real or perceived. The declaration is to be made, signed and file annually during AGM. At any point of time there is any addition or deletion in the information declared, a supplementary declaration describing such change should be made and file as soon as reasonably possible.

Any staff and MC members shall abstain and not participate in any discussion, decision making or voting on matters where they have a conflict of interest, declared either in writing or orally.

### **Disclosure of Remuneration received by MC Members**

No MC Members were remunerated for their services on the Management Committee in the financial year. Allowances were only paid to them for their services in a non-MC capacity either as a Coach, Facilitator, Technical Official or in specialised job roles.

### **Disclosure of Annual Remuneration of Employees**

Salary range more than \$100,000	0
Salary range below \$100,000	4

## **Review of Financial State for FY2018**

### **Summary of SportSG Funding:**

	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>
<b>Secretariat Headcount</b>	\$80,800	\$ 80,800	\$ 82,052
<b>Office Operations</b>	\$ 2,500	\$ 2,500	\$ 9,500
<b>Capability Development</b>	\$ 4,000	\$ 4,000	\$ 4,000
<b>Coaching Education &amp; Development</b>	\$ 3,000	\$ 3,000	\$ 3,000
<b>Pathway Development</b>	\$19,000	\$ 19,000	\$ 15,400
<b>Local Training and Competitions</b>	-	-	\$ 4,800
<b>Facilities (Office &amp; Storage)</b>	\$54,437	\$54,437	\$ 54,437
<b>HPE Headcount</b>	\$ 12,000	\$ 12,000	\$ 12,186
<b>Overseas Training and Competitions</b>	\$ 16,000	\$ 16,000	\$ 16,000
<b>OTSF Matching Grant (Disbursed)</b>	\$6,698	\$ 22,000	\$ 30,000
<b>SpexTAG (Direct athlete funds)</b>	\$ 4,800	\$ 4,200	\$ 3,000

Local Training and Competitions were separated from Pathway Development from FY2018 onwards.

Overseas Training and Competition grant usage (to book airfare, accommodation and other travel related requirements) will have to be arranged by SportSG appointed Travel Agent, E-serve

The GM ensured that all funds received were utilised for its intended purposes (and in accordance to the terms and conditions, guidelines and regulations as stated in the New Partnership: NSA Grant Handbook). Statement of account, utilisation report will be submitted to SportSG bi-annually, in April and October. Grants will also be disbursed bi-annually, in early May and End November, upon receipt and approval of the necessary reports and other required submissions.

The FY2018 Statement of Accounts will be audited by Strategic Audit Alliance PAC and submitted to SportSG by end of October 2019. Any unutilised grants will have to be refunded back to SportSG.

#### Other Source of Income

Apart from grants received from SportSG, we also managed to generate income from membership and license fees, event fees, programs fees and donations

Membership Fees = \$5,937

Event Fees = \$38,377

Course Fees = \$8,631

#### Donations

As of 31 March 2019, TAS collected a total of \$ 83,600 in donations

We appreciate the support given by the following donors:

<b>Name</b>	<b>Amount</b>
Mr James Middleditch	\$ 4,000
Orange Room Pte Ltd	\$79,600

#### Restricted Funds

For the period 2017 to 2022, we are allowed to apply for the One Team Singapore Fund (OTSF) under the basic tier scheme, where up to \$80,000 of donations collected by TAS will be matched by the government.

For the financial year, TAS collected a total of \$30,000 matching grant from SportSG under the OTSF. All donations and OTSF received will be parked under restricted funds, and only be used to support our High Performance Sport System and programs to develop our athletes and enhance their training and competition environment locally and overseas. We aim to grow this fund through donations and matching grant from the OTSF, over the next 5 years.

TAS has disclosed its restricted funds in the Financial Statement. Please refer to that for more information on balances and fund movements for the financial year.

#### Reserves Position

	<b>2019</b>	<b>2018</b>
<b>Unrestricted Funds (Reserves)</b>	12,282	8,225
Restricted Funds	29,870	20,000
- Building Fund	-	-
- Education Fund	-	-
- Others	-	-
Endowment Funds	-	-
<b>Total Funds</b>	42,152	28,225
<b>Ratio of Reserves to Annual Operating Expenditure</b>	0.06	0.09

The unrestricted funds will be use to sustain daily operations of the association. We aim to clear all existing liabilities of the association and subsequently build up a reserves of at least SGD\$300,000 (or the approximate equivalent of one year of working expenses, including daily operations and sustaining our daily activities)

within the next 5 years. This is to provide financial stability, and sustainability for the conduct of our principle activities. TAS will also review its work plan every year to determine a sustainable budget for our operations and principle activities, and to fulfil our minimum obligations.

### **Audited Financial Statements and Auditor's Report for FY2018 (Financial year ending 31 March 2019)**

The Financial Statements for the year ending 31 March 2019 was audited by Strategic Audit Alliance PAC, and had given the opinion that financial statements are properly drawn so as to give a true and fair view of the state of TAS, in accordance with the provisions of the Act, the Charities Act and Singapore Financial Reporting Standards.

(For more information, please refer to attached Audited Financial Statements for financial year ending 31 March 2019)

### **Review**

For 2019, we registered a surplus of \$12,337. There'd been a decrease in the collection of event fees and sanction fees from our events, particularly the National Championships Series, due to the declining market, which makes it a challenge to maintain sustainability for the appointed event organizer.

We did however managed to attract donations for our High performance programs, and in doing so able to apply for the One Team Singapore Fund, to grow the amount of our restricted funds (for High Performance purposes). Due to SEA Games 2019 having an increase in the number of available events for our sport, we had to spend a substantial amount to Talent ID, develop and prepare our athletes for qualification as well as performing at the SEA Games.

In order to take the next step forward in achieving the objectives of our association, we'd also decided to invest in 2 additional headcounts (on part time contract). And hopefully, as our initiatives starts to kick off with the support of key partners, this could be the game-changer for in building confidence in us from strategic partners and investors, as one of the leading NSA to actively drive sports development for the community.

### **Future Plans**

TAS focus over the next 4 years, will be on:

1. Community Development with a focus on youth, IHLs' and women's participations
2. Work with key partners like ActiveSG, Sports Hub, SportCares, SSI and PA
3. Partnership with affiliate clubs, in the conduct of our programs
3. Establish centres of excellence / National Training Centre
4. Establish a vibrant National Triathlon Championships
5. Bringing a high profile Triathlon event into Singapore (Triathlon World Cup or World Championship Series)
6. Athletes and Technical officials representation at the Asian Games 2022, Commonwealth Games 2022 and Olympics 2024.

### **Our Wishlist**

- Involvement in Pesta Sukan 2020 and beyond
- Sanctioning and support of SUNig 2020 Aquathlon and beyond
- A close knit connections to the Universities' sports clubs, and regular clinics conducted with them
- A mass participation Women only Triathlon event
- A Corporate Triathlon event for networking
- A high profile World Cup/World Championships Series event in Singapore by 2020/2021
- An established Inter-Club competition structure with the involvement of all our sanctioned events
- Support from SportSG/MCCY, to make it mandatory for all local triathlon events to be sanctioned by TAS (This is for Sports safety purpose, checks and accountability on the conduct of their event)
- Support from Coach SG to make it mandatory for all NROC Triathlon Coaches to be affiliate to TAS as a member (For check and balance purpose)

### **The Year Ahead**

For FY19, we will launch the following inaugural programs

1. Sports Development Series Tri-Out Duathlon Clinics
  - In partnership with Sports Hub
  - For Kids aged 7 to 12 years old
  - 11 weekly sessions commencing on 12 Oct 2019, culminating into a mini duathlon race
  
2. Sports Development Series Tri-Out Aquathlon Clinic
  - In partnership with Sports Hub
  - For kids aged 7 to 12 years old
  - 11 weekly sessions commencing on 28 December 2019, culminating into a mini aquathlon race
  
3. Boys Town Multi-Sport programme
  - In partnership with SportCares
  - 11 weeks sessions to prepare them for their first multi-sport race
  
4. North Light School Multi-Sport programme
  - In partnership with SportCares
  - 11 weeks sessions to prepare them for their first multi-sport race
  
5. Muhammadiyah Welfare home Multi-Sport programme
  - In partnership with SportCares
  - 11 weeks sessions to prepare them for their first multi-sport race
  
6. Tri-Ladies Splash and Dash
  - In partnership with Sports Hub, OCBC Aquatic Centre
  - A women only swim-run event, with a series of clinics to prepare participants for their first race.
  
7. Super league Triathlon race and Clinics
  - In partnership with Super league triathlon, SSI and SportSG events Team
  - Local Singaporean athletes to be represented against international professionals for athlete development
  - SportCares athletes and partners to get a chance to see their idols up close
  
8. Inter Tertiary Training Camp
  - To be used for talent identification of athletes into our HPP program
  - For networking between IHLs and for athletes to have access to ITU Certified standards coaches

Other community programs in the pipeline are:

A community event with PA in at least 1 of their centres

Collaboration with ActiveSG in at least 1 of their centres

Active Collaboration with our affiliate clubs to conduct community fun events

For High Performance

SEA Games 2019 preparation and monitoring athletes.

Talent Identification for youth and Junior athletes

Super League Triathlon profiling of our HPP athletes, particularly the U19 Juniors

Initial Discussion with Jurong lake Centre on setting up a National Training Centre/base

### **Our Commitments:**

To establish a first Centre of Excellence / National Training Centre, in the east.

To conduct an appreciation Dinner for Volunteers and Partners

To establish a Bursary for athletes in need

To conduct a thorough MYSP review

## Governance Evaluation Checklist for the Financial Year ended 31 March 2019

IPC Size: Gross annual receipts or total expenditure of less than \$500,000

Tiered Guidelines to comply: Intermediate

S/N	Description	Code ID	Response
<b>Board Governance</b>			
1	Induction and Orientation are provided to incoming Board members on joining the Board	1.1.2	Complied
	<b>Are there Board members holding staff appointments? (Skip items 2 and 3 if "No")</b>		Yes
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one-third</b> of the Board.	1.1.3	Complied
3	There are written job descriptions for their executive functions and operational duties which are <b>distinct from their Board roles</b> .	1.1.5	Complied
4	There is a <b>maximum limit of four consecutive years</b> for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity).  Should the charity not have an appointed Board member, it will be taken that the chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for <b>re-nomination and re-appointment</b> at least once every three years.	1.1.8	Complied
6	There are <b>documented terms of reference</b> for the Board and each of its Board committees.	1.2.1	Complied
<b>Conflict of Interest</b>			
7	There are documented procedures for Board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied
8	Board members <b>do not vote or participate</b> in decision-making on matters where they have a conflict of interest.	2.4	Complied
<b>Strategic Planning</b>			
9	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied
<b>Human Resource and Volunteer Management</b>			
10	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
11	There is a <b>documented Code of Conduct</b> for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Not complied
12	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Not Complied
<b>Financial Management and internal Controls</b>			
13	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the Charity which are not part of its core charitable programmes.	6.1.1	Not Complied
14	The Board <b>ensures internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied
15	The Board ensures reviews on the Charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
16	The Board ensures that there is a process to <b>identify, regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied
17	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
	<b>Does the charity invest its reserves, including fixed deposits? (Skip item 18 if "No")</b>		No

18	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	NA
<b>Fundraising Practices</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the year?</b> <b>(Skip item 19 if “No”)</b>		Yes
19	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied
	<b>Did the charity received donations-in-kind during the year?</b> <b>(Skip item 20 if “No”)</b>		No
20	All donations-in-kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	NA
<b>Disclosure and Transparency</b>			
21	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member’s attendance	8.2	Complied
	<b>Are Board members remunerated for their Board services?</b> <b>(Skip items 22 and 23 if “No”)</b>		No
22	<b>No</b> Board members is involved in setting his or her own remuneration.	2.2	NA
23	The charity discloses the <b>exact</b> remuneration and benefits received by each Board members in its annual report. <u>OR</u> The charity discloses that no Board members are remunerated.	8.3	Complied
	<b>Does the charity employ paid staff?</b> <b>(Skip items 24 and 25 if “No”)</b>		Yes
24	No Staff is involved in setting his or her own remuneration.	2.2	Complied
25	The charity discloses in its annual report: i) The total remuneration (including any remuneration received in its subsidiaries), for <b>each of its three highest paid staff</b> , who each receives remuneration <b>exceeding \$100,000</b> , in bands of \$100,000; and ii) If any of the three highest paid staff also serves on the Board of the charity. <u>OR</u> The charity discloses that <b>none</b> of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied