



TRIATHLON ASSOCIATION OF SINGAPORE
ANNUAL REPORT FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

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:

- Promote, develop and increase participation for the sport of Triathlon in Singapore.
- Promote physical activity for health and wellness, foster community engagement and bonding for social inclusiveness and integration, and inspire the Singapore Spirit through the sport of Triathlon.
- To engage communities and provide Triathlon programs access to vulnerable segments of the community such as youth at risk and the less privileged.
- Unify, co-ordinate, sanction and organise Triathlon activities in Singapore, including national and international Triathlon tournaments and events.
- Raise the competitive standards of Triathlon athletes in Singapore for sustainable elite level performance at international competitions and multi-sport major games.
- To develop, select, support and manage Triathlon athletes at these international competitions and major games.
- Provide sport pathways and opportunities for the progression and advancement of Triathlon athletes, coaches and technical officials in Singapore.
- Raise the technical capability of Triathlon coaches and technical officials in Singapore.
- Develop and enforce rules and regulations, and coordinate technical information covering all aspects of Triathlon in Singapore
- To exercise complete jurisdiction of the sport of Triathlon in Singapore, over all matters pertaining to participation, including programs and events. This is to ensure safety, fair and evenness of the conduct of Triathlon in Singapore.
- Do all things complementary or incidental to attain the aforesaid objects above.

Our Vision:

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

Our 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.

Our 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 2019 to 7 April 2022

Governing Instrument: TAS Constitution – V2021

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.
- TAS supplement our operating expenses through fees collections from members, courses and events
- As a charity/IPC, we also accept donations from the public to support our objectives and programs.

Affiliations:

Singapore National Olympic Council
Association of Commonwealth Triathlon
Asia Triathlon
World Triathlon

Honorary Life President:

Name	Date of Appointment	Past Appointments
David Hoong (Kah Kuan)	25 September 2020	President 2016 to 2020 Honorary Secretary 2006-2012, 2014-2016 Assistant Hon Secretary 2012-2014 Deputy President 2004-2006 MC Member 1996 - 2004

Board Members (2020 to 2022):

Name	Designation / Date of Appointment	Past Designation
Paul Rachmadi	President 25 September 2020	Honorary Treasurer 2019-2020 MC Member 2018-2019 (Stand-in Treasurer in 2019)

James Middleditch	Deputy President 25 September 2020	MC Member 2018-2020
Chong Chee Keong (Raymond)	Honorary Secretary 25 September 2020	Deputy President 2018-2020 Honorary Secretary 2016-2018 MC Member 2014-2016
Denise Wong	Assistant Hon Secretary 25 September 2020	MC Member (Co-opt) 2018-2020
Yu Kok Chew	Honorary Treasurer 25 September 2020	MC Member (Co-Opt) 2020
Ahmad Arif Ibrahim	MC Member 25 September 2020	NIL
Zuraimi Bin Abdul Basheer	MC Member 25 September 2020	MC Member (Co-Opt) 2020
Aw Yizhong	MC Member 25 September 2020	MC Member 2018-2020
Chang Shuwen	MC Member 25 September 2020	MC Member (Co-Opt) 2018-2020
Sara Ng Qian Hui	MC Member 25 September 2020	NIL
Lee Eugene	MC Member (Co-Opt) 25 September 2020	Honorary Secretary 2018-2020 Deputy President 2016-2018 MC Member 2014-2016
Chan Chee Ming (Steven)	MC Member (Co-Opt) 25 September 2020	Assistant Hon Secretary 2016-2020 MC Member 2010-2016
Lloyd Ngho Shi Kai	MC Member (Co-Opt) 25 September 2020	MC Member (Co-Opt) 2018-2020 MC Member 2006-2008
Jenny Wee	MC Member (Co-Opt) 25 September 2020	MC Member 2010-2018

Jenny Huang	MC Member (Co-Opt) 25 September 2020	NIL
Michelle Evelyn Chow	MC Member (Co-Opt) 8 October 2020	NIL

Role of the Board Members (As listed in our Constitution-Version 2021):

The role and powers of the Board shall be as follows:

- Provide stewardship and trusteeship on behalf of members and be responsible for ensuring that TAS remains viable and effective in the present and for the future.
- Provide strategic leadership, set objectives, and ensure that the necessary plans, policies, programs and resources are in place for TAS to meet its objectives.
- Ensure all legal and statutory obligations are met and all constitutional and governance requirements are complied with.
- Establish a framework of prudent and effective controls which enables risk to be assessed and managed, including safeguarding of TAS's assets and the public funds it receives.
- Set TAS's values and standards and ensure that obligations to members and other stakeholders are understood and met, and address all disciplinary issues that arise.
- Be responsible for the appointment of the CEO and other senior management employees of TAS and provide them with clearly documented roles, responsibilities and accountabilities.
- Review management and Board performance periodically.
- Manage conflict of interest and take appropriate measures to ensure that TAS is protected against any personal or business interests of Board members and employees of TAS.
- Identify and sufficiently engage the key stakeholder groups of TAS and sought their views and feedback on TAS's strategies and policies.
- Consider financial sustainability, social issues and environmental factors as part of its strategy and policy formulation
- Raise funds for TAS and approve any expenditure from the funds and / or reserves of TAS for TAS's activities, subject to clause 25.1.12.
- Decisions that involve the acquisition and disposal of immovable properties/assets, and expenditures of significant value that draws on the NSA's financial reserves (i.e. more than 10% of reserves or \$0.25M whichever is higher) should be approved at a General Meeting by a special resolution.

Board Tenure:

- The term of office of Elected Board members shall be two (2) years.
- The term of office of Appointed Board Members shall be up to two (2) years.
- Counting from the year 2018, Board Members may serve a maximum tenure of eight (8) consecutive years on the Board and, upon reaching this tenure limit, shall only be eligible for re-election or re-appointment to the Board after a lapse of at least two (2) years.
- A Board Member may only hold the appointment of Treasurer for a maximum of four (4) consecutive years and may only be considered for re-appointment as a Treasurer after a lapse of at least two (2) years.

Board Meetings and Attendance:

During the financial year ending 31 March 2022:

- One AGM was conducted on 28 September 2021
- Two MC Meetings were conducted before AGM
- Three Exco Meetings were conducted after AGM

MC (For office term 2020 to 2022)	14 June 2021	3 Sept 2021	28 Sept 2021 (AGM)	20 Oct 2021	9 Dec 2021	27 Dec 2021
Paul Rachmadi - President	/	/	/	/	/	/
James Middleditch – Deputy President	/	/	/	/	/	/
Raymond Chong - Honorary Secretary	/	/	/	/	/	/
Denise Wong - Assistant Hon Sec	/	/	/		/	/
Yu Kok Chew - Honorary Treasurer	/	/	/	/	/	/
Ahmad Arif Ibrahim – MC Member	/		/			
Aw Yi Zhong – MC Member	/	/	/			
Zuraimi Abdul Basheer – MC Member	/					
Chang Shuwen – MC Member			/			
Sara Ng – MC Member	/					
Lee Eugene – MC Member (Co-Opt)	/	/	/			
Steven Chan – MC Member (Co-Opt)	/					
Jenny Wee – MC Member (Co-Opt)						
Jenny Huang – MC Member (Co-Opt)						
Lloyd Ngoh – MC Member (Co-Opt)	/					
Michelle Evelyn Chow – MC Member (Co-Opt)	/	/				

Sub-Committees:

Committee	Term of Reference
<u>Business Development</u> Chairman: Raymond Chong Deputy: Paul Rachmadi, Yu Kok Chew Members: Ahmad Arif, Jenny Huang, Foo Gen Lin (Membership) Denise Wong, Lloyd Ngoh, Zuraimi (Events) Aw Yizhong (Website & Social Media)	<ul style="list-style-type: none"> - Sponsorship & Donations - Fundraising activities - Membership - Website & Social Media - Branding & Profiling of TAS - Events Management - Stakeholders Engagement - Merchandising (Marketing & Sales)
<u>Governance</u> Chairman: Paul Rachmadi Members: Sara Ng Zuraimi Eugene Lee Steven Chan	<ul style="list-style-type: none"> - Constitution Matters - Board's role and effectiveness, renewal and succession planning - Code of Governance - Code of Conduct - Complaints and Disciplinary Matters - Safety and Risk management - Internal Audit
<u>Sports Development</u> Chairman: Ahmad Arif Ibrahim Deputy: Aw Yizhong Members: Chang Shuwen (Kids & Youth) Lloyd Ngoh (Para) Jenny Huang (Women) Jenny Wee (Partners – Sports Hub, PA) Eugene Lee (SportCares)	<ul style="list-style-type: none"> - National Community Development Program “TRI-OUTS” - Increase participation in kids, youth, women, para - Clubs and Affiliates engagements - Grassroots programs - National Sports Curriculum for schools, tertiaries and IHLs - Multisport Programs for SportCares, Sports Hub, PA - National Club Championships
<u>High Performance</u> Chairman: James Middleditch	<ul style="list-style-type: none"> - High Performance Program - Athletes Pathway

<p>Members: Eugene Lee Steven Chan Michelle Evelyn Chow</p>	<ul style="list-style-type: none"> - Talent Identification, Development, Elite Athletes - Daily Training Environment - Selection Policies for Major Games and overseas competitions - SpexCarding, SpexScholarship - SNOC, SSI, NYSI
<p><u>Athletes Committee</u> Chairman: Ahmad Arif</p> <p>Members: Chang Shuwen Sara Ng Bryce Chong</p>	<ul style="list-style-type: none"> - Representing the interest of athletes - Voice of athletes - Ensure communication and engagement between athletes and HPE Committee
<p><u>Coaching Development</u> Chairman: Eugene Lee Deputy: Steven Chan</p> <p>Members: Chang Shuwen Michelle Evelyn Chow</p>	<ul style="list-style-type: none"> - Coaches pathway - SG Coach integrated Triathlon Course Curriculum - Continued Education opportunities for Coaches - Coaches Code of Conduct - Coaches Database - Coaches for community programs - Coaches Policies
<p><u>Technical</u> Advisor: David Hoong Chairman: Jeff Lim Deputy Chairman: Denise Wong Treasurer: Jenny Wee</p> <p>Members: Daniel Sng Tan Thong Hua Jasmine Ong Jyn Wee Ryan Mahindapala Emily Leong</p>	<ul style="list-style-type: none"> - Technical Officials Pathway - All TO Courses from community to National levels - Continues Education for TOs - TOs Code of Conduct - TOs Database - Support Sanctioning of events - Support community programs - Events technical guidelines and safety guidelines - Event Organising Guidelines

REVIEW OF ACTIVITIES FOR FY2021 (1 APRIL 2021 TO 31 MARCH 2022)

Secretariat

For the period, there are 2 full time and 2 contract staff employed by TAS.

Name	Designation	Date of Appointment
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 – Part Time Contract (Terminated on 1 January 2022)	From 1 January 2019 (6 months renewal)
Sherlyn Chow	Book Keeping & Accounts (Contract Free Lance)	From 1 July 2010

Membership

For the year 2021, there are a total of

Individual Members – 98

Affiliate Members – 3

Ordinary Members – 3

Day-of-Race (DOR) Members – 4052

List of Affiliates

Name	Type
Bike-Aid (Singapore)	Ordinary Member
Breakaway Triathlon Club	Ordinary Member
National University Singapore – NUS Aquathlon	Ordinary Member
Metasports	Affiliate Member - Event Organiser, Triathlon Club
Orange Room Pte Ltd	Affiliate Member - Event organiser
SMU Aquathlon	Affiliate Member – Triathlon Club
Singapore Women’s Triathlon Club	Affiliate Member - Triathlon Club

Athletes Development – High Performance Program

For the year 2021, the HPP consists of the following athletes:

National Squad

Name	DOB	Gender	Category	FY21 SpexCarding
Bryce Chong	20/11/1997	Male	Elite	E3
Nicholas Rachmadi	23/10/2001	Male	U23	E3
Luke Chua	24/10/2001	Male	U23	E3
Ahmad Arif Bin Ibrahim	20/09/1993	Male	Elite	E3
Clement Chow	23/05/1988	Male	Elite	E3P
Wille Loo	26/01/1983	Male	Elite	E3P
Lam Wai Kit	07/12/1989	Male	Elite / Du	E3P
Foo Gen Lin	16/04/1983	Male	Elite / Du	E3P
Samir Varma	06/06/2022	Male	Junior / U23	E3P
Tan Jiahao	12/06/2002	Male	Junior / U23	E3P
Emma Middleditch	07/05/2002	Female	Junior / U23	S1
Herlene Yu	01/01/2002	Female	Junior / U23	E3
Chang Shuwen	17/08/1990	Female	Elite	E3P
Ethel Lin Zhiyun	11/12/1986	Female	Elite	E3P

National Development Squad

Name	DOB	Gender	Category	Remarks
Louisa Middleditch	17/08/2000	Female	U23	Overseas
Yong Man Yun	29/05/1987	Female	Du	
Regine Goh	25/02/2001	Female	U23	
Danny Lim	24/12/1989	Male	Standard / Du	
Aaron Lee	31/12/1997	Male	U23 / Du	
Teo Ewin	03/04/1981	Male	LD, Du	

Benjamin Khoo	09/05/1991	Male	Du	
Ng Wei Quan	24/06/1996	Male	LD, Du	
Aaron Kiss	07/10/2000	Male	U23, Du	
Hoo Fang Yu	26/03/2000	Male	U23	
Keane Ko	26/7/2000	Male	Du	

Talent ID Squad

Name	DOB	Gender	Category	Remarks
Crispin Hu	26/04/2002	Male	U23	
Sean Patrick	13/09/2003	Male	Junior	
Janel Susastra	09/08/2005	Female	Junior	

Overseas Training and Competitions:

For the period 1 April 2021 to 31 March 2022, due to the Covid-19 pandemic, many overseas competitions were cancelled or postponed. Although travel restrictions started to ease in the 3rd and 4th quarter of the financial year, our athletes had limited access to participate in overseas activities – including competitions and training and only manage 1 overseas competition:

Date	Competition	Results
7 November	2021 World Triathlon Duathlon Championships Aviles	<u>Junior Women</u> Emma Middleditch – 8/11, 1:04:56 <u>AG Sprint 20-24</u> Louisa Middleditch – 1/8, 1:10:12

Local Training and Competitions

Sanctioned Events

The Covid-19 pandemic also had a major impact on local training and competitions, due to the various government restrictions and regulations put in place for most of FY2021 (1 April 2021 to 31 Dec 2021). Events resumed but in a pilot programme by the government. Many events did not get the approval to proceed.

From 1 April 2021 to 31 Dec 2021, there were only 2 events which was allowed to be organised with strict safety management measures and guidelines in place. These 2 events were flagged off in a rolling start format, 5 athletes per wave.

From 2022, with the ease in government restrictions in allowing mass participation event to happen, 2 more events were organised in the traditional mass start format.

Name of Event	Metasprint Series 2021 – Duathlon (Origin)
Date	24 & 25 April 2021
Venue	F1 Village
Total number of participants	Technical Officials – 6 (3 Men, 3 Women) Volunteers: 41 Total number of participants – 1039 (finishers in bracket) Sprint – 561 Men, 199 Women (422, 150) Discovery – 41 Men, 41 Women (28, 29) Youth 12 to 15 – 56 Boys, 38 Girls (44, 27) Kids 8 to 11 – 62 Boys, 41 Girls (46, 35)

Duathlon National Championships (Standard Distance)	<u>Men</u> 1 st - Ahmad Arif – 1:55:41 2 nd – Luke Chua – 1:59:34 3 rd – Ben Khoo – 2:01:19 4 th – Lam Wai Kit – 2:01:58 5 th – Foo Gen Lin – 2:04:39 6 th – Nicholas Rachmadi – 2:05:49 7 th – Teo Ewin – 2:09:51 <u>Women</u> 1 st – Emma Middleditch – 2:08:26 2 nd – Herlene Yu – 2:17:17 3 rd – Yong Man Yun – 2:19:18 4 th – Regine Goh – 2:40:10
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Name of Event	Metasprint Series 2021 – Triathlon (Origin)
Date	13 & 14 November 2021
Venue	Sentosa Pelawan Beach
Total number of participants	Technical Officials – 5 (2 Men, 3 Women) Volunteers, Crew – 98 Total Athletes – 839 (finishers in bracket) Sprint – 489 Men, 171 Women (416, 145) Discovery – 49 Men, 44 Women (42, 36) Youth - 55 Boys, 31 Girls (23, 18)

Name of Event	Metasprint Series 2022 – Aquathlon
Date	13 Feb 2022
Venue	Sentosa Pelawan Beach
Total number of participants	Technical Officials – 4 (2 Men, 2 Women) Volunteers: 52 Total number of participants – 963 (finishers in bracket) Sprint – 516 Men, 200 Women (434, 173) Discovery – 49 Men, 34 Women (38, 31) Youth 12 to 15 – 53 Boys, 34 Girls (50, 26) Kids 8 to 11 – 46 Boys, 31 Girls (41, 26)
HPP Results	<u>Men</u> 1st - Bryce Chong – 29:20 2 nd – Luke Chua – 29:21 2 nd – Nicholas Rachmadi – 29:21 7 th – Cedric Chua – 30:54 Foo Gen Lin – 31:35 Samir Varma – 31:37 Sean Patrick – 32:36 Tan Jiahao – 34:21 Hoo Fang Yu – 36:43 Crispin Hu – 36:44 <u>Women</u> Janel Susastra – 38:50

	Yong Man Yun – 39:10
Name of Event	Metasprint Series 2022 – Duathlon
Date	5 & 6 March 2022
Venue	F1 Village
Total number of participants	Technical Officials – 7 (3 Men, 4 Women) Volunteers: 51 Total number of participants – 1211 (finishers in bracket) Sprint – 661 Men, 219 Women (538, 186) Discovery – 73 Men, 30 Women (73, 30) Youth 12 to 15 – 64 Boys, 25 Girls (64, 25) Kids 8 to 11 – 93 Boys, 46 Girls (93, 46)
HPP Results	<u>Men</u> Luke Chua – 52:55 Foo Gen Lin – 53:00 Nicholas Rachmadi – 53:23 Bryce Chong – 53:25 Keane Ko – 53:40 Samir Varma – 54:52 Ng Wei Quan – 54:59 Hoo Fang Yu – 55:16 Danny Lim – 57:33 Crispin Hu – 58:33 <u>Women</u> Regine Goh – 1:08:24 Janel Susastra – 1:12:22

Time Trials and Hybrid Races

Due to the lack of overseas and local races, there is an urgent need to provide opportunities for our national athletes to remain active in racing and also for them to attain data points for the purpose of identifying athletes for the 2021 SEA Games (postponed to May 2022).

Inspired by the Super League Triathlon's SLT Arena Games, TAS also pioneered an innovative race concept locally that blends in physical and virtual racing.

Format: The swim leg takes place in an Olympic sized pool, bike discipline are completed on Tacx2 smart trainers via Zwift's online racing platform, while the run leg takes place on a standard track.

We conducted these trials and hybrid races in accordance to government regulations with strict Safety Management Measures in place. It did not come easy due to limited budget, limited resources, limited knowledge and the constant changes in government regulations due to constant shift in the Covid-19 situation within the local community.

Date	Competition	Results
10 & 17 April 2021	TAS Hybrid Race - Triathlon Men	<u>Men</u> Ahmad Arif – 2:03:01 Loo Chuan Rong – 2:03:26 Luke Chua – 2:03:28 Nicholas Rachmadi – 2:04:12

		Danny Lim – 2:07:15 Foo Gen Lin – 2:11:58 Ewin Teo – 2:13:09 Tan Jia Hao – 2:14:11 Aaron Lee – 2:16:35 Bryce Chong – 2:20:23 Lam Wai Kit – 1:57:02 Ahmad Arif – 1:57:22 Luke Chua – 1:59:03 Ben Khoo – 2:00:45 Foo Gen Lin – 2:04:03 Nicholas Rachmadi – 2:04:20 Teo Ewin – 2:09:07 Ng Wei Quan – 2:12:38 Wille Loo – 2:12:31 Danny Lim – 2:12:39 Tan Jiahao – DNF Bryce Chong – DNF
22 January 2022	TAS Hybrid Race - Triathlon	<u>Men</u> Nicholas Rachmadi – 2:03:16 <u>Women</u> Regine Goh – 2:26:17
5 March 2022	TAS Hybrid race - Duathlon	<u>Men</u> Ahmad Arif – 1:52:28 Ben Khoo – 1:52:40 <u>Women</u> Yong Man Yun – 2:07:12

Capability Development (Technical Officials)

TO Education Programs:

The current framework had been drawn up by World Triathlon:

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

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

As of 31 March 2022, there are:

Technical Officials	Female	Male	Total
CL1	18	23	41
CL2	14	32	46
NTO	7	15	22
CTO	2	8	10
ITO	0	2	2

WT Facilitators (TO): 4

4 of our Technical Officials were WT certified facilitators, qualified to conduct and facilitate WT 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 did not managed to conduct any technical officiating courses in the financial year.

Technical Officials Assignment for Major Games:

WT selected the following Technical Officials from Singapore to officiate in the following Major Games:

Games	Date	Name
2021 Tokyo Olympic Games (Postponed from 2020)	26 to 31 July 2021	Omar Bakar
2021 Tokyo Para-Olympic Games (Postponed from 2020)	28 to 29 Aug 2021	Jasmine Ong

Capability Development (Coaching)

As of 31 March 2022, there are:

Coaches	Female	Male	Total
NROC Provisional	0	6	6
NROC	9	28	37
WT Level 1	1	0	1
WT Level 2	0	3	3

TAS Coaching Courses:

TAS did not manage to conduct any courses for the financial year, as we're still in the process of getting the SG-Coach Level 1 integrated courses syllabus and curriculum endorse by CoachSG to be recognised under the NROC.

Recruitment of Community Development Coaches

In Jan to March 2021, we conducted a recruitment exercise to engage triathlon coaches for our community sports development programs. Coaches will be engaged on an ad-hoc project basis, to support our programs.

Criteria: NROC accredited, SG-Coach Level 1 Triathlon, valid TAS Member, "Game-for-Life" programme or with the intention to, registered MOE Instructor or with the intention to, commitment to at least 1 session per week for a year-long program.

A total of 15 Coaches applied. 11 coaches met the criteria and were appointed

Sports Development Programs (Community):

Due to the COVID-19 pandemic, local government restrictions and regulations were put in place throughout most of FY2021. This lead to most SPD Programs being cancelled/postponed.

SportCares-Li Foundation Multisport Programmes

In collaboration with SportCares, the SportCares-Li Foundation Multisport programmes was launched in 2019. These programmes introduce Youths to the world of Multisport as an alternative sport, and gradually prepare them for their first race through a specially curated 40-weeks curriculum.

Program Objectives: Keep them fit and healthy through sport, Help them build up their confidence, self-believe and self-motivation, Develop attributes such as positive mindset, winning spirit, overcoming challenges, never give up, team work and bonding, leaderships. Channel their energy and vibrancy confidence through sports.

The program started in July 2019 with 64 participants and has since expanded to 134 participants.

For the financial year, we continue to collaborate with SportCares in delivering the Multisport programmes to 5 centres. Physical sessions were also conducted under strict Safety Management Measures in accordance to

government restrictions and guidelines. Otherwise, some sessions were also conducted via Zoom Video Conferencing

Date	Program	Training Venue
Tuesdays	Boys' Town	Boys Town MGS Pool
Fridays	Muhammadiyah Welfare Home	ActiveSG Pasir Ris Katong swimming Complex
Thursday	Northlight School	100Plus Promenade, Sports Hub Home of Athletics Track
Fridays	PPIS Student Care Centre	100Plus Promenade, Sports Hub Katong Swimming Complex
Sundays	Darul Ilshan Orphanage for Girls	100Plus Promenade, Sports Hub Katong Swimming Complex

Awards

The association congratulates the following athletes/organisation for receiving an award:

Name	Awards
Tan Jiahao	Singapore Olympic Foundation – Peter Lim Scholarship 2021 – High Performance U18 Category – Encouragement Award

Sponsors

TAS would like to thank "Purpose Performance Wear Pte Ltd", for sponsoring some athletes for the 2022 SEA Games in May 2022. They also provide a preferential rate for our HPP athletes to purchase a WT approved designed Triathlon Suit.

Multi-Year Sports Plan

TAS had 2 engagement sessions with SportSG on 22 Oct 2021 and 22 April 2022, to provide Year to date progress on current FY performances, review of the full year performance and shared our focus and priorities moving forth.

TAS Constitution Review

TAS Constitution Version 2021 was approved and accepted during our 2021 AGM, and approved and filed by the registrar of Societies in November 2021.

Conflict of Interest Policy

All Board members and staff are required to comply with TAS Conflict of Interest Policy. The policy states that all staff and Board 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 the start of Financial Year or at 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 Board 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 Board Members

No Board Members were remunerated for their Board services in the financial year.

Allowances / Fees 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	3

Review of the Audited Financial Statements and Other Financial Information (Financial year ending 31 March 2022)

The Financial Statements for the year ending 31 March 2022 was audited by **Strategic Audit Alliance PAC**, and had given the opinion that financial statements are properly drawn up in accordance with the provisions of the Societies Act, the Charities Act and other relevant regulations and Financial Reporting Standards in Singapore, so as to present fairly, in all material respects, the state of affairs of the Association as at 31 March 2022 and the results, changes in accumulated funds and cash flows of the Association for the year ended on that date.

(For more information, please refer to Audited Financial Statements for financial year ending 31 March 2022)

Review

For the financial year ending 31 March 2022,

Total Income: \$ 461,317

Total Expenditure: \$ 414,544

Surplus for financial year: \$ 46,773

Below is a summary of our financial activities for the year ending 31 March 2022

Receipts	
Tax Deductible Donations	\$ 82,991
Donations in Kind	\$ 0
Government Grants – SportSG	\$ 201,637
Government Grants – Direct Athletes	\$ 70,200
Government Grants – OTSF	\$ 66,386
Government Grants – Others	\$ 5,384
Programmes Fees	\$ 21,792
Other Income	\$ 12,927

Expenses	
Fund-Raising expenses	\$ 0
Programmes expenses	\$ 70,137
Direct Athletes expenses	\$ 51,465
Staff Costs	\$ 175,778
Administrative expenses	\$ 20,732
Other Operating expenses	\$ 96,432

Assets	
Land and Buildings	\$ 0
Other Tangible Assets	\$ 2,886
Investments	\$ 0
Inventories	\$ 0

Account Receivables	\$ 17,099
Cash & Deposits	\$182,727
Others – Intangible Assets	\$ 1,034

Liabilities	
Total Current Liabilities	\$ 33,772
Total Non-Current Liabilities	\$ 0

Tax-Deductible Donations

The association collected a total of \$ 82,641 in donations.

We appreciate the support from the following donors:

Name	Amount
Paul Rachmadi	\$ 40,000
Yu Kok Chew	\$ 15,000
YNY Design + Construction Pte Ltd	\$ 10,000
James Middleditch	\$ 7,250
Juliana Lee	\$ 7,000
Ahmad Arif Ibrahim	\$ 1,500
Devi Sambandan	\$ 500
Daniel Sng	\$ 486
Tan Thong Hua	\$ 331
Ng Siew Yee	\$ 287
Lek Chun Guan	\$ 287

We also collected a total of \$350 in donations via giving.sg

Reserves Position

	Current Year	Previous Year
Unrestricted Funds (Reserves)	75,605	56,100
Restricted Funds		
- Building Fund	-	-
- Education Fund	-	-
- Others	94,369	67,101
Endowment Funds	-	-
Total Funds	169,974	123,201
Ratio of Reserves to Annual Operating Expenditure		0.14

For the financial year ending 31 March 2022, we had a total funds (Restricted + unrestricted) of \$169,974. Our immediate objective is to continue building up our reserves, with a goal to achieve reserves of at least the equivalent of one year of operating expenditure, which includes rental, office operations and staff salary, 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.

Future Plans

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

1. Strengthening our governance and building a professionally run NSA that will be seen as the leaders of Triathlon in Singapore
2. Raise funds to build our reserves, with the objectives of a healthy sustainability index with reserve ratio of 25%.
3. Community engagement to align directions and increase affiliations (by 20% yearly).
4. Community Development with a focus on Youth-at-Risks, Tertiaries, Universities, Kids and Women

5. Establish centres of excellence
6. Develop a robust events calendar with increase opportunities for the masses to try Triathlon
7. Medals at SEA Games, qualification for all other Major Games, Participation with improving standards at Asian Cup and Championships races. (With the Support of SSI and SNOG)

Our Wishlist

- Collaboration with ActiveSG to establish Triathlon Academies lead by NROC coaches, and getting involve / sanctioning of all Triathlon related events supported or organised by ActiveSG.
- Sanctioning of all Triathlon related events in Singapore by private Event organisers, to establish a safe and conducive environment for our stakeholders to enjoy our sport.
- National Age Group Championships for Triathlon, Duathlon and Aquathlon
- National Club Championships with the participation of at least 20 clubs or more
- Collaborations with Clubs and Universities to deliver programs and events.
- A mass participation Women and Kids only Triathlon related event
- A Corporate Triathlon event for networking
- A Marquee Triathlon festival organised/hosted by Triathlon Singapore, to drive our profile and attract investments for the NSA.
- A high profile Triathlon Event sanctioned by World Triathlon in Singapore, creating opportunities for our HPP Athletes, and community engagements with our participants

The Year Ahead

As activities started to resume in the new norm, it will be a challenging year ahead, we seek to quickly adapt to the new norm and re-establish lost connections, lost opportunities and create new partnerships and collaborations to re-ignite the relationships with our key stakeholders, and propel the development of our sports to the next level.

Key Focus:

- Increase capabilities in fundraising to sustain our operations and build our reserves
- Regular review of the MYSP plan to re-strategize where necessary.
- Enhance our capabilities in Coaching development and developing coaches.
- Explore opportunities on E-learning online courses for coaches and technical officials
- enhance partnership with SportCares, ActiveSG, Sports Hub and Sports School.

Fundraising Plan:

- A fundraising event to drive donations towards OTSF, whilst giving to a strategic cause or foundation in collaboration with TAS
- Funding model to drive donations and OTSF – overseas training and competitions, enhancing the environment for HPP athletes
- Donations and campaigns through giving.sg

Community outreach programs:

1. TRI-OUT programmes (Triathlon Academies)
 - Possible collaboration with clubs, Sports Hub, ActiveSG
 - For Kids aged 7 to 12 years old, For Women
 - 11 weekly sessions, culminating into a mini duathlon/Aquathlon race
2. SportCares – Li Foundation Multi-Sports programme
 - In partnership with SportCares-Li Foundation
 - Increase in the number of Schools and Centres delivering the programmes
 - to establish a marquee event for sportcares multisport programme, where all the schools will come together for a sportcares multisport festival and race.
3. Tri-Ladies Tri-Kids Splash and Dash
 - Possible partnership with Sports Hub, OCBC Aquatic Centre
 - A women and Kids only swim-run event, with a series of clinics to prepare participants for their first race.

5. Inter Tertiary Training Camp

- To be used for talent identification of athletes into our HPP program
- For networking between Tertiaries and Universities, and for athletes to have opportunities of access to WT Coaches and Races

Governance Evaluation Checklist for the Financial Year ended 31 March 2022

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

Tiered Guidelines to comply: Intermediate

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

17	The Board approves an annual budget for the charity's plans and regularly monitors the it's expenditure.	6.2.1	Complied
	Does the charity invest its reserves, including fixed deposits? (Skip item 18 if "No")		No
18	The charity has a documented investment policy approved by the Board.	6.4.3	NA
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year?(Skip item 19 if "No")		Yes
19	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations-in-kind during the financial year? (Skip item 20 if "No")		No
20	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	NA
Disclosure and Transparency			
21	The charity discloses in its annual report - (a) Number of Board meetings in the year; and (b) Individual Board member's attendance	8.2	Complied
	Are Board members remunerated for their Board services? (Skip item 22 and 23 if "No")		No
22	No Board member is involved in setting his or her own remuneration.	2.2	NA
23	The charity discloses the exact 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
	Does the charity employ paid staff? (Skip items 24 and 25 if "No")		Yes
24	No staff is involved in setting his own remuneration.	2.2	Complied
25	The charity discloses in its annual report: i) the total annual remuneration (including remuneration received in its subsidiaries) for each of its three highest paid staff , who each receives remuneration exceeding \$100,000 in bands of \$100,000: and during the financial year; 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 none of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied

Prepare by: Eugene Ong (General Manager, Triathlon Singapore)
Vetted / Approved by: TAS Board