



Annual Report for Year Ended 31 March 2021

SINGAPORE SQUASH RACKETS ASSOCIATION

ABOUT US

OBJECTIVE

The objectives of the Association are to concern itself with all matters related to the sport of squash in Singapore, including but not limited to the publishing of rules of the sport, organization of championships, leagues and other matches (including exhibition matches) conducted at both national and international levels and determination of the rules/bye-laws for these events. As the governing authority of any matter pertaining to the sport of squash in Singapore, the Association shall preside over any disputes on the sport, including those among its members.

The objectives of the Association shall also be subjected to the Constitution of the World Squash Federation.

The Association shall also strive to increase participation and promote community engagement and bonding through the sport of squash, in order to promote health and wellness, inclusiveness and integration, and inspire the Singapore Spirit.

VISION

To be the leading squash nation in Asia

PURPOSE

To promote, support and advance the sport of squash in Singapore

CORE VALUES

INTEGRITY – The quality of being honest and having strong moral principles despite the challenges that we may face in our quest to attain our vision.

TEAM WORK – “Teamwork is the ability to work together towards a common vision. The ability to direct individual accomplishments towards organizational objectives. It is the fuel that allows common people to attain uncommon results.” –Andrew Carnegie

DIVERSITY – We know it takes people with different ideas, strengths, interests, and cultural backgrounds to make us succeed. We encourage healthy debate and differences of opinion.

OVERVIEW

The Singapore Squash Rackets Association (“SSRA”) was registered on 20 October 1970 as a society. SSRA was registered as a charity under the Charities Act Chapter 37 since 21 February 2011.

SSRA has been accorded IPC (Institution of a Public Character) status from 20 March 2021 to 19 March 2022.

Unique Entity Number (UEN): S70SS0024H
Registered Address: 3 Stadium Drive, #01-33 Singapore 397630
Auditor: Kong, Lim & Partners LLP
Banker: Oversea-Chinese Banking Corporation Ltd

GOVERNING INSTRUMENT

The governing instrument for the Singapore Squash Rackets Association is its Constitution.

GOVERNANCE EVALUATION CHECKLIST

As an IPC, SSRA had duly submitted the Online Evaluation Checklist (for the period from 1 Apr 20 to 31 Mar 21) at the Charity Portal.

POLICIES

Finance and funding

The Charity’s principal funding sources are financially supported by membership, events and programmes, government grants and donation from the general public.

AFFILIATION

SSRA is affiliated to the following entities on an annual membership basis:

- World Squash Federation
- Asian Squash Federation
- South East Asian Squash Federation
- Singapore National Olympic Council

PRESIDENT'S ADDRESS



We cannot deny that 2020 has been an especially tough year for everyone. While we were not able to do as much we wanted here in Singapore Squash, we remain grateful that we were able to run a few activities that we had set out to do.

The highlight for us this year has to be our fund raising activity. Having already raised \$740,000 the previous year that was matched by the government, we are happy to inform you that we raised another \$460,000 this financial year. Your generosity and assistance in helping us achieve this feat has once again enabled us to fully take advantage of the government's dollar for dollar matching through the One Singapore Team Fund (OTSF).

Our donors who have contributed through the Squash Ball initiative launched at the end of 2019, we have not forgotten you. The evolving Safety Management Measures (SMM) over the months have made it impossible for us to run it in 2020 and we have postponed it until further notice. We will keep you informed for any further updates.

The National Squash League (NSL) is one of our core activities for the community every year. For the first time in many years, the 2020 edition fell prey to the COVID-19 pandemic and was forced to be cancelled. The ever changing SMMs has made running the event a big risk to everyone's safety.

We did however, manage to hold two events at the end of the year – the MARIGOLD Junior and Masters Open, and the MARIGOLD National Championships. In the latter event, the top seeds Samuel Kang and Au Yeong Wai Yhann both claimed their milestone third successive titles.

On the high performance front, through the assistance of SportSG, we managed to grant a number of players permission to train so they can stay tournament-ready. In September 2020, we also beefed up our coaching structure in adding Yap Kok Four as the National Head Coach, our squash legend Zainal Abidin as the High Performance Coach and three-time national champion Mohamed Rizal Kadir as the National Coach.

As I have highlighted last year, the planned removal of the Kallang Squash Centre, which has now been postponed to 2023, remains a major concern for us. To have seven of our best courts in the country removed would jeopardise not only the national team's training arrangements, but also the squash community as a whole. In addition to working with SportSG on this, we have also been engaging the Ministry of Culture, Community and Youth (MCCY) to find us a home.

The impacts of the COVID-19 pandemic continues to limit what we can and cannot do. Given the success of our government's vaccination programme, we are very hopeful that the coming year will more eventful for us all. Let us all stay positive and get through this together as one Singapore Squash.

A handwritten signature in black ink, appearing to read 'Patrick Thio'. The signature is fluid and cursive, written on a white background.

Patrick Thio
President, SSRA

LEADERSHIP

The charity is governed by a Management Committee, which is a governing body responsible for overseeing and managing a charity. Reporting to the Management Committee, are Sub-Committees that look into specific areas such as Audit and Finance.

The charity is also headed by a General Manager.

Governing Management Committee

The incumbent Management Committee members will serve till 31/09/2021 when elections of office bearers for a fresh term will take place. The composition of the Management Committee is as follows:

Designation	Name	Occupation	Date of Appointment	Date of 1 st Appointment
President	Mr. Thio Syn Wee	Deputy Managing Director	25 th Sept 2019	25 th Sept 2019
Vice President 1	Ms. Josephine Choo	Valuation Director	25 th Sept 2019	25 th Sept 2019
Vice President 2	Dr. Tan Ming Jen	Assoc. Prof	25 th Sept 2019	Jan 2015
Secretary	Mr. Tan Hock Leong Raymond	Senior Manager Finance & IT	25 th Sept 2019	Sept 2005
Asst. Secretary	Mr. Shaun See	Regional Director	25 th Sept 2019	25 th Sept 2019
Treasurer	Mr. Lee Kim Hai Edwin	Retiree	25 th Sept 2019	Oct 2018
Asst. Treasurer	Mr. Pang Hian Tee	Restaurateur	25 th Sept 2019	25 th Sept 2019
Lady member	Ms. Joannah Yue	Self Employed	25 th Sept 2019	25 th Sept 2019
Committee member	Mr. Mohd Bin Abdullah Arrffan	Senior Technical Director	25 th Sept 2019	Sept 2011
Committee member	Ms. Andrea Nicholas (New)	Pharmacist	5 th Jan 2021	5 th Jan 2021
Committee member	*Mr. Mohd Rizal (stepped down)	Air Steward	25 th Sept 2019	25 th Sept 2019
Committee member	(Vacant)			
Club Rep 1	(Vacant)			
Club Rep 2	(Vacant)			

**Stepped down in Jan 2021, replaced by Ms. Andrea Nicholas*

Executive Management Team

Benson Seow
General Manager
Appointed to position since 1 January 2014

Mikki Tang
Trainee (SGUnited Traineeship)
Appointed to position since 1 October 2020

Terence Toh
Events Executive
Appointed to position since 1 November 2018

High Performance Team

Yap Kok Four
Head Coach
Appointed to position since 1 November 2020

Zainal Abidin
High Performance Coach
Appointed to position since 16 September 2020

Vivian Rhamanan
National Squash Coach
Appointed to position since 1 November 2020

Mohd Rizal
National Squash Coach
Appointed to position since 16 September 2020

Wong Junjie
High Performance Coordinator
Appointed to position since 1 January 2021

ORGANISATION STRUCTURE



SSRA MEMBERSHIPS

All SSRA membership fees for 2020 were waived. However, only clubs/teams who have submitted complete registrations for National Squash League (“NSL”) 2020 were accorded membership rights to vote at SSRA annual general meetings.

(1) Organization Member - \$150 per annum

(2) Ordinary Individual Member - \$25 per annum

Organization members

	Name of Affiliated Club	ACRA/ROS	Voting rights
1	Jaz Squash Club	ACRA	Yes
2	Team Ultimate Squasher	ACRA	Yes
3	Singapore University of Technology and Design	ACRA	Yes
4	United Condo Squash Club	ROS	Yes
5	New Pioneer Squash Club	ROS	Yes
6	Singapore Cricket Club	ROS	Yes
7	SAFRA Squash Club	ROS	Yes
8	Singapore Swimming Club	ROS	Yes
9	Chinese Swimming Club	ROS	Yes
10	NUSS	ROS	Yes
11	Police Sports Association	ROS	Yes
12	SIA Sports Club	ROS	Yes
13	PUB Recreation Club	ROS	Yes
14	The American Club	ROS	Yes
15	Hollandse Club	ROS	Yes
16	The Tanglin Club	ROS	Yes
17	Noble Squash	NA	No
18	Oldham Squash Club	NA	No
19	Angry Birds	NA	No
20	Cherusal Squash Club	NA	No
21	MG Jedis	NA	No
22	Blue Orange Squash Club	NA	No
23	Bullion Park@Lentor	NA	No
24	Squash United	NA	No
25	Yio Chu Kang Squash Club	NA	No
26	Sons of Ganesan Squash club	NA	No

Individual members

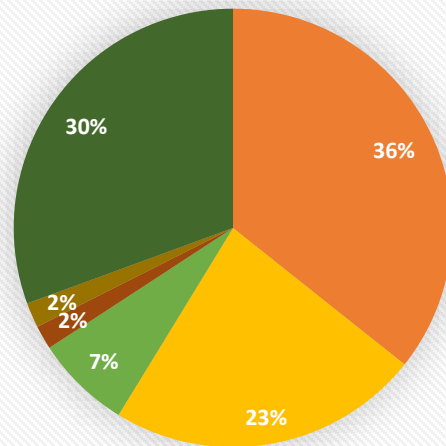
Only completed individual membership forms will be accepted and qualify for voting at SSRA annual general meetings. These forms are submitted concurrently during the annual NSL registration.

HIGHLIGHTS OF THE YEAR

Summary Financial Performance

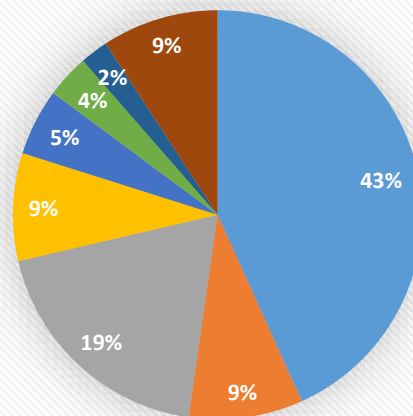
	FY20/21	FY20/19
Total Income:	\$1,408,541	\$1,903,886
Total Expenditure:	\$707,050	\$1,001,469
Donations have decreased by \$276,830 as compared to the previous financial year.		

INCOME



- Donations
- SportSG Grants
- Training and Coaching fees
- Tournament entry fees
- Sponsorship in kind
- One Team Singapore Fund (OTSF)

EXPENDITURE



- Staff and related cost
- Local tournaments
- Contractor fees
- Court booking
- Rent
- Sponsorship in kind
- Training expenses
- Others

Major Financial Transactions

There were no major financial transactions.

ACTIVITIES

Local Tournaments

MARIGOLD National Squash Championships 2020

- 28 November to 6 December

- 93 participants

[Results page link](#)

Winners

Girls Under 19:	<i>Gracia Chua</i>	Boys Under 19:	<i>Jerome Aw</i>
Women's Open:	<i>Au Yeong Wai Yhann</i>	Men's Open:	<i>Samuel Kang</i>

MARIGOLD Junior & Masters Squash Open 2020

- 14 to 20 December

- 156 participants

[Results page link](#)

Winners

Girls Under 13:	<i>Ong Zhe Sim</i>	Boys Under 13:	<i>Jethro Chua</i>
Girls Under 17:	<i>Gracia Chua</i>	Boys Under 17:	<i>Samuel Lau</i>
Men's Masters:	<i>Victor Koh</i>		

Dymon Asia 2021 Squash Circuit 1

- 27 February to 6 March

- 120 participants

[Results page link](#)

Winners

Women's Division II:	<i>Swetha Sivakumar</i>	Men's Division I:	<i>Jia Shen Nur Ad-Din</i>
Mixed Open:	<i>Samuel Kang</i>	Men's Division II:	<i>Joel Tan</i>

Dymon Asia SG Masters Open 2021

- 9 to 13 March

- 64 participants

[Results page link](#)

Winners

Men's Masters I (40 years of age and above):	<i>Charlie Alexander Thomas</i>
Men's Masters II (50 years of age and above):	<i>Victor Koh</i>

Oncocare SGSquash Junior Circuit – 1st Leg

- 15 to 20 March
- 144 participants

[Results page link](#)

Winners

Girls Under 11:	<i>Kayla Choy</i>	Boys Under 11:	<i>Adiv Gole</i>
Girls Under 15:	<i>Ong Zhe Sim</i>	Boys Under 15:	<i>Jethro Chua</i>
Girls Under 19:	<i>Gracia Chua</i>	Boys Under 19:	<i>Edward Thng</i>

[Programmes](#)

National Coaches Workshop

- 15 October 2020

Conducted by Ms. Della Lee, the workshop was carried out to induct the new team of national coaches. Read more about the coaches' information [here](#).

[Fund Raising](#)

Squash Ball

(postponed to August 2022)

The Squash Ball is a fund-raiser event that was planned to take place in March 2020 to raise funds for an interim squash centre in light of the demolition of Kallang Squash Centre to make way for the Kallang Alive project.

The gala dinner was first planned to take place on 16 March 2020 and with COVID-19 coming into the picture, the event was postponed to 15 November 2020. However, the subsequent changes of Safe Management Measures brought about multiple challenges and rendered SSRA no choice but to postpone the event yet again to August 2022.

THE YEAR AHEAD

SSRA's focus for 2021 would include:

- Resumption of local events, including the National Squash League, in consultation with Sport Singapore and within the Safe Management Measures.
- Implementation of grassroots development programmes – Community Programme, Mini Squash and working with schools.
- High performance programmes and initiatives, including preparation for the 2021 SEA Games and Asian Team Championships (used as a qualifying event for Asian Games 2022).
- Squash Ball remains one of the key events we hope to run to thank our generous donors.
- Strengthening of Secretariat workforce.

Improving capabilities of SSRA – office

Squash Ball

Grassroots development : Community Programme – Schools

GOVERNANCE

Role of the Management Committee

The Management Committee's role is to provide strategic direction and oversight of SSRA's programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require the Management Committee's approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve quarterly financial statements;
- Regularly monitor the progress of the charity's programmes.

Term limit

The term of office of the Committee shall be for a period of two years and members of the Committee shall be eligible for re-election.

The maximum consecutive tenure an individual may serve as President shall be eight years regardless of the number of years as a non-presiding member in the Management Committee.

The Treasurer may not hold office for more than two terms (4 years).

Management Committee members who have served more than 10 consecutive years:

Mr. Raymond Tan – 01/09/2005

Reason: There were no willing candidates.

Mr. Robert Arrffan – 01/09/2011

Reason: There were no willing candidates.

Management Committee Meetings and Attendance

A total of 11 Management Committee meetings and 1 AGM were held during the financial year. The following sets out the individual Management Committee member's attendance at the meetings:

Name of Management Committee members	% of attendances
Mr. Thio Syn Wee	100 (11/11)
Ms. Josephine Choo	100 (11/11)
Dr. Tan Ming Jen	100 (11/11)
Mr. Tan Hock Leong Raymond	100 (11/11)
Mr. Shaun See	64 (7/11)
Mr. Lee Kim Hai Edwin	73 (8/11)
Mr. Pang Hian Tee	9 (1/11)
Ms. Joannah Yue	100 (11/11)
Mr. Mohd Bin Abdullah Arrffan	91 (10/11)
Ms. Andrea Nicholas	100 (3/3)
*Mr. Mohamed Rizal	63 (5/8)

**Stepped down in Jan 2021, replace by Ms. Andrea Nicholas*

Disclosure of Remuneration and Benefits received by Management Committee Members

Name of Management Committee members	Amount of remuneration and benefits for the financial year (\$)
Mr. Tan Hock Leong Raymond	665.00
Mr. Lee Kim Hai Edwin	1195.15
Mr. Mohd Bin Abdullah Arrffan	1357.82

Disclosure of Remuneration of 3 highest paid staff

	Number of staff
\$50,000 - \$100,000	3

None of the above staff is a close member of the family belonging to the General Manager or a governing Management Committee member of the charity.

None of the above staff serves as a Management Committee member.

Reserves Policy

The reserves of the Association provide financial stability and the means for the development of the Association's activities. The Association intends to maintain the reserves at a level sufficient for its operating needs. The Management Committee Members review the level of reserves quarterly for the Association's continuing obligations.

Reserves position

	Current Year	Previous Year	% Increase / (Decrease)
Unrestricted Funds (Reserves)	569,486	544,068	4.67
Restricted / Designated Funds			
One Team Singapore Fund	1,539,195	863,132	78.32
Total Funds ¹	2,108,691	1,407,200	49.85
Ratio of Reserves ² to Annual Operating Expenditure ³	0.99:1	0.62:1	59.6

For more information on the charity's reserves policy, please refer to Note 17 (page 23) of SSRA's Financial Statements.

¹ Total funds include unrestricted, restricted, designated and endowment funds.

² Unrestricted Funds

³ Charitable Activities and Other Operating and Administration Expenses

Purpose of Restricted Funds

One Team Singapore

One Team Singapore Fund (“OTSF”) is a matching grant of one dollar for every donation raised by the Association provide by the Singapore Government to contribute to enhance the High Performance Sport (“HPS”) system for Team Singapore athletes. The donations and grant received for this fund are restricted to all HPS projects and initiatives that contribute to the HPS system.

Conflict of interest

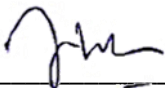
The Management Committee Members are expected to avoid actual and perceived conflicts of interest. Where Management Committee members have personal interest in business transactions or contracts that any member may enter into, or have vested interest in other organizations that the member has dealings with or is considering to enter into joint ventures with, he/she is expected to declare such interest to the Management Committee as soon as possible and abstain from discussion and decision- making on the matter. Where such conflicts exist, the Management Committee will evaluate whether any potential conflicts of interest will affect the continuing independence of the Management Committee members and whether it is appropriate for the Management Committee Member to continue to remain on the Management Committee.

Whistle-blowing policy

The charity will be putting up a whistle-blowing policy by next AGM to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

The above constitutes the Annual Report of SSRA.

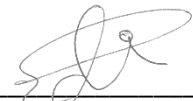
Prepared for the Association as at 31 August 2021.



Thio Syn Wee
President



Tan Hock Leong Raymond
Secretary



Lee Kim Hai Edwin
Treasurer