



Annual Report for Year Ended 31 March 2022

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.

TEAMWORK – “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 21 to 31 Mar 22) 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



The 2021-22 Financial Year has allowed us to restart many of our sporting activities after the long hiatus due to the pandemic. We remain grateful for the support of our community which has been crucial to the success of all of our events.

The highlight of this year has to be the confirmation of the Squash Ball which will be held on 13 August 2022 at the Shangri-la Hotel. Having been delayed for two years, we are pleased to be able to finally host the event to thank our generous donors and partners, celebrate the 50th Anniversary of the Association and continue in our bid for a replacement squash centre

The National Squash League (NSL) was planned in 2021, but evolving safe management measures resulted in the event being cancelled once again. Thankfully, we have put plans in place to allow for a modified season of the league to be played in the next year.

Individual tournaments were back and we have kickstarted our campaign to increase the number of novice players through the introduction of more novice events in both the regular SGSquash Circuits as well as standalone Novice tournaments. The Masters events have also continued, with strong participation from our masters community. The MARIGOLD National Championships were also held, where top seeds Samuel Kang and Au Yeong Wai Yhann successfully defended their respective national titles to claim their fourth successive championship.

We have also embarked on more community outreach programmes to broaden the reach of squash. Starting with local schools, we have conducted clinics for teachers *and* students to introduce them to squash. We intend to reach out to even more schools and to set up follow-up programmes to start getting people playing squash.

In high performance, the return of travel has allowed our athletes to begin competing overseas once again. We have sent teams to the Asian Team Championships held in Kuala Lumpur, as well as the SEA Mixed Team Championships held in Thailand at the end of 2021. We are looking forward to being able to send promising juniors further abroad to compete in the coming year.

We have also confirmed the MARIGOLD Singapore Squash Open for 2022, a PSA Gold Event featuring the top 24 men and women in the world who will compete for an equal combined prize purse of US\$220,000. We hope that the event, scheduled in November, will put Singapore back on the world squash map.

This year saw the return of more normalcy for our events, and we are hopeful that this trend will continue, allowing us to bring back more events, including the hosting of international junior events such as the annual Singapore Junior Open and Lion City Junior Open, drawing upwards of 400 juniors from around the region annually.

A handwritten signature in black ink, appearing to read 'Patrick Thio'. The signature is fluid and cursive, with a horizontal line underneath the name.

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 1st 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. Chew Kok Wye*	Senior Legal Council	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	Pharmacist	5 th Jan 2021	5 th Jan 2021
Committee member	Mr. Pang Hian Tee	Restaurateur	25 th Sept 2019	25 th Sept 2019
Committee member	(Vacant)			
Club Rep 1	Mr. Tay Zi Hang	Civil Servant	19 th Oct 2021	19 th Oct 2021
Club Rep 2	Mr. Linus Ching	Squash Coach	19 th Oct 2021	19 th Oct 2021

*Mr. Chew Kok Wye was brought into the Committee on 22 September 2021 to fill the gap of legal expertise within the Committee

Executive Management Team

Alex Wan Yew Phang
PR and Events Manager
5 July 2021 – 28 February 2022
General Manager – Appointed to position since
1 March 2022

Benson Seow Teng
General Manager
Resigned 30 September 2021

Fiona Ann Lincoln-Morais
Events and Programmes Executive

Margaret Zhang Baoyu
Marketing and Communications Manager

High Performance Team

Yap Kok Four
Head Coach
Resigned 31 October 2021

Gurshan Singh Tervinder Singh
Assistant Head Coach

Zainal Abidin
High Performance Coach

Gillian May Ng Zi Ling
National Squash Coach

Lee Yen Sheng
National Squash Coach

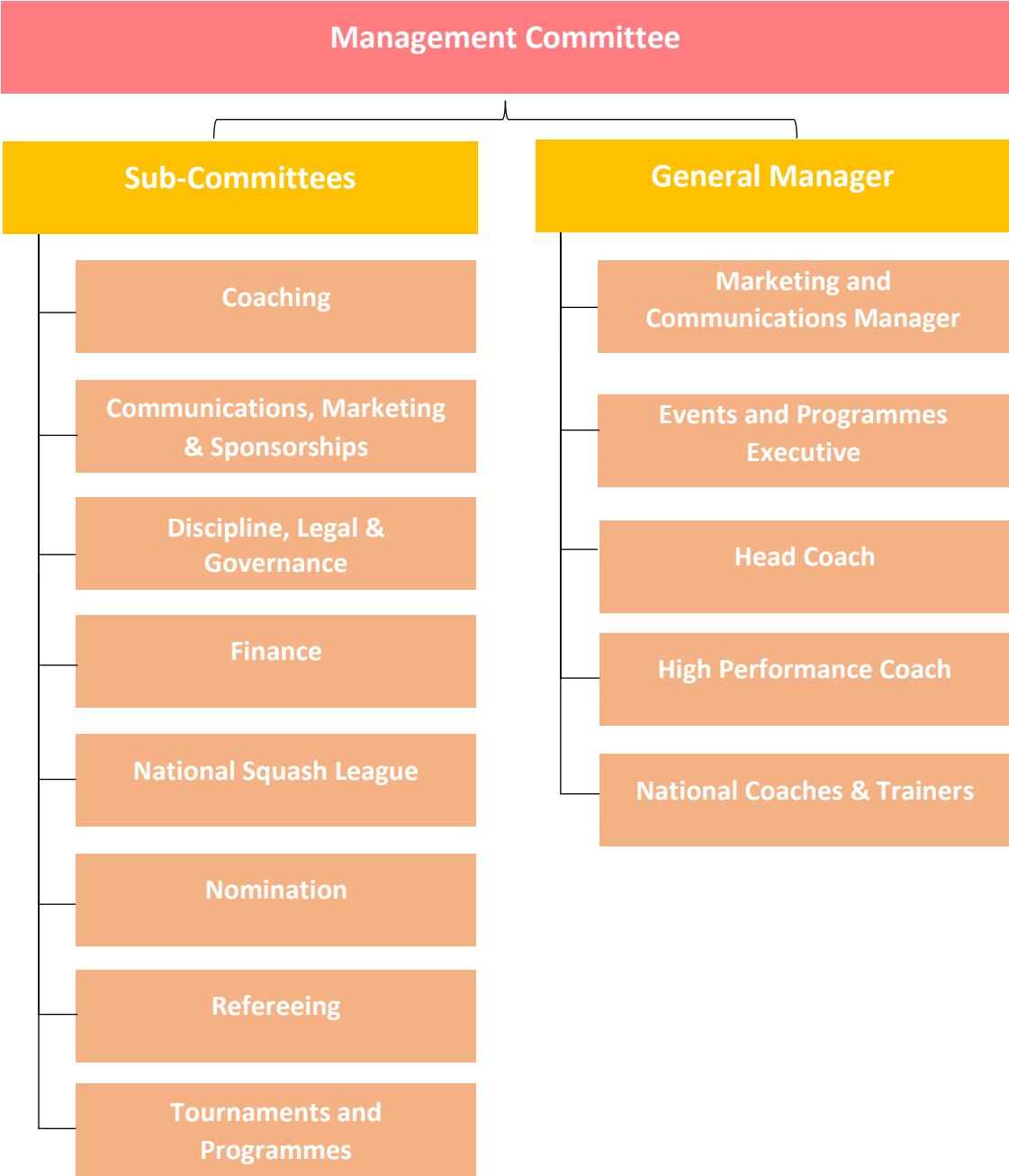
Lim Jee Nee
National Squash Coach

Mohd Rizal Abdul Kadir
National Squash Coach
Resigned 15 August 2021

Vivian Rhamanan
National Squash Coach
Resigned 13 November 2021

Wong Junjie
High Performance Coordinator
Resigned 4 January 2022

ORGANISATION STRUCTURE



SSRA MEMBERSHIPS

All SSRA membership fees for 2021 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

Local Tournaments

TECH MAHINDRA SGSquash Men's & Women's Novice Tournament 2021

- 1 May to 6 May 2021
- 114 participants

<https://www.tournamentsoftware.com/tournament/CB1EA092-18D1-489D-8FB8-335DAF6FDFAF>

Winners

Men's Novice: Liao Wen Jun
Women's Novice: Chua Wan Tong

MARIGOLD 2021 SGSquash Circuit 2

- 22 May to 29 May 2021
- 108 participants
- *Cancelled due to Covid-19 restriction

MARIGOLD SG Masters Open 2021

- 4 Oct to 9 Oct 2021
- 56 participants

<https://www.tournamentsoftware.com/tournament/62AFD9A2-483B-4B9B-BE5F-A15AAA8C3AB0>

Winners

Men's Masters 1: Kok Four Yap
Men's Masters 2: Victor Koh

MARIGOLD National Squash Championships 2021

- 10 Nov to 13 Nov 2021
- 27 participants

<https://www.tournamentsoftware.com/tournament/2EC87204-73BF-4FEA-A3E9-605750538857>

Winners

Men's: Samuel Kang
Women's: Au Yeong Wai Yhann

MARIGOLD SGSquash Closed Satellite 2021

- 15 Nov to 18 Nov 2021
- 30 participants

<https://www.tournamentsoftware.com/tournament/40cdc1b7-a666-446a-84c6-0c6f980a8a4a>

Winners

Men's: Samuel Kang
Women's: Au Yeong Wai Yhann

MARIGOLD SGSquash Circuit 2021

- 27 Nov to 4 Dec 2021
- 97 participants

<https://www.tournamentsoftware.com/tournament/6899130f-4639-438b-a69d-17c932970695>

Winners

Women's Div II: Shaivi Rau
Men's Div I: Samuel Lau
Men's Div II: Au Yeong Wai Lynn

ONCOCARE National Junior Squash Championships 2021

- 8 Dec to 30 Dec 2021

- 73 participants

<https://www.tournamentsoftware.com/tournament/24ed91e4-2da1-43bc-a67d-639ce837f548>

Winners

U15 Boys: Ethan Kuan U15 Girls: Au Yeong Wai Lynn
U19 Boys: Edward Thng U19 Girls: Gracia Chua

MARIGOLD 2022 SGSquash Satellite 1

- 8 Feb to 12 Feb 2022

- 16 participants

<https://www.tournamentsoftware.com/tournament/bcda2eb5-db51-4ebc-94d7-274af3530c8c>

Winners

Men's: Samuel Kang

Tech Mahindra 2022 SGSquash Novice 1

- 20 Feb to 26 Feb 2022

- 99 participants

<https://www.tournamentsoftware.com/tournament/92524410-d212-4d4f-95a6-f3f558b7aeef>

Winners

Men's Novice: Yek Yi Wei
Women's Novice: Tong Rui En

MARIGOLD National Squash Championships 2022

- 28 Feb to 12 Mar 2021

- 134 participants

<https://www.tournamentsoftware.com/tournament/602d4857-988e-4d84-86ac-0cca76890a93>

Winners

Men's Div I: James Nicholas Women's Div 2: Wu Wan Ning
Men's Div 2: Kevin Kee
Men's Premier: Samuel Kang Women's Premier: Au Yeong Wai Yhann

ONCOCARE National Junior Squash Championships 2022

- 12 Mar to 19 Mar 2022

- 127 participants

<https://www.tournamentsoftware.com/tournament/d20f8b20-a38b-4cab-bd69-9e3003f583bd>

Winners

Boys' U11:	Jackrish Kumar Sashikumar	Girls' U11:	Jacintha Han
Boys' U13:	Ong Ze Hon	Girls' U13:	Naisha Singh
Boys' U15:	Ethan Kuan	Girls' U15:	Saiesha Ranjan
Boys' U17:	Ethan Chua	Girls' U17:	Ong Zhe Sim
Boys' U19:	Edward Thng	Girls' U19:	Ong Zhe Sim

MARIGOLD 2022 SGSquash Masters Open 1

- 28 Mar to 2 Apr 2022

- 62 participants

<https://www.tournamentsoftware.com/tournament/5d684d12-bb91-4cbe-a68f-379908a9ba58>

Winners

Men's Master 1:	Tom Bilyard
Men's Master 2:	Victor Koh
Women's Master:	Vicki He

International Tournaments

Asian Team Championships 2021 (Kuala Lumpur, Malaysia)

- 30 Nov to 4 Dec 2021
- 12 Teams (Men's)

<https://rankedin.com/en/tournament/7060/20th-asian-team-championships-2021/draws/17368>

Singapore Men's Team comprising of Aaron Liang, Chua Man Tong, Kojiro Tan and Jerome Aw came in 11th place.

Thailand Individual Squash Championships 2021 (Pattaya, Thailand)

- 15 Dec to 17 Dec 2021

<https://rankedin.com/en/tournament/7357/thailand-individuals-squash-international-championships-2021/draws/18030>

Aaron Liang finished as a semi-finalist in the Men's Event and rising juniors Ong Zhe Sim, Gracia Chua and Au Yeong Wai Lynn finished as quarter-finalists in the Women's Event.

SEA Team Championships 2021 (Pattaya, Thailand)

- 18 Dec to 21 Dec 2021
- 12 Teams (Mixed Teams)

Team Event: <https://rankedin.com/en/tournament/7396/southeast-asian-teams-championships-2021>

Singapore sent two teams of juniors comprising of Aaron Liang, Kieran Tan, Gracia Chua and Au Yeong Wai Lynn in Singapore A, and Benjamin Koh, Justin Yap, Ong Zhe Sim and Vicky Lai in Singapore B. The teams finished 5th and 6th in the event.

Programmes

WSF Level 1 Coaching Course

- 13 – 16 May 2021

Conducted by Ms. Della Lee, the course consisted of 14 aspiring coaches who became WSF Level 1 and NROC Certified Coaches.

THE YEAR AHEAD

Fundraising

Squash Ball

(postponed to August 2022)

The gala dinner was first planned to take place on 16 March 2020. The event will take place at the Shangri-la Hotel on 13 August 2022 as a way for the community to gather to celebrate our belated 50th Anniversary, as well as to show our strength in our bid for a new National Squash Centre.

Donor Outreach and Giving.sg

With the matching grant of the One Team Singapore Fund (OTSF) extended by \$400,000 in this financial year, we have made plans to identify and reach out to potential donors, leveraging on the network of our board members and the greater squash community. We have also continued our fundraising efforts on crowdfunding platform Giving.sg to reach a greater network of donors.

High Performance

The OTSF funds will allow us to invest in high performance activities in the lead up to major games such as the Asian and Commonwealth Games in 2026, SEA Games 2027 and 2029 and more.

To achieve our goals, the funding will be used to send SGSquash Athletes to overseas training and competitions such as the Asian Individual Championships, various Asian Junior Super Series events, the British Junior Open and more. We will also be striving to give our players greater exposure on PSA events both locally and internationally.

We are also identifying athletes eligible for SPEX Scholarships, where they will receive greater support from SportSG in training and competing in international competitions.

Local Events and Programmes

In the upcoming year, we are looking to resume the National Squash League (NSL) as well as more local tournaments as Covid-19 restrictions are gradually relaxed. Our local tournaments will be looking to include more novice and master's events to engage a greater community.

We are also expanding our grassroots development programmes through Mini Squash and other school outreach programmes. We are also investing into embracing technology and exploring how we can make squash more inclusive for everyone.

Strengthening of Secretariat Workforce

With the easing of COVID-19 restrictions and the plans of SSRA to ramp up on our activities, we will be seeking to strengthen the secretariat workforce to support these programmes.

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 12 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 (12/12)
Ms. Josephine Choo	100 (12/12)
Dr. Tan Ming Jen	92 (11/12)
Mr. Tan Hock Leong Raymond	58 (7/12)
Mr. Shaun See	67 (8/12)
Mr. Lee Kim Hai Edwin	33 (4/12)
Mr. Pang Hian Tee	67 (8/12)
Ms. Joannah Yue	67 (8/12)
Mr. Mohd Bin Abdullah Arrffan	83 (10/12)
Ms. Andrea Nicholas	83 (10/12)
Mr. Linus Ching	100 (5/5)
Mr. Tay Zi Hang	80 (4/5)
Mr. Chew Kok Wye*	71 (5/7)

*Mr. Chew Kok Wye was brought into the Committee on 22 September 2021 to fill the gap of legal expertise within the Committee

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	900.00
Mr. Lee Kim Hai Edwin	4,495.00
Mr. Mohd Bin Abdullah Arrffan	2,154.10

Disclosure of Remuneration of 3 highest paid staff

	Number of staff
\$50,000 - \$100,000	2

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)	1,313,196	569,476	130.60
Restricted / Designated Funds			
One Team Singapore Fund	2,053,693	1,539,215	33.42
Total Funds ¹	3,366,889	2,108,691	59.67
Ratio of Reserves ² to Annual Operating Expenditure ³	1.99:1	0.99:1	101.00

For more information on the charity's reserves policy, please refer to Note 17 (page 25) 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

Summary Financial Performance

	FY21/22	FY20/21
Total Income:	\$2,201,639	\$1,408,541
Total Expenditure:	\$943,441	\$707,050

Major Financial Transactions

There were no major financial transactions.

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

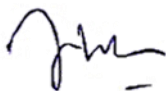
The Management Committee Members are expected to avoid actual and perceived conflicts of interest. Where Management Committee members have personal interest in business transactions or contracts that any member may enter into, or have vested interest in other organizations that the member has dealings 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

With the movement of key executive personnel, the whistle-blowing policy was not implemented. 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 2022.



Thio Syn Wee
President



Tan Hock Leong Raymond
Secretary



Lee Kim Hai Edwin
Treasurer