

23  
24



ANNUAL REPORT



# About Us

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, organisation 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, to promote health and wellness, inclusiveness and integration, and inspire the Singapore Spirit.



The Singapore Squash community in full force packing the gallery at the Kallang Squash Centre

# 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 2025.

Unique Entity Number (UEN)	S70SS0024H
Registered Address	3 Stadium Drive, #01-33 Sports Hub, Singapore 397630
Auditor	SC Mohan PAC
Banker	Oversea-Chinese Banking Corporation Ltd

# Affiliation



**World Squash Federation**



**Sport Singapore**



**Asian Squash Federation**



**Sport National Olympic Council**



**Southeast Asian Squash Federation**





# VISION

To make Singapore Asia's leading Squash nation

# PURPOSE

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

# Core Values

**TEAMWORK.**

**INTEGRITY.**

**DIVERSITY.**

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# PRESIDENT'S MESSAGE

The financial year of 2023-24 has been an eventful one, with many positives for us to celebrate. With COVID-19 fully behind us, we were able to full channel our efforts towards the betterment of our sport.

In this financial year, we have achieved quite a number of milestones covering all pillars of our Multi-Year Sports Plan – Governance, Business Continuity, Pathway Development and High Performance, which I will cover further below.



The year was also especially sweet for our sport as our concerted efforts over the years have finally gotten us a place in the Olympics, which squash will debut in LA28. With LA28 and the 2029 SEA Games which Singapore will be hosting in mind, my team and I are ramping up our efforts to further develop our athletes. This is further encouraged by the results of our junior athletes in the international scene, which is elaborated below.



I would like to take this opportunity to say a big thank you to our corporate donors – MARIGOLD, VITAGEN, ONCOCARE, YLF MARKETING, DYMON ASIA, IOI PROPERTIES, ORCHARD HOTEL, HENRI CHARPENTIER and SINMED, for their continued support of our efforts. We must also not forget our individual donors, regardless of amount, for their generosity and in playing a part to support our sport. Many of these donors and partners have been with us for some years, and as you will see from the financial highlights in this report, we are a sport that rely heavily on public donations.

I look forward to your continued support and I also welcome any potential new partner to join us for the betterment of Squash! I would also like to take this opportunity to thank our two outgoing board members Raymond Tan and Robert Arrffan, who retired earlier this year after serving their maximum terms. Their contributions to the association over the years are aplenty and greatly appreciated.

### Tightening our Governance

One item which we have worked on over the years is the adoption of the new Model Constitution from Sport Singapore. I'd like to thank my team and Sport Singapore for seeing this through and also to all of you, who have played a significant role in getting this passed at the EGM. With the adoption of this Constitution, we now have a new Membership structure which is explained further in the report.

### Maximizing Business Capabilities

As you will see in our financial report, we have once again raised the maximum amount for matching by the government under the One Team Singapore Fund (OTSF). Monies in this fund are restricted only for usage in High Performance activities, which is an even more important pillar for us with the Olympics in mind. My thanks once again to all our donors who have stepped up to help us achieve this.



### Broadening our reach and diversifying our demographics

We ramped up on our community outreach initiatives with the aim to provide a broader Pathway Development into our ecosystem. One of the best initiatives we have done this year was the MARIGOLD Tryouts, a programme we started in September 2023 in partnership with our main donor MARIGOLD. We invited children of all ages to have a squash taster over the school holidays and up to March 2024, we had nearly 900 children who have experienced our sport.

From the pool of MARIGOLD Tryouts participants, we now have over 100 who receive coaching from World Squash Federation accredited coaches, under the MARIGOLD Follow Up Programme. This is a heavily subsidised 12-week programme to enable children from all walks of life to experience our sport.

### Pathway development bearing fruits

We are seeing a crop of juniors who have done exceptionally well in international events. We now have a handful in Asia's top 20 across the age groups and some of them are already making the podium in the regional events. The introduction of the Elite Junior Programme has certainly made a difference. This is a testament to the efforts, investments and programmes we have put in place over the years.

On the senior scene, our men's team at the Asian Games 2023 comprising of a mix of experience and youth did well. The team, with half of them debutants at the event, finished above seeding.





### World-class squash at the VITAGEN Singapore Squash Open 2023

We hosted the world's top squash athletes once again on 14-19 November 2023 for the VITAGEN Singapore Squash Open 2023. Learning from our inaugural event the previous year, we vowed to make this an even better one, and we were told we did so – both from the players and the squash fans! On this, I would like to thank my team for the work they have put in, our donors and partners, and all of you who have supported the event to make it a memorable one.

World number one and crowd favourite Ali Farag of Egypt did not disappoint the fans as he took the men's title beating Peruvian Diego Elias in the final. In the women's event, the Gilis siblings from Belgium made it a family affair in the final with elder sibling Nele beating Tinne in five close games. Our TeamSG athletes Marcus Phua and Au Yeong Wai Yhann filled the wildcard slots and gave the home crowd plenty to cheer for.



In the coming year, we will be running the event for the last time as part of our three-year agreement with the Professional Squash Association (PSA). I certainly look forward to seeing all of you again and for those who have yet to experience it, I strongly recommend you do so.

### The coming year

We will continue to better ourselves in all aspects. From the Governance side of things, we want to improve on our processes and policies to reduce audit items. We will definitely want to continue to grow our base of donors as part of our Business Continuity and look beyond the OTSF for any matching grant opportunities. On Pathway Development, the work on the MARIGOLD Tryouts and Follow Up Programme shall continue and grow to untouched areas and pockets of society. Finally, for High Performance, you will soon hear of our SSRA-MARIGOLD Scholarship programme that supports our full-time athletes.

**Patrick Thio**

President



In closing, I extend my heartfelt gratitude to our athletes, coaches, members, media and our supporters for your commitment and support. I eagerly look forward to us achieving even more together.



# BOARD OF DIRECTORS



**President**  
**Patrick Thio**

Deputy Managing Director  
Malaysia Dairy Industries P/L

02/02/2024 - present  
22/09/2021 - 01/02/2024  
25/09/2019 - 21/09/2021



**Vice President**  
**Josephine Choo**

Valuation Director  
Aspac Property Consultants P/L

02/02/2024 - present  
22/09/2021 - 01/02/2024  
25/09/2019 - 21/09/2021



**Vice President**  
**Prof. Tan Ming Jen**

Associate Professor  
Nanyang Technological University

02/02/2024 - present  
22/09/2021 - 01/02/2024  
25/09/2019 - 21/09/2021

Assistant Secretary  
26/09/2017 - 24/09/2019

Committee Member  
29/09/2015 - 25/09/2017



**Secretary****Kok Tsung-Hao**Vice President, Head of Legal  
DHL Express (S) P/L

02/02/2024 - present

Assistant Secretary

04/04/2023 - 01/02/2024

**Assistant Secretary****Chew Kok Wye**Senior Legal Counsel  
CGG Services (S) P/L

02/02/2024 - present

Assistant Treasurer

22/09/2021 - 01/02/2024

**Treasurer****Terence Teo**Portfolio Manager  
Aspen Hill Partners (S) P/L

02/02/2024 - present

15/09/2022 - 01/02/2024

**Joannah Yue****Elected Board Member**

Homemaker

02/02/2024 - present

22/09/2021 - 01/02/2024

25/09/2019 - 21/09/2021

**Pang Hian Tee****Elected Board Member**

25/09/2019 - present

Restaurateur

Lolla P/L

02/02/2024 - present

22/09/2021 - 01/02/2024

25/09/2019 - 21/09/2021

**Edward Lee****Elected Board Member**

25/04/2023 - present

Chief Investment Officer

YS Lee Capital P/L





**Nikki Pang**  
**Appointed Board Member**  
02/02/2024 - present

Digital Marketing Exec  
Sinnopel Device P/L



**Tan Zhi Rui**  
**Appointed Board Member**  
02/02/2024 - present

Broker  
Tradition Asia Pacific P/L



**Rahul Khare**  
**Appointed Board Member**  
02/02/2024 - present

Managing Director  
UBP SA (Union Bancaire Privee)



**Marcus Phua**  
**Appointed Board Member**  
02/02/2024 - present

Corp Accounting Manager  
NIKE Global Trading BV



**Linus Ching**  
**Club Representative**  
02/02/2024 - present  
19/10/2021 - 01/02/2024

Business Dev Manager  
Ever Triumph Marketing and  
Resources P/L



**Tay Zi Hang**  
**Club Representative**  
02/02/2024 - present  
19/10/2021 - 01/02/2024

Analyst  
Ministry of Defence

#### BOARD MEMBERS NOT PICTURED

Secretary : Raymond Tan (09/2005 - 01/02/2024) Senior Manager, Composers & Authors Society of Spore Ltd

Elected Board Member : Mohamed Bin Arrffan Abdullah (09/2011 - 01/02/2024) Senior Technical Director, Indotrans Logistics (S) P/L

# SECRETARIAT



**General Manager**  
**Alex Wan**  
01/03/2022 - present



**Finance Manager**  
**Charisse Depallo**



**Events & Prog Exec**  
**Christopher Low**



**High Performance Exec**  
**Li Li**



**Acting Head Coach**  
**Gurshan Singh**



**Strength & Conditioning Coach**  
**Chua Man Tong**

## SECRETARIAT STAFF NOT PICTURED

Finance and Admin Manager : Rini Catherina Lao

High Performance Manager : Shaun See

National Coach : Lee Yen Shenq

National Coach : Sulaiman Iskandar Yang

# SUB-COMMITTEES

## Selections

Joannah Yue (Chair)  
Terence Teo  
Gurshan Singh  
Alex Wan

## Appeals

Josephine Choo (Chair)  
Pang Hian Tee  
Nikki Pang

## Audit

Marcus Phua (Chair)  
Wendy Kuan  
Rahul Khare

## Disciplinary

Dr Tan Ming Jen (Chair)  
Kok Tsung-Hao  
Chew Kok Wye

Under the previous SSRA Constitution in force until 3rd January 2024, SSRA Membership consisted of Organisation Member Clubs, Ordinary, Life & Honorary Individual Members, with voting rights accorded to all members with Singaporean & Permanent Resident status.

Under the new SSRA Constitution approved by the Registry Of Societies and effective from the 4th of January 2024, SSRA Memberships were reclassified into the following categories:

## Voting Members

**Full Members:** Legal entities registered in Singapore with the Registry of Societies (ROS) or the Accounting and Corporate Regulatory Authority (ACRA), Institutions of Higher Learning (IHLs) and Government Ministries and Statutory Boards.

## Non-voting Members

### Associate Members:

Organisations, clubs, institutions, schools, academies, and squash teams that are not registered with ROS/ACRA/IHL.

### Individual Members:

Any person above twelve (12) years of age.



## Full Members

- **American Club**
- **British Club**
- **Chinese Swimming Club**
- **Hollandse Club**
- **New Pioneer Squash Club**
- **NUSS Squash**
- **SAFRA Squash Club**
- **Serangoon Gardens Country Club**
- **Singapore Cricket Club**
- **Singapore Institute of Technology**
- **Singapore Island Country Club**
- **Singapore Polytechnic**
- **Singapore Swimming Club**
- **SUTD Squash Club**
- **Tanglin Club**
- **Ultimate Squasher**
- **United Condo Squash Club**
- **YLF Squash Club**

## Associate Members

- **Angry Birds**
- **Blue Orange**
- **Bullion Park**
- **Cherusal**
- **Cookie Squash Club**
- **JAZ Squash Club**
- **NOBLE Squash Club**
- **Oldham**
- **Padang Squashers**
- **Yellow Dot**



# Highlights Of The Year







## Constitution of the Singapore Squash Rackets Association

04 January 2024

### Governance

New SportSG Model  
constitution adopted



### Major Tournaments

**6** National Representation events  
**2** Southeast Asian Titles  
**5** AJSS Titles



### Major Games

Asian Games 2023  
Men's Team 7th place (seeded 9th)



### Local Events

**12** Events  
**2123** non-unique participants



### Capability Development

**3** Coaching courses  
First SG-Coach L1 Integrated  
First WSC L2 since 2017



### National Squash League

**61** Teams  
**635** Non-unique participants



*With the COVID-19 pandemic behind us, we were able to ramp up on our local events once again. The local events scene has been abuzz, with an overall 30% increase in events held and nearly 40% increase in participation. We had 12 local events and over 2,000 non-unique participants competing.*

# LOCAL EVENTS



# Tournaments and Events

## Highlights

**2123**

Non-unique  
participants

**12**

Total local events

**1488**

Local tournaments  
participants

**6**

Open events

**635**

Non-unique NSL  
participants

**5**

Junior events

**247**

Pesta Sukan 2023

**3**

PSA Satellites



# MARIGOLD

## Singapore Squash Championships 2024



Samuel Kang and Au Yeong Wai Yhann both continued to dominate the Nationals as they both waltzed their way to a seventh consecutive title each. Samuel had to fight hard in the final for the 3-1 win as up and coming Jerome Aw proved to be a tough nut to crack. In the women's Wai Yhann took the title without dropping a game.

Category	Champion	Runner-up
Men's Open	Samuel Kang	Jerome Aw
Women's Open	Wai Yhann Au Yeong	Zhe Sim Ong
Men's Division 1	Raphael Macresy	Ethan Ming-Rui Kuan
Men's Division 2	Zack Eng	Sebastian Liau
Women's Division 2	Taylor Jean Mackay	Jacintha Han
Men's Masters 1	Charlie Alexander Thomas	Jason Ong
Men's Masters 2	Charlie Alexander Thomas	Li Yong Ng
Men's Novice	Randall Yeo	Swarnadeep Mandal
Women's Novice	Eliana Siah	Hannah Liew



# ONCOCARE National Junior Squash Championships 2024



The ONCOCARE National Junior Championships attracted over 150 participants across ten categories. A brand new National Junior Champion crowned as Ethan Kuan lived up to his top seed billing in the boys' main event while Ong Zhe Sim successfully defended the girls' event. Twins Naisha and Rehaan Singh both won the Under-15 events to make it a family double, having done the same in an age group below the previous year. Siblings Kareena and Jackrish Sashikumar also made it a family double, winning the Girls' Under-11 and Boys' Under-13 events, while Kaelen Low won his first title in the Boys' Under-13.

Category	Champion	Runner-up
BU11	Kaelen Evan Low	Yi Cheng Chua
GU13	Jacintha Han	Kelihla Cheong
BU13	Jackrish Kumar Sashikumar	Ze Jun Xie
GU15	Naisha Singh	Kayla Yi En Choy
BU15	Rehaan Singh	Zhe Hon Ong
GU17	Zhe Sim Ong	Naisha Singh
BU17	Ethan Ming-Rui Kuan	Yuan Xin Li
GU19	Zhe Sim Ong	Vicky Lai
BU19	Ethan Ming-Rui Kuan	Samiuel Quek

# Open Events



Event	Category	Champion	Runner--up
MARIGOLD 2023 SGSquash Circuit 1	Women's Div 2	Mindy Keng	Lilian Tan
	Men's Novice	Aaryan Salil Aradkar	Matthew Tan
	Men's Div 2	Zack Eng	Micheal Windels
MARIGOLD 2023 SGSquash Graded Open 1	Women's DEF Grade	Jayna Woon Yue Lim	Shiuli Nataraj
	Women's Novice	Xuemei Han	Alyssa Fernandez
	Men's Novice	Micheal Windels	Shann - Kumar
	Men's D Grade	Yuan Xin Li	Zack Eng
	Men's E Grade	Randel Soh	Rochit Das
	Men's F Grade	Shiv Kaul	Dilip Venkitachalam
MARIGOLD 2023 SGSquash PSA Satellite 3	Women's Open	Shasmithaa Nityanandan	Zhe Sim Ong
	Men's Open	Ming Hock Wee	Shota Yasunari
MARIGOLD 2023 SGSquash PSA Satellite 4	Women's Open	Jemyca Aribado	Yu Jie Chen
	Men's Open	Marcus Phua	Timothy Leong
MARIGOLD 2023 SGSquash PSA Satellite 5	Men's Open	Samuel Kang	Marcus Phua

# Junior Events



Event	Category	Champion	Runner-up
ONCOCARE 2023 SGSquash Junior Circuit 1	GU11	Kelsey Low	Cecilia Lim
	BU11	Jude Lim	Timothy Kok
	GU15	Zhe Sim Ong	Kayla Yi En Choy
	BU15	Ethan Ming-Rui Kuan	Zhe Hon Ong
	GU19	Gracia Chua Rui En	Zhe Sim Ong
	BU19	Mark Lee	James Nicholas
ONCOCARE 2023 SGSquash Junior Circuit 2	GU11	Kareena Sashikumar	Kelsey Low
	BU11	Timothy Kok	Edward Lam
	GU15	Naisha Singh	Kayla Yi En Choy
	BU15	Ethan Ming-Rui Kuan	Zhe Hon Ong
	GU19	Zhe Sim Ong	Zi Fang Lee
	BU19	Mark Lee	James Nicholas
ONCOCARE 2023 SGSquash Junior Circuit 3	GU11	Kareena Sashikumar	Hannah Liew
	BU11	Shayan Samtani	Kaelen Evan Low
	GU15	Kayla Yi En Choy	Jayna Woon
	BU15	Zhe Hon Ong	Rehaan Singh
	GU19	Zhe Sim Ong	Shiuli Nataraj
	BU19	Rapheal Macresy	Yuan Xin Li



# Pesta Sukan 2023



Event Name	Champion	Runner-up
BU12 (Team)	Pinnacle Rascals	Ultimate Squasher Team 3
GU12 (Team)	The Kpuff Girls	Super Squad
BU15 (Team)	Funky Monkeys	Upper Echelon
GU15 (Team)	Team NSK	SC Squashies
GU23 (Team)	Hwee's Knees	SMU GURLIES
Mixed Masters (Team)	Valley Park Racqueteers	Ultimate Squasher Team 5
Women's Open (Team)	Team Myra Elisabeth	Bumblebee
Men's Open (Team)	Balik Kampung	High Voltage

# National Squash League 2023



The National Squash League is back completely this year after having a reduced season the previous year. This year also saw us testing a split season format, with the 11 events running in either ends. We appreciate everyone's patience as we continue to try new formats and have since taken feedback from the clubs on this.

New Pioneer came out victorious once again, winning the overall Club Of The Year trophy in addition to the three titles and four runner-up finishes.

Event Name	Champion	Runner-up
Premier	Singapore Cricket Club 1	NOBLE 1
B Grade	New Pioneer	NOBLE
C Grade	Singapore Polytechnic	New Pioneer
D Grade	New Pioneer	Singapore Polytechnic
E Grade	SAFRA 1	Singapore Cricket Club 1
F Grade	SAFRA	New Pioneer
Veterans 1	National University of Singapore Society	New Pioneer
Veterans 2	UCSC	SAFRA 1
Ladies Div 1	New Pioneer	SAFRA
Ladies Div 1	SAFRA	New Pioneer
NOVICE	New Pioneer	CHERUSAL



# High Performance

*The National Teams had a busy schedule, covering five National Representation events that included the postponed Asian Games 2023, four Asian Junior Super Series individual open events and a host of PSA Satellites and Challenger events that some of our senior athletes competed in.*

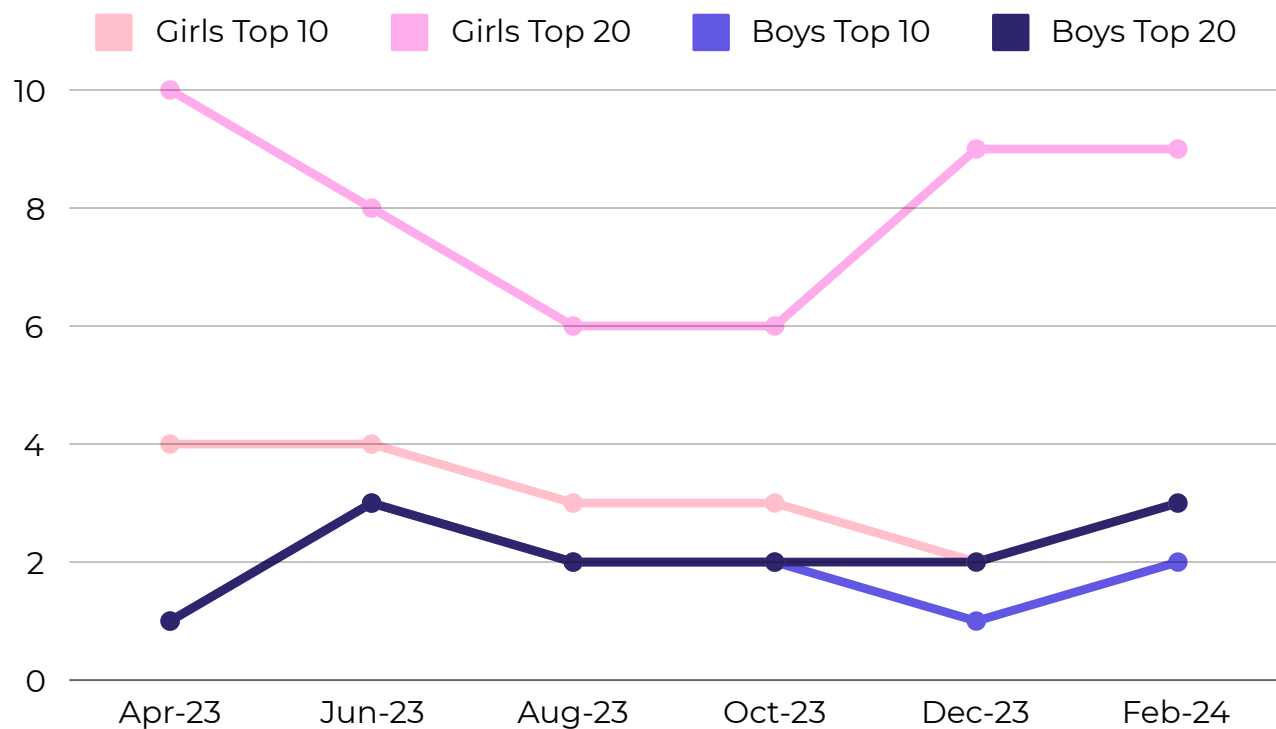




# National Juniors' Achievements

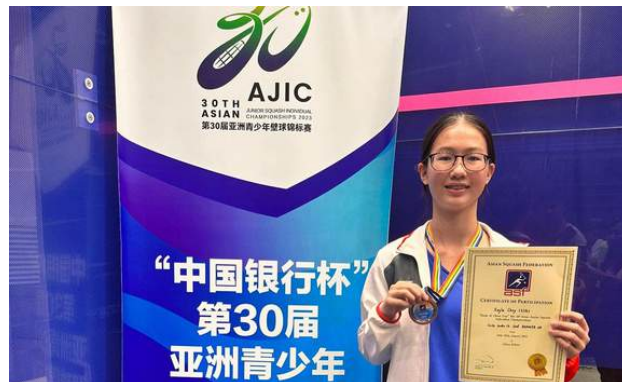
## Juniors excelling in the region

The key highlight in High Performance this past year has to be the emergence of our juniors who have been making waves at the Asian junior events. We have consistently had 2-4 girls and 1-3 boys ranked Top 10 in their age groups in the Asian Junior Ranking through the year.



# National Juniors' Achievements

Over the 12-month period, our juniors have made 23 podium positions that included six titles in the Asian Junior Super Series circuit. This included two Golds from Naisha Singh (GU15) and Jackrish Sashikumar (BU13) at the Southeast Asian Junior Individual Championships and a Bronze from Kayla Choy (GU13) at the Asian Junior Individual Championships, both National Representation events.



We saw juniors such as Naisha Singh, Adiv Gole and Ethan Kuan come of age, making the podium four, three and two times respectively in the year. Vicky Lai, Swetha Sivakumar and Lee Zi Fang also stood out, making podium twice in the year in the higher age groups.

Apart from the few above, two young stars to look out for are Kareena Sashikumar and Kaelen Low, who have both been making a name for themselves on the Under-11 category. We are certain we will be hearing their names a lot more frequently in the coming year as their game develops even further.

With the success of the juniors building up, segregation of our National Training Programme and the beefing up of our National Coaching team, this augurs well in our quest to peak our juniors for the SEA Games 2029 and beyond.





# Asian Games 2023

Having been postponed in 2022, the Asian Games finally took place on 23 September to 8 October 2023, and the squash events between 26 September and 5 October 2023. Our men's team qualified by merit to this event by virtue of finishing joint-fifth in the last Asian Games.



Team Singapore was represented by Samuel Kang, Aaron Liang, Marcus Phua and Jerome Aw. Save for Samuel, all the others were making their Asian Games debut and Jerome making his Major Game debut.

Aaron Liang and Marcus Phua featured in the individual event, but were both eliminated in the last 32. In the team event, where we were seeded ninth, the team beat the odds and triumphed against eight seeded Qatar and narrowly lost to fifth seed Kuwait to finish seventh.

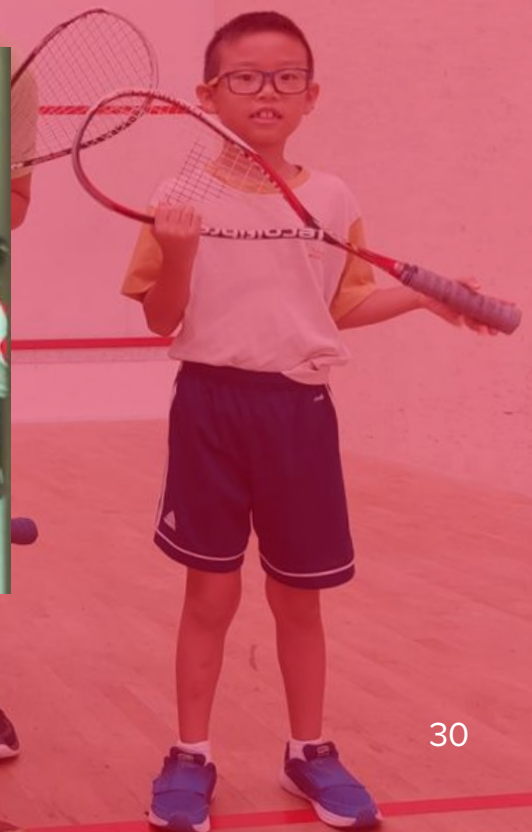




## PATHWAY DEVELOPMENT



*In line with our Multi-Year Sports Plan (MYSP), we have been focusing on improving the athletes' pathway into our high-performance programme. This is aimed to help increase the numbers, and improve the quality of Singapore squash talents.*





# PATHWAY DEVELOPMENT

## National Training Programme

Our National Training Programme saw growth in this financial year. From just over 30 in the start of the year, we had close to 50 at the end of the year.

The introduction of the Elite Junior and Junior Development programmes in early 2024 saw the National Junior training split into two centres – Kallang Squash Centre and Burghley Squash Centre. With the groups separated, the coaching team was able to provide a more concentrated level of coaching to meet the different needs of the trainees. This also enabled us to take in more athletes into the programme over the year.



## Community Outreach

With a view to grow our base, SSRA put in more effort into the Pathway Development initiatives. The MARIGOLD Tryouts and Follow Up Programmes stand out in this category, having introduced squash to nearly 900 children.

The Tryouts participants are next invited to join the MARIGOLD Follow Up Programme to continue their squash journey through a heavily subsidised weekly coaching over a 12-week period. To date, we have more than 100 children who have gone through this. We will continue to grow this initiative in the coming year, with an aim for it to become a pathway into the National Training Programme.



## Capability Development

As we grow our base for Pathway Development, we see the importance of having a bigger network of coaches. In the financial year of 2023-24, SSRA ran a total of three Coaching courses, amongst them a World Squash Coaching Level 2 course, which we last ran in 2017. Additionally, we also held the annual World Squash Coaching Level 1, which attracted 14 participants, a much higher than average number.



# PATHWAY DEVELOPMENT



But the highlight of the year was the inaugural SG Coach Level 1 Full Integration Squash Coaching Course. This is a course that is developed in association with CoachSG, an arm of Sport Singapore that oversees the development of coaches. Combining elements from CoachSG and World Squash Coaching's syllabuses, the course provides a direct pathway for squash coaches in their journey to be full members of the National Registry Of Coaches (NROC). Our first instalment saw seven of our local coaches complete the course.







**Vitagen**  
SINGAPORE  
SQUASH  
OPEN 2023

***Vitagen***<sup>®</sup>

**SINGAPORE SQUASH OPEN**



Before the start of the tournament, we were honoured to have some of the star-studded field join Singaporean Wildcards Marcus Phua and Au Yeong Wai Yhann in sharing their thoughts coming into the event in a press conference held at the Orchard Hotel. The players were quizzed on topics ranging from their experiences in and impressions of Singapore, goals for the tournament and the season, and the prospect of Squash in the LA2028 Olympics and their chances of being there.



The VITAGEN Singapore Squash Open 2023 held from the 14th to the 19th of November was the second iteration of our three-year agreement with the Professional Squash Association (PSA) to host a Gold-tier event on the prestigious PSA World Tour. Once again, we were able to attract some of the world's best squash athletes to our shores.

The players were all impressed and enthusiastic about competing in Singapore, with Marwan sharing that the prospect of a possible meeting his brother (in the quarters) was something he now looked forward to, and last year's runner-up Diego revealing that his birthday fell on this year's final so hopefully he could go one better. Defending champion Mohamed wasn't impressed though, "hopefully not" was his response.

To round off the morning media session, we pitted squash power couples of Ali Farag and Nour El Tayeb against Paul Coll and Nele Gilis against each other in friendly 'teh tarik' challenge, and tested their tastebuds to identify a range of VITAGEN flavours! They all took to it with gusto, although Nour struggled on the second pour and passed over to Ali, so Paul and Nele were declared the winners. It was all smiles and we were glad they had fun while trying out some local beverages too!



With the arrival of an iconic field for this edition of the VITAGEN Singapore Squash Open, we took this opportunity to celebrate this special occasion inside the Jewel, capturing our 48-player field in front of the awesome Rain Vortex to capture this once-in-a-lifetime occasion.

The day was capped off with the welcome dinner at the Orchard Hotel where event emcee and former world number five Low Wee Wern kicked off proceedings. SSRA president Mr. Patrick Thio and Ali Farag addressed the players, donors, and event staff, dinner was served to bring the day to a close.





Competition began the next day, which saw both Singaporean representatives enter the Glass Court at the OCBC Arena to take on their opponents. Au Yeong Wai Yhann was up first and faced Malaysia's Rachel Arnold for a place in the next round against fifth seed Salma Hany of Egypt. It was an uphill battle for Au Yeong against her close friend who was in-form, having been a finalist at the Bronze-level Malaysia Squash Cup the previous week. She lost the match 11-5, 11-4, 11-5 after a spirited effort.



A defeated but determined Au Yeong commented: "I knew going in it was going to be a tough match, especially how well Rachel (Arnold) performed just last week. I'm a little bit gutted to not have pushed the game a little closer. But I think there were patches of good quality squash out there, so there is definitely quite a bit to take away and improve on."



Marcus Phua rounded up opening day action against Canada's David Baillargeon. While Phua came in as the underdog, sitting 247 spots below Baillargeon in World Rankings at the time, he was determined to put in a good showing. He displayed his grit while putting up a valiant effort, but eventually fell 11-5, 11-3, and 11-6.

"It's always a privilege to represent Singapore. I always enjoy wearing the national colours, and you definitely have to do your best and be a good representative of the sport. This is a really big event. The previous biggest event was the 2015 SEA Games. It's always nice to see family and friends in the crowd. I hope I gave them something to cheer about today."

The second round saw most of the top eight seeds make it safely into the Quarter-Finals. The one upset in this round of matches would undoubtedly be the upset of the tournament, as Asian Games Champion Sivasangari Subramaniam of Malaysia took out top seed Nour El Tayeb of Egypt. This came after the Egyptian got the better of Subramaniam just a week earlier on the Malaysian's home turf.

"The consistency in just trying to be more patient – sometimes I tend to rush, sometimes I make too many errors. That's what happened last time so today I tried to prolong the rallies, push her, believe in my fitness and I think I did well just in terms of placing the ball and just carrying on the rally even if she's picking up a lot."



As the final day of the competition began, only four individuals remained. In the women's final, a family affair between Belgian sisters Nele and Tinne Gilis, the second pair of siblings to clash after the all ElShorbagy Quarter-Final. The men's final, a tantalising clash between the World No. 1 Ali Farag of Egypt, and World No. 2 Diego Elias of Peru. The women's final was up first. Older sibling Nele started the better of the two as she got to work on pinning Tinne in the back two corners early in the match and making sure her sister was as far back in the court as possible before sending the ball short. Nele was relying on Tinne attacking first and then counter attacking her younger sister to make her question her tactics.

This worked well as Tinne looked to be getting increasingly frustrated with proceedings as she lost the opening two games 11-6, 12-10. Despite looking physically tired at the end of the second game, Tinne returned to the court with a renewed fighting spirit, determined to give a better account of herself and get stuck into the match. She threw caution to the wind as she started to fire the ball into the front corners with great accuracy and rattled off winner after winner. Nele had no response to the change in tactics from her younger sister and lost the game 11-8.

"That was so tough physically but it was even tougher mentally to play against your sister," said Nele after the win.

"You try to forget about it, but it's almost impossible. To be honest, the way she won the third and the fourth, I thought I had zero chance in the fifth.

"I tried to just reset and forget about the past two games and just start a completely new game and focus point-for-point and I'm glad I managed to sneak the win. To be honest it could have gone either way and I would've been so happy for Tinne if she won as well."



The men's final between Ali Farag and Diego Elias was the third time that the pair were meeting in a final that season. Farag had taken both encounters 3-1 and was looking to spoil the birthday celebrations of Elias, who turned 27 on Finals day.

Elias started the better of the two, playing accurate and aggressive squash to lead 8-1 in the first game. The Egyptian World Champion started to work his way back into the opening game but the lead that the Peruvian had established was too much to deny him from taking the first game.

An attritional start to the second game seemed to favour the top seed as he was now managing to exploit more space on the court and forced the Peruvian all over the court to try and eat into the No.2 seed physically. This worked perfectly as Elias faded at the end of the game, surrendering it 11-4. In a crucial third game, Farag continued to work Elias into all four corners of the court, twisting and turning the tall frame, forcing errors from his racket. Despite this, Elias' skill was earning him points in the game and although he saved three game balls, Farag took the lead winning 14-12.

Elias remained competitive in the fourth game and tried his best to close the court down and get back on the volley to keep Farag behind him. The World No.1 became wise to the Peruvian's tactics and started to lift the ball to the back corners, forcing Elias backwards. Farag stormed to a 10-6 lead to earn four championship balls. He would convert on his third to claim a 36th PSA title and third title of the 2023/24 season.

"When I started my career, I would never have thought that I would have 36 titles to my name," said Farag afterwards.

"Nicol David [Malaysian squash legend] once said that you should cherish these moments while they're happening, so I'm trying to enjoy every minute of it whilst improving at the same time. I'm very proud and happy and looking forward to Hong Kong already."



"The third was very crucial. Diego started the match better, he was hitting his marks and I had to change a few things. We had some brutal rallies at the start of the second and in the third we had a really long rally followed by a review and I felt a drop in energy. Thankfully, I managed to recover and then got a good lead in the fourth and managed to close it out."

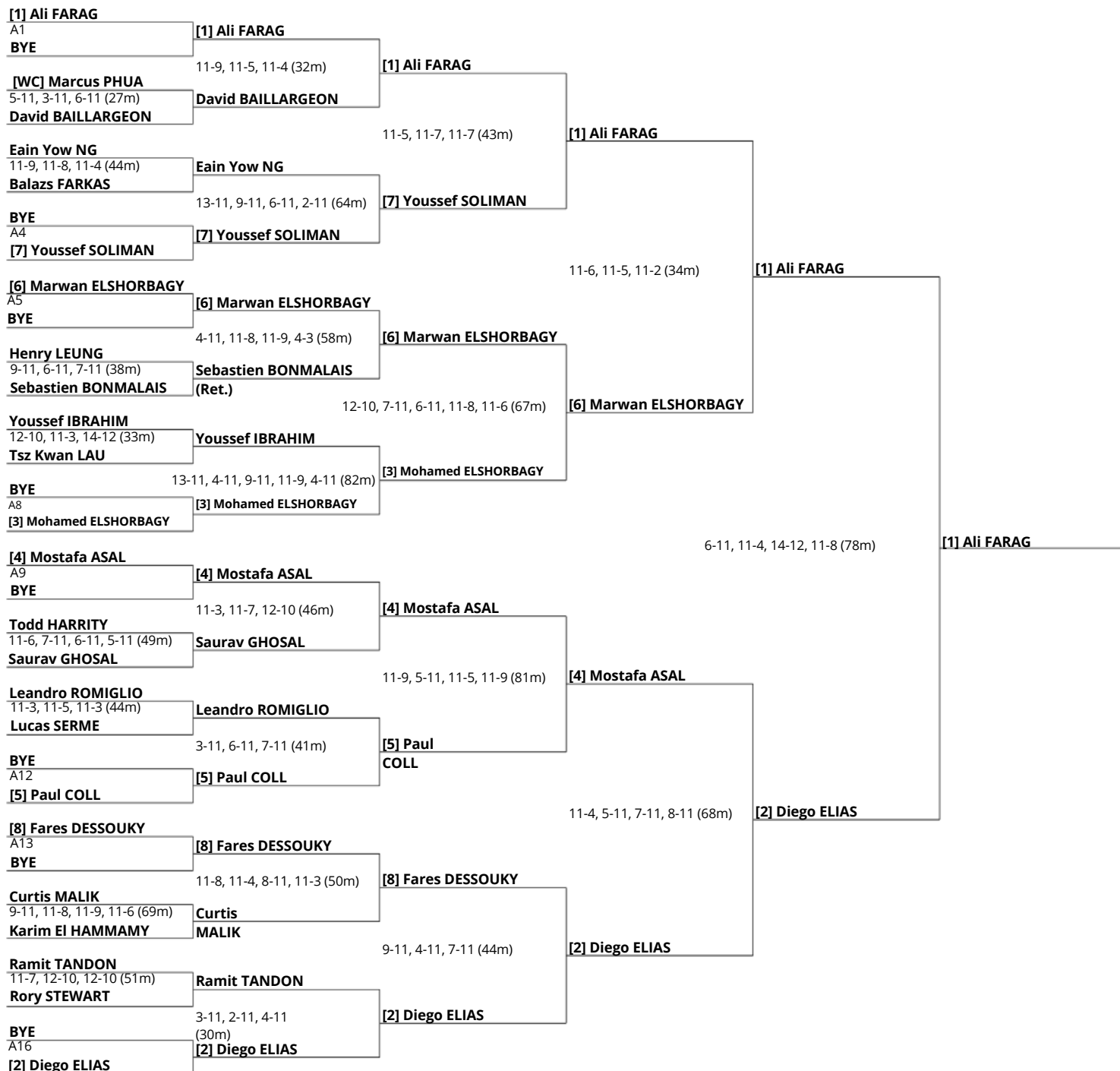


Guest-of-Honour Mr. Edwin Tong, Minister for Culture, Community, and Youth, presented the trophies to the respective winners of the US\$225,000 PSA Gold event. He was joined by Mrs. Jessie Phua (Acting-President, Singapore National Olympic Council), Mr. Alan Go (Chief Executive Officer, Sport Singapore), and Mr. Patrick Thio (President, Singapore Squash Rackets Association).



# Vitagen® SINGAPORE SQUASH OPEN 2023

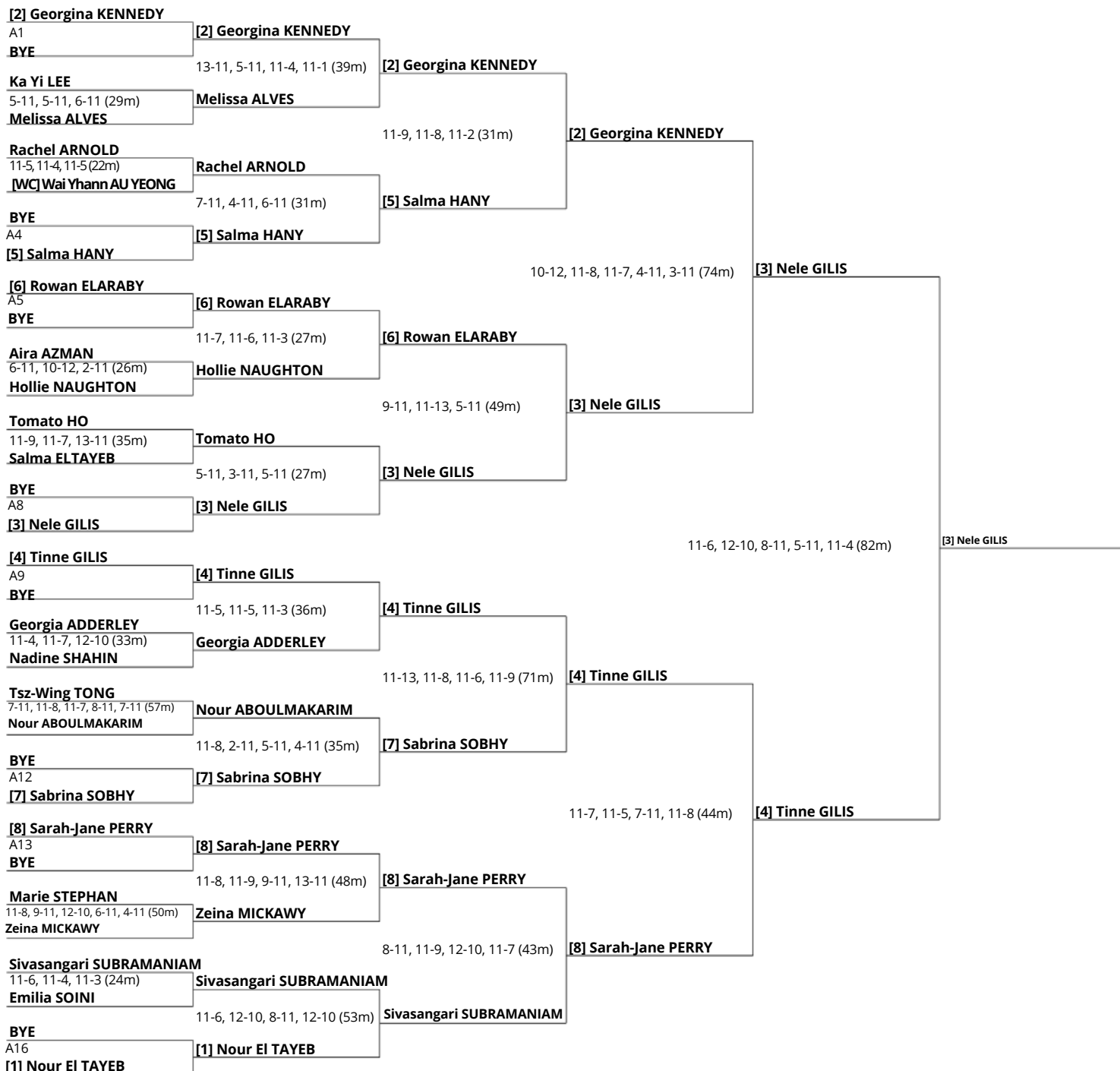
## MEN'S DRAW





# Vitagen® SINGAPORE SQUASH OPEN 2023

## WOMEN'S DRAW



# ONCOCARE Singapore Junior Open



*The ONCOCARE Singapore Junior Open returned to all its glory in the 2023 edition. Having been cancelled for two editions in 2020 and 2021, and then holding a somewhat reduced edition in 2022, the last edition was a huge success with more than 350 participants from 21 countries participating.*







The Kallang Squash Centre was fully abuzz on 13-17 December 2023, filled with participants, parents and supporters. Over the five days, 630 matches took place in the seven courts of Kallang. Neighbours Malaysia were the runaway winners of the event when they took home eight of the ten categories on offer, with Hong Kong China and Japan taking the other two.

SSRA would like to thank Dr. Tay Miah Hiang and ONCOCARE Cancer Centre for their continued support for the advancement and development of junior squash.





# ONCO CARE Singapore Junior Open 2023



Event Name	Champion	Runner-up
GU11	Karesha Kugan	Kareena Sashikumar
BU11	Nisshan Nair Tan	Nicholas Min-Suh Cho
GU13	Emily Senior	Ching Sum Tang
BU13	Lokkesh Wigneswaran	Chaneesha Vignesh
GU15	Jinoreeka Ning Manivannam	Naisha Singh
BU15	Khailash Ravi Kumar	Ethan Ming-Rui Kuan
GU17	Haneesha Veerakumar	Zhe Sim Ong
BU17	Altamis Aqhar Sailam A. Suffian	Aqil Mirza Naim Khairil Fariz
GU19	Zhi Xuan Goh	Raifa Putri Yattaqi
BU19	Wing Kuen Wong	Hashvind Kugan





# THE YEAR AHEAD

## GOVERNANCE

We will look to further strengthen our **Governance** through a revamp of our policies, starting with the Finance and Human Resource policies. Our new Board members brought in over the last two years to fill the voids in various areas of expertise will play a supporting role to the Secretariat to make this happen.

## PATHWAY DEVELOPMENT

With the success of the MARIGOLD Tryouts and Follow Up Programmes, we shall also put more efforts to grow it to reach all pockets within our tiny red dot. We strongly believe that a bigger and more diverse base will translate to a more competitive pool of athletes to feed into our Pathway Development and eventually, High Performance programmes.

## HIGH PERFORMANCE

We will also have our first batch of full-time athletes under the SSRA-MARIGOLD Scholarship programme who will compete on the PSA Squash Tour. We hope that this programme will entice more promising squash athletes to take a leap of faith to see how far they can go and do our nation proud.

On the national representation front, the Asian Team Championships will be a key event for both the men's and women's teams. This event will be a good gauge to see where we stand against our regional counterparts. The Singapore Squash Open will run its final edition of the current agreement and once again, this will provide our local athletes an opportunity to compete against the best in the world. More importantly, this will provide them valuable ranking points to enable entry into other events on the PSA Squash Tour.

For the juniors, we look to continue our success at the Southeast Asian Junior Championships. We will look to not only expose, but aim to triumph through our most deserving juniors from our national training programme.

## STRENGTHENING THE SECRETARIAT AND HIGH PERFORMANCE TEAM

The initiatives above will also mean there will be more manhours required and we will beef up our manpower within the Secretariat and Coaching teams. In the coming weeks, we should see our Head Coach position filled, and additions of more qualified and experienced National Coaches to provide an even more complete National Training Programme. The coaches shall play a leading role to steer us towards glory at the 2029 SEA Games and beyond. In the Secretariat, we aim to have a dedicated personnel to focus on growing our base.

## FUND-RAISING PLANS

On the Business Continuity front, we will continue to maintain and improve our relationship with our partners as part of our fund-raising initiatives. With the final edition of the Singapore Squash Open on the cards, we will once again leverage on this event to attract corporate partners to capitalise on the One Team Singapore Fund (OTSF) matching from the government. We will also be seeking other avenues for matching grants to ensure continuity and growth of the Pathway Development initiatives.

## EXPENDITURE PLANS

The staging of the Singapore Squash Open will be the biggest expenditure item once again, but we believe this elevates our sport and provides valuable exposure for our local wildcards. Manpower costs, especially in the High Performance headcounts, will also be another major component, something which we have appealed from Sport Singapore to be included in future Annual Grants.



# Governance

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## Governing Instrument

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

## Governance Evaluation Checklist

In implementing good governance practices, the Association adopted best practices closely aligned to the principles in the Code of Governance for Charities and Institutions of Public Character (the Code). In adhering to the Charity Council's requirements that all IPCs shall disclose the extent of their compliance with the Code, the Association's Governance Evaluation Checklist can be found on the Charity Portal Website [www.charities.gov.sg](http://www.charities.gov.sg) and at the end of this Annual Report.

## Role of the Board Of Directors

The Board Of Directors' 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 Board's approval:

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

## Term Limit

The term of office of Elected Board Members shall be four (4) years.

The term of office of Appointed Board Members shall be up to two (2) years.

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.

The non-compliance of item 11.8 in the Governance Evaluation Checklist pertaining to the Board term is a conscious decision made by SSRA. We feel a longer term is required for SSRA to effectively achieve our strategic goals and initiatives. The four-year cycle is also in line with the Major Games (Asian, Commonwealth and Olympic Games) cycle.



# Governance

## Board Meetings and Attendance

A total of 12 Board meetings were held during the financial year. The following sets out the individual Board members' attendance at the meetings:

Name, Designation	Attendance
Patrick Thio, President	100%
Josephine Choo, Vice-President 1	100%
Dr. Tan Ming Jen, Vice-President 2	100%
Kok Tsung-Hao, Secretary (from 2 Feb 2024) / Asst Secretary	91%
Terence Teo, Treasurer	100%
Chew Kok Wye, Asst Treasurer	67%
Joannah Yue, Elected Board Member	92%
Pang Hian Tee, Elected Board Member	42%
Edward Lee, Elected Board Member	73%
Nikki Pang, Appointed Board Member (from 2 Feb 2024)	100%
Tan Zhi Rui, Appointed Board Member (from 2 Feb 2024)	100%
Rahul Khare, Appointed Board Member (from 2 Feb 2024)	50%
Marcus Phua, Appointed Board Member (from 2 Feb 2024)	50%
Mr. Linus Ching, Club Representative	100%
Mr. Tay Zi Hang, Club Representative	75%
Raymond Tan, Secretary	60%
Mohd Bin Abdullah Arrffan, Comm Member	80%

# Governance

## Disclosure of Remuneration and Benefits received by Board of Directors

Raymond Tan:	\$1,918.75
Mohd Bin Abdullah Arrffan:	\$2,201.25
Marcus Phua:	\$3,182.45

The nature of the remuneration of above is related to refereeing allowances and part-time coaching fees. All Board members are not remunerated for their Board service to SSRA.

## Disclosure of Remuneration of three highest paid staff

Disclosure of annual remuneration of three highest paid staff who receives more than \$100,000:

\$100,000 - \$200,000 : 1

The above staff does not serve on the Board of SSRA.

No paid staff who received >\$50k is a close member of the family of the EH or Board members

## Policies

### Finance and funding

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

### Conflict of interest

The Board of Directors are expected to avoid actual and perceived conflicts of interest. Where Board of Directors 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 entering into joint ventures with, he/she is expected to declare such interest to the Board as soon as possible and abstain from discussion and decision-making on the matter.

Where such conflicts exist, the Board of Directors will evaluate whether any potential conflicts of interest will affect the continuing independence of the Board of Directors and whether it is appropriate for the Board Member to continue to remain on the Board.

To be effective, declarations of interests are conducted annually in written form. Updates to declarations are made during the year as and when they occur and is presented to the Board for review at Board meetings.

### Whistle-blowing policy

The whistle-blowing policy has yet to be implemented. SSRA will seek to work on this and make this an action item in the coming year.

# Financial Highlights

The financial highlights serve to provide a concise overview and commentary on the financial status of SSRA along with related matters. It should be reviewed alongside the audited accounts for the financial year (FY) ending on 31 March 2024.

## Overview

Financial Highlights	Current Year	Previous Year	Year-on-Year (yoy) Change	
	Amount (\$)	Amount (\$)	Amount (\$)	%
<b>Income &amp; Expenditure</b>				
<b>Total Income</b>	<b>1,681,148</b>	<b>827,454</b>	<b>853,694</b>	<b>103%</b>
<i>Restricted - OTSF</i>	796,850	0	796,850	N/A
<i>Unrestricted</i>	884,298	827,454	56,844	7%
<b>Total Expenditures</b>	<b>2,066,768</b>	<b>2,199,109</b>	<b>(132,341)</b>	<b>(6%)</b>
<i>Restricted - OTSF</i>	874,016	1,393,892	(519,876)	(37%)
<i>Unrestricted</i>	1,192,752	805,217	387,535	48%
<b>Surplus / (Deficits)</b>	<b>(385,620)</b>	<b>(1,371,655)</b>	<b>986,035</b>	<b>(72%)</b>
<b>Balance Sheet</b>				
Total Assets	1,769,745	2,190,974	(421,229)	(19%)
Accumulated Funds	1,609,614	1,995,234	(385,620)	(19%)
Liabilities	160,131	195,740	(35,609)	(18%)

In the financial year 23/24 (1st April 2023 to 31st March 2024), SSRA experienced a deficit of \$385,620, an improvement from the previous year's deficit of \$1,371,655. The reduced deficit was primarily due to a significant increase in income during the financial year, more than doubling from the previous year. The primary factor behind this positive change is the One Team Singapore Fund (OTSF), which will be elaborated on later. Aside from higher income, expenditures were slightly lower to \$2,066,768.

## Major Financial Transactions

There were no major financial transactions in the current financial year.

## Purpose of Restricted Funds - One Team Singapore Fund

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.



## Income

Overall income has increased by 103%, from \$827,454 in the previous year to \$1,681,148. The following is a detailed revenue breakdown with a year-on-year comparison:

Income (Amounts in SGD)	Current Year	Previous Year	Year-on-Year Change	
			Amount (\$)	%
OTSF (Donated and Matched)	796,850	0	796,850	N/A
SportSG Grants	344,715	314,795	29,920	10%
Tournament Entry Fees*	137,276	65,357	71,919	110%
National Jr Training Fees	130,800	73,000	57,800	79%
SSO23** Ticket Sales	81,424	69,088	12,337	18%
General Donations	79,148	219,015	(139,868)	(64%)
Other Income	110,936	86,199	24,737	29%
<b>Total Income</b>	<b>1,681,148</b>	<b>827,454</b>	<b>853,695</b>	<b>103%</b>

\*Including Singapore Junior Open 2023

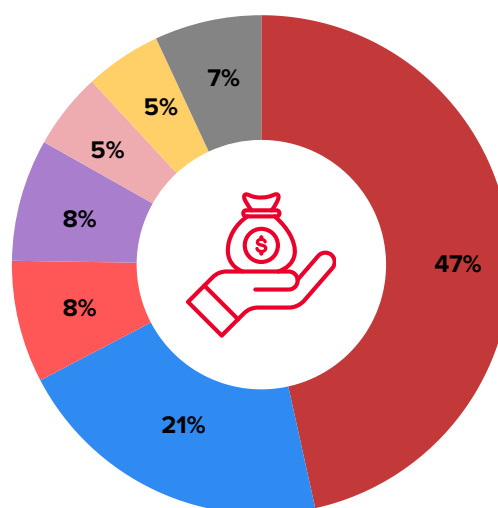
\*\*Singapore Squash Open 2023

The notable increase in total income was mainly fueled by the contributions from the One Team Singapore Fund (OTSF), a restricted fund for High-Performance expenses, where the government matches donations up to \$400,000 annually. This year, we achieved \$796,850 from OTSF, accounting for almost half of our total income. Last year, we made a conscious decision to not raise and match donations under this fund as we felt there was a need to beef up our unrestricted funds. Expectedly, General Donations dipped by 64% to \$79,148.

Furthermore, other income streams improved in FY 23/24:

- **Tournament Entry Fees:** The success of the ONCOCARE Singapore Junior Open in December 2023, with over 350 participants and hotel accommodation being offered, and a general increase in total participants of local events led to a 110% rise in Tournament Entry Fees.
- **National Junior Training Fees:** Our National Training Programme expanded to over 40 junior trainees across two venues – Kallang Squash Centre and Burghley Squash Centre. With more trainees contributing fees, there was an 80% boost to \$130,800.

Percentage breakdown of income



- OTSF (Donated and Matched)
- SportSG Grants (ANGE and Spexscholarship)
- Tournament Entry Fees
- National Junior Training Fees
- SSO23 Ticket Sales
- General Donations
- Other Income

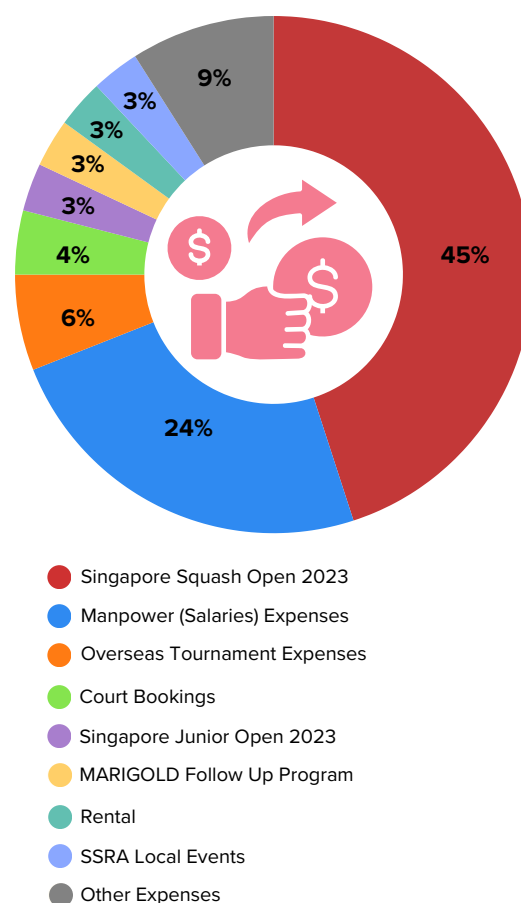
## Expenditures

Expenditures	Current Year	Previous Year	Year-on-Year Change	
	Amount (\$)	Amount (\$)	Amount (\$)	%
Singapore Squash Open 2023	933,428	936,900	(3,472)	0%
Salaries - Coaching and High Performance	275,468	229,534	45,934	20%
Salaries - Secretariat	235,442	229,257	6,185	3%
Overseas Tournaments	128,454	231,806	(103,352)	(45%)
Court Bookings	74,914	60,717	14,197	23%
Singapore Junior Open 2023	67,173	37,947	29,226	77%
MARIGOLD Follow Up Programme	59,685	-	59,685	N/A
Rental	56,427	54,911	1,516	3%
SSRA Local Events	53,530	264,017	(210,487)	(80%)
Other Expenses	182,247	154,020	28,227	18%
<b>Total Expenditures</b>	<b>2,066,768</b>	<b>2,199,109</b>	<b>(132,341)</b>	<b>(6%)</b>

Overall expenditures decreased by 6% this year, amounting to \$2,066,768. The Singapore Squash Open remained the largest expense, making up 45% of the total, followed by manpower costs at 24%. The reduction in total spending reflects a balanced adjustment across various categories. Key changes include:

- Expenses for locally held events dropped by 80% and is a result of the inflated expenses the previous year from the hosting of the Squash Ball and SEA Cup. Expenses related to the MARIGOLD Tryouts and Follow-Up Programme previously charged to this has also been reclassified to Other Expenses.
- Overseas Tournament expenses decreased by 45% to \$128,454, down from \$231,806, due to better managed travel allowances and COVID-related costs.
- Coaching and High-Performance salaries increased by 20%, driven by the addition of a High-Performance Manager into the team.
- Singapore Junior Open 2023 expenses increased substantially due to the provision of hotel accommodation packages this year. This is corresponded by the increase in income of the same item.
- Other Expenses rose by 18%. This includes \$59,685 spent on the MARIGOLD Tryouts and Follow-Up Programme.

Percentage breakdown of expenditures:



## **Income Sources and Expenditures for the Financial Year 2023/2024**

The Singapore Squash Rackets Association relies on various income sources to support our initiatives for the continued growth and development of squash in Singapore. Below are the sources of funds utilized to cover the expenditures in this financial year:



### **SSRA**

SSRA funds are unrestricted and comprise of multiple sources. Generally, it include fees from tournaments and programmes, national junior training, membership, general donations, ticket sales from the Singapore Squash Open and any matching grants from the government that are unrestricted. For the financial year 23/24, 43% of total expenditure was funded by SSRA.



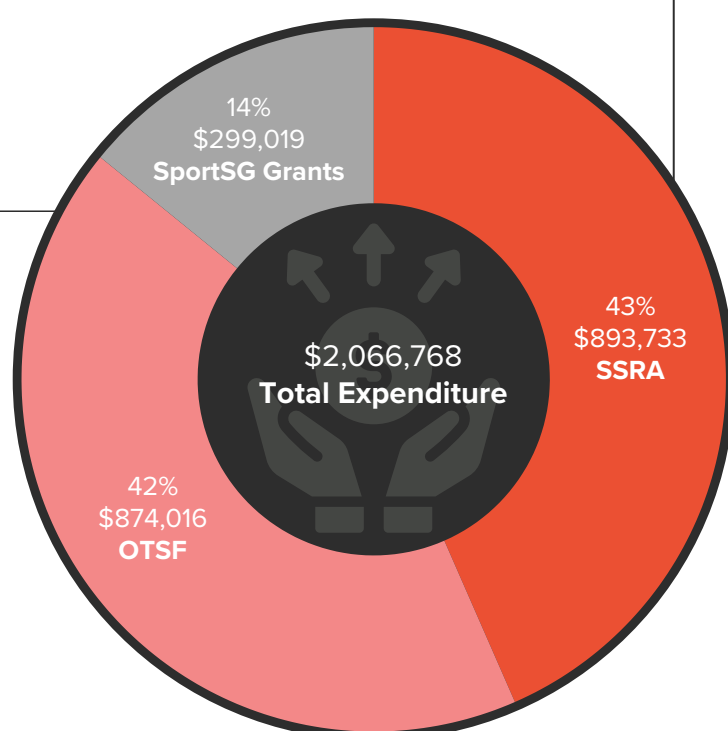
### **One Team Singapore Funds (OTSF)**

OTSF was created by the Ministry of Culture, Community and Youth (MCCY) to enhance the High-Performance Sports (HPS) Systems. The matching grant from the OTSF is used for the HPS initiatives of SSRA. For the financial year 23/24, 42% of total expenditure was funded by OTSF.

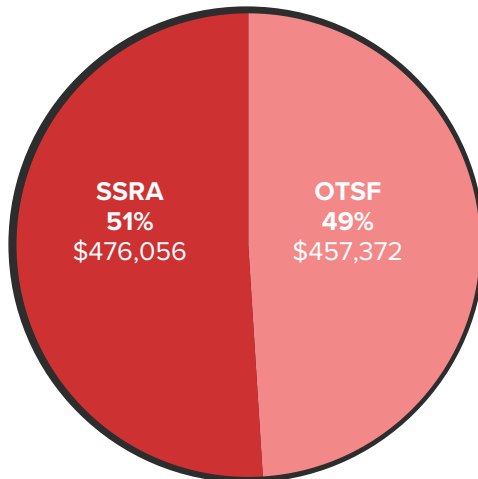
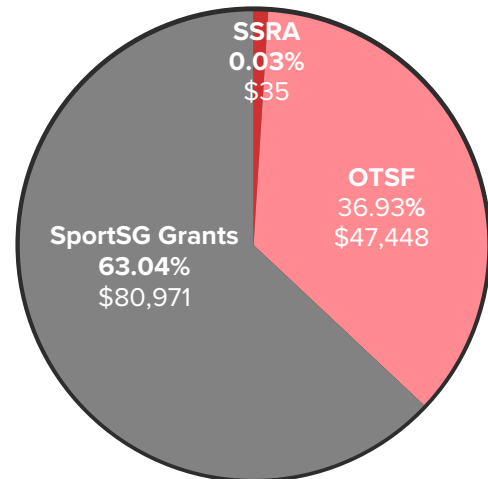
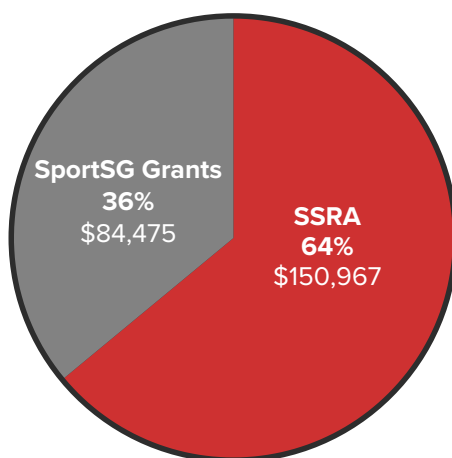


### **Sport Singapore (SportSG) Grants**

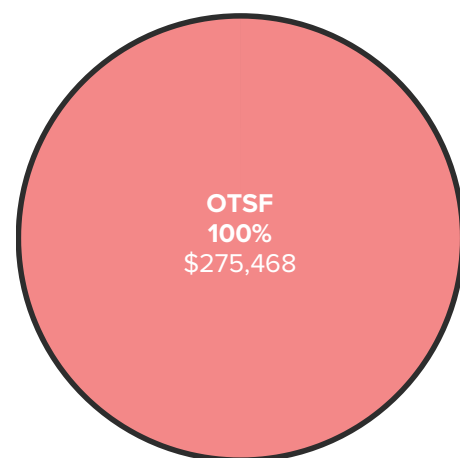
SportSG Grants include Annual Grant (ANGE) and Sports Excellence Scholarship (spexScholarship). ANGE is received to invest in programmes and initiatives that contribute towards the shared vision and Singapore's Vision 2030, and have a clear focus on agreed outcomes. The spexScholarship programme provides an enhanced level of support for athletes within the HPS pathway. Currently, we have one (1) spexScholar. For the financial year 23/24, 14% of total expenditure was funded by SportSG Grants.





**Top Three Expenditure Items in Financial Year 23/24****Singapore Squash Open (SSO) 2023****Overseas Tournament Expenses****Manpower (Salaries)**

Secretariat Staff



Coaching and High-Performance Staff

Manpower expenses include staff salaries, bonuses, CPF, foreign worker levy (FWL), skills development levy (SDL), and other employee costs. Salaries do not include part-time coaches and contractors.

## **Reserves Position**

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 Board Members review the level of reserves quarterly for the Association's continuing obligations.

	<b>Current Year (\$)</b>	<b>Previous Year (\$)</b>	<b>% Increase / (Decrease)</b>
Unrestricted Funds (Reserves)	1,026,979	1,335,433	(23.10)
Restricted Fund - One Team Singapore Fund	582,635	659,801	(11.70)
Total Funds <sup>1</sup>	1,609,614	1,995,234	(19.33)
Total Annual Operating Expenditure	2,066,768	2,199,109	(6.02)
Ratio of Reserves <sup>2</sup> to Annual Operating Expenditure <sup>3</sup>	0.86:1	1.66:1	

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

[2] Unrestricted Funds

[3] Charitable Activities and Other Operating and Administration Expenses (Unrestricted)

The organization's reserves decreased by 23% to a closing balance of \$1,026,979. Despite the decrease, our key ratios remain strong. The Reserve Ratio (Unrestricted Funds / Unrestricted Annual Operating Expenditure) stands at a robust 0.86:1.

For more information on the charity's reserves policy, please refer to Note 16 (page 30) of SSRA's Financial Statements.

## GOVERNANCE EVALUATION CHECKLIST

S/N	Code guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	<b>Are there governing board members holding staff appointments?</b> (skip items 2 and 3 if "No")		No	
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		
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		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years</b> .  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Not Complied	SSRA Constitution states that Board term is 4 years. This is because the Board feels they needed a 4-year cycle to plan and execute our strategic goals in line with the Major Games (Asian, Commonwealth and Olympic Games) cycle of 4 years.
6	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	<b>Is there any governing board member who has served for more than 10 consecutive years?</b> (skip item 7 if "No")		Yes	
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years</b> .	1.1.13	Complied	
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	
<b>Conflict of Interest</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	Governing 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>				
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
<b>Human Resource and Volunteer<sup>2</sup> Management</b>				
12	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
13	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	<b>Are there volunteers serving in the charity?</b> (skip item 15 if "No")		No	
15	There are <b>volunteer management policies</b> in place for volunteers.	5.7		
<b>Financial Management and Internal Controls</b>				



16	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	
17	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied	
20	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")</b>		Yes	
21	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	SSRA investment is limited to Fixed Deposits. All decisions to invest are tabled at Board meetings and approved by the Board. In the coming year, the investment policy shall be documented.
<b>Fundraising Practices</b>				
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")</b>		No	
22	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2		
	<b>Did the charity receive donations in kind during the financial year? (skip item 23 if "No")</b>		No	
23	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3		
<b>Disclosure and Transparency</b>				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and  (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	<b>Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")</b>		Yes	
25	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	Complied	
26	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	Complied	
	<b>Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")</b>		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report — (a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity's subsidiaries) <b>exceeding \$100,000</b> during the financial year; and  (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	

29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is <b>no</b> paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	
<b>Public Image</b>				
30	<p>The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.</p>	9.2	Complied	<p>All comments and quotes to the media are discussed and vetted through the Communications, Media and Sponsorships working group comprising Board members. The Communications process shall be documented in the coming year.</p>

**Notes:**

<sup>1</sup> Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

<sup>2</sup> Volunteer: A person who willingly serves the charity without expectation of any remuneration.

<sup>3</sup> Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —

(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependant of the Executive Head or governing board member.

(d) the dependant of the Executive Head's or governing board member's spouse.

<sup>4</sup> Executive Head: The most senior staff member in charge of the charity's staff.

**Declaration**

- ☒ I declare that my charity's / IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf.
- ☒ All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact.
- ☒ The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.

The above constitutes the Annual Report of SSRA.

Prepared for the Association as at 31 August 2024.



**President**  
Patrick Thio



**Secretary**  
Kok Tsung-Hao



**Treasurer**  
Terence Teo



# Our Partners





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