

Singapore Cycling Federation

Annual Report for Year Ended 31 March 2021

The Singapore Cycling Federation was set up on 21 Jan 1958 as a society and was registered under the Charities Act on 21 Jan 1958.

Unique Entity Number (UEN): S 58 SS 0009 A

Registered Address: OCBC Arena, #02-44, 5 Stadium Drive, Singapore 397631

Management Committee

Patron: Mr Jeffrey Goh Leng Soo

Appointed on : 29 Sept 2017

Held Appointment of President from 21 Oct 2015 to 29 Sep 2017

Occupation: Managing Director, Grablink Pte Ltd

Name	Designation	Date of Appointment	Occupation	Involvement with Other Charities or Volunteer Work
Dr Hing Siong Chen	President	21 Oct 2015 as Hon Secretary 29 Sept 2017 as President	Family Physician	Nil
Ronnie Yap Choon Lee	Secretary General (*)	Appointed on 3 Oct 2018	Product Fulfillment Manager, Entro International (Retired Military Officer)	Nil
Mr Mark Ortega	Asst Secretary General (*)	21 Oct 2015 and Re-elected on 29 Sept 2017	Senior Legal Counsel, Ministry of Defence	Has been volunteering in Church of the Holy Family and Temasek Primary School since 2006
Mr Michael Chang Chee Chin	Hon Treasurer	30 Aug 2019	Finance Director South Avnet Asia	Has been volunteering at the Wesley Methodist Church - Family Life Ministry Parenting Courses. Also the Treasurer for the MCST at his apartment.
Mr Elbert Iswara	Asst Hon Treasurer	29 Sept 2017	Head of FX Execution and	Nil

Name	Designation	Date of Appointment	Occupation	Involvement with Other Charities or Volunteer Work
			Money Markets (Bank of Singapore)	
Mr Walton Seah Jun Rong (**)	Vice President (BikeTrial)	21 Oct 2015 and Re-elected on 29 Sept 2017	Self Employed (Director, Attitude Bikes Pte. Ltd.)	Nil
Mr Ahmad Yusuf	Vice President (BMX)	Appointed on 9 Nov 2018	Weapons Specialist, Certis CISCO	Nil
Dr Kevin Lee Boon Leng	Vice President (Leisure)	21 Oct 2015 and Re-elected on 29 Sept 2017 Stepped down on 20 Jan 2021	Orthopaedic Surgeon	Stepped down on 20 Jan 2021
Mr Steven Lim Soo Huat	Vice President (Safety/Education)	21 Oct 2015 and Re-elected on 29 Sept 2017	Self Employed	Safe Cycling Task Force since 2006 Active Mobility Advisory Panel since 2015 Road Safety Champion since 2010 Friends of PCNs since 2016 Friends of East Coast Park since 2020
Mr Kelvin Khoo Jun Khen	Vice President (Road)	29 Sept 2017	Country Manager ACI Worldwide	Nil
Mr Syed Mohd Shariff	Vice President (MTB)	23 Sep 2016 and Re-elected on 29 Sept 2017	Senior Station Manager, Sinopec	Nil
Mr Ang Kee Meng	Vice President (Track)	23 Sep 2016 and Re-elected on 29 Sept 2017	Manager	Nil

Name	Designation	Date of Appointment	Occupation	Involvement with Other Charities or Volunteer Work
Mr Chin See Wai	Vice President (Media and Publicity)	30 Aug 2019	Business Director, ACE Peripherals	Nil
Mr John Lui Chien Hoong	Associate Member	Co-opted on 30 Aug 2019	General Manager, ABJ Pte Ltd.	Nil
Mr Roger Chng Choon Ming	Associate Member	Co-opted on 21 Feb 2020	Hotelier, Real Estate and Business Investor / Entrepreneur	Nil

Note:

(*)By-law 1 (SCF Constitution) effective from 6 March 2019 - For the purpose of facilitating communication with external parties who are not familiar with the title or role of the "Honorary Secretary" and "Assistant Honorary Secretary," the Honorary Secretary and Assistant Honorary Secretary shall also be referred to as the "Secretary General" and "Assistant Secretary General," respectively, of the Singapore Cycling Federation

(**)Mr Walton Seah has served as a Management Committee member since 2007. The BikeTrial community is a small one and over the years, Walton has been a key figure in promoting the sport. The SCF is both unable to identify a suitable individual from the BikeTrial community to step up and perform a leadership role and at the same time, no one from the community have come forward to offer to serve in the Management Committee.

Bankers: Oversea-Chinese Banking Corporation Ltd

Auditor: SB Tan Audit PAC
UEN No. : 201709525H

Other services:The SCF utilises the services of Empact Pte Ltd (Twenty Anson, 20 Anson Road, #11-05, Singapore 079912) for book-keeping and finance services.

GOVERNING INSTRUMENT

1. The SCF is governed by a Constitution which was presented and approved at the Annual General Meeting (AGM) held on 18 Sep 2020.
2. Affiliated Clubs
 1. BikeTrial Singapore
 2. Bike Labz
 3. Harding MTB Racing Team
 4. Integrated Riding Club
 5. ITE Cycle @ College Central

6. NEX Cycling Team
7. Paracycling Federation of Singapore
8. Safe Cycling Task Force
9. T3 Team Turtle
10. Team Cycledelic
11. YBCO Cycling
12. OCBC Cycling Team (OCBC Recreation Club) with effect from 24 Feb 2021

Affiliation Fees

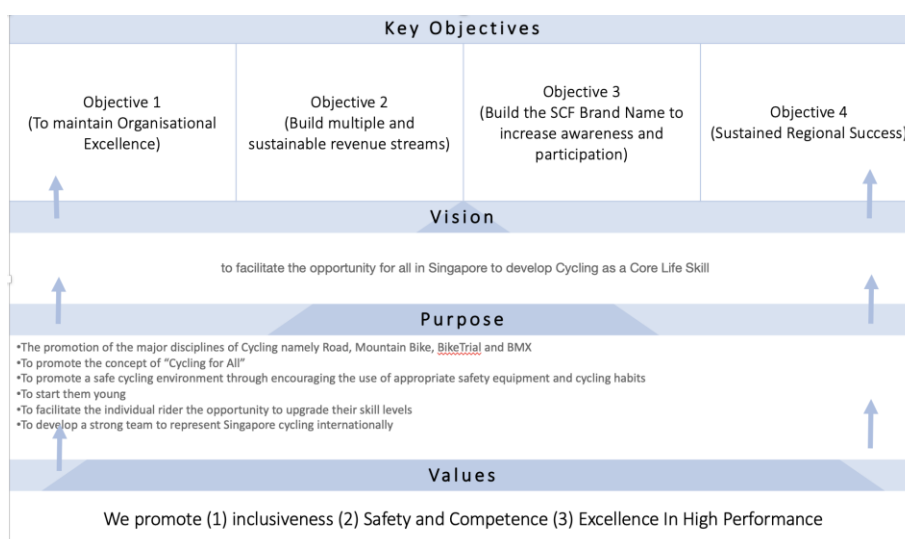
Annual Renewal	New Application
\$50.00	\$100.00

The Management Committee shall use reasonable endeavours to process all membership applications within 3 months of receipt of such application. The Management Committee shall accept the applications which have complied with the membership subscription procedures set out in Rule 4 of the SCF Constitution and shall have the right to reject applications based on defensible reasons with supporting documentation.

Governance Evaluation Checklist

As an Institution of a Public Character (IPC), the SCF had duly submitted the Online Evaluation Checklist (for the period from 1 Apr 19 to 31 Mar 20) at the Charity Portal. The Period of Approved IPC status granted to SCF is from 1 Nov 2019 to 30 Dec 2022.

KEY OBJECTIVES, VISION, PURPOSE AND CORE VALUES:



3. The objects of the Federation are:

a) Cycling: To encourage, promote, organize, develop and control the art and pastime of cycling in Singapore.

(b) Cyclists: To support and protect the interest of cyclists in Singapore.

(c) Bicycle Racing: To control bicycle racing and arrange bicycle race meetings in Singapore, and to give technical advice or other instructions thereon.

(d) Representatives: To select competitors to represent Singapore or the Federation.

(e) Prizes etc.: To give prizes, medals and other awards, and to obtain, collect, receive and hold funds and property by subscription, voluntary contributions, gifts or legacies or otherwise, for the objects of the Federation.

(f) Disputes :. Any dispute arising amongst Members or between any Member and the Federation shall be resolved in accordance with the Framework for Alternative Dispute Resolution for Sports (ADR Sports) or other dispute resolution framework jointly administered for the time being by Sports Singapore, the Singapore Mediation Centre and the Singapore Institute of Arbitrators.

(g) Promotion and Funding: To promote and safeguard the interests of the sport, and employ, when necessary, the funds of the Federation for the purpose. To also increase participation and promote community engagement and bonding through the sport of Cycling, in order to promote health and wellness, inclusiveness and integration, and inspire the Singapore Spirit.

(h) Affiliations: To affiliate with the Singapore Sports Council (“SSC”), Singapore National Olympic Council (“SNOC”), the International Cycling Union (Union Cycliste Internationale or “UCI”), BikeTrial International Union (“BIU”), the Asean Cycling Association (ACA), the Asian Cycling Confederation (ACC) or other international body or bodies whose objects are the same as or similar to those of the Federation.

(i) Competitions: To sponsor, support and/or participate in any national or international cycling races or competitions.

(j) Cycle Titles: To decide on the official recognition of cycling titles established in Singapore.

(k) Anti-Doping: The Federation shall recognise the right of all its athletes to participate in clean sport and is committed to ensuring the sport is doping-free. All affiliates, members, athletes, participants, staff and other individuals, who are subject to the jurisdiction of the Federation are bound by and agree to abide by all World Anti-Doping Code-compliant anti-doping rules applicable to the sport.

(l) Misc: Generally to do all such other acts or things as may be incidental to or connected with or conducive to the attainment of any of the above-mentioned objects.

The Management Committee shall determine the Mission, programmes and activities of the Federation for the period prescribed by SSC, and shall ensure that they are consistent with the abovementioned objects of the Federation.

Selection and Recruitment of Management Committee (MC) Members

4. In accordance to the SCF Constitution, an individual member is eligible to stand for office on condition that the individual fulfils the following:
 - a. is 21 years and above as at the date of the relevant meeting;
 - b. is of good standing in the cycling fraternity in Singapore; and
 - c. does not and shall not hold any salaried positions within the Federation nor receive any compensation for his / her role as an office holder.
5. Notwithstanding the above, the Management Committee encourages anyone who has the passion to grow and develop the sport of cycling as well as the necessary skill sets and experience (as listed below) to come forward to volunteer.
6. Relevant skill sets or work experience include (non-exhaustive):
 - a. Sports Management, Business Management
 - b. Coaching, Sports Science
 - c. Understand the technicalities of the sport of cycling
 - d. Public relations and Integrated Communications
 - e. Social media management
 - f. Marketing (and digital marketing)
 - g. Sponsorship and asset/rights management
 - h. Finance, accounting, auditing
 - i. Human Resource Management
 - j. Information Technology
 - k. Legal
 - l. Project and Event Management
 - m. Managing a Charitable Organisation or an Institution of Public Character
7. For an individual who is keen to assume the post of an incumbent office holder, by the time of the next AGM (Annual General Meeting), he/she would be encouraged to commit to volunteer his/her services for minimally one year or the full term of two years in office as an Associate Member and to understudy the incumbent office holder.

Evaluation of the Effectiveness of Management Committee

8. On an annual basis, all Management Committee members are required to complete a self-evaluation questionnaire as follows:

Board Responsibility	Satisfactory	Needs Work
<p>Vision & Mission</p> <p>1. Vision & mission define the organisation's goals & objectives?</p> <p>2. Board policy decisions, activities & services reflect the vision & mission?</p>		
<p>Strategic Planning</p> <p>3. Regularly engages in the strategic planning function?</p> <p>4. Reviews the plan & focuses on strategic issues?</p>		
<p>Monitoring & Evaluation</p> <p>5. Monitors & evaluates programmes to ensure they support the mission & objectives?</p> <p>6. Considers new initiatives to meet changing needs?</p>		
<p>Financial Control</p> <p>7. Ensures resources are allocated wisely to achieve the mission?</p> <p>8. Reviews annual budget, financial reports, accounts, auditor's report & investment policies?</p>		
<p>Fund-Raising (FR)</p> <p>9. Endorsed an appropriate FR strategy in accordance to a code of conduct & practices?</p> <p>10. FR activities effectively & efficiently organised?</p> <p>11. Participates in FR activities & identifies FR sources?</p>		

<p>Relationship with Executive Head (CEO) & Staff</p> <p>12. Understands & respects distinct responsibilities of Board, CEO & staff?</p> <p>13. Clearly defined roles & responsibilities of CEO?</p> <p>14. Provides regular support & appraisal of CEO?</p>		
<p>Board Effectiveness</p> <p>15. Clearly defined job descriptions and terms of reference for Board members & committees?</p> <p>16. Meetings are well organised & productive?</p>		
<p>Board Recruitment & Orientation</p> <p>17. Effective process to identify and recruit new Board members?</p> <p>18. Ensures appropriate Board composition (e.g. knowledge, experience, skills)?</p> <p>19. Comprehensive orientation for recruits to Board responsibilities & organisation?</p>		
<p>Public Relations (PR)</p> <p>20. Board members promote the cause & mission to community?</p> <p>21. Effective engagement strategy in PR activities?</p>		

9. Based on the evaluation, Management Committee members could seek training to plug competency gaps, adopt best practices or where appropriate, appoint new Management Committee members with the relevant expertise.

10. It is expected that a Management Committee will attend at least three out of the four quarterly Management Committee meetings (annually) as well as relevant lend his/her expertise to specific tasks or actively participate in specific task group or sub-committee meetings when called upon to do so. A letter of appreciation would be extended to a Management Committee member who is no longer able to commit his/her time and expertise actively and, a replacement would be appointed.

Membership

11. As at 31 March 2021, there were 204 current SCF individual members and 12 ordinary members (affiliated clubs with voting rights). Of the 204 current individual members, 188 are also members of the UCI.
12. The membership and licence fees are as follows,
 - a. UCI Licence - \$90.00
(with automatic SCF individual membership)
 - b. SCF individual member - \$30.00

Review and Changes in Policies

13. During the course of the year, the SCF developed and introduced or upgraded the following policies:
 - a. SCF Financial Policy and Procedures (Version 23)
 - b. SCF Whistle Blowing Policy (Version 3)
 - c. SCF Safe Return to Sport Plan
 - d. SCF Athlete's Agreement (Version 7)
 - e. SCF Athlete's Code of Conduct (Version 1)
 - f. SCF Media Policy (Version 4)

Funding Sources

14. The Singapore Cycling Federation's operating expenses is funded by sponsorships, donations and government grants, specifically from Sport Singapore.

REVIEW OF ACTIVITIES (1 April 2020 to 31 March 2021)

General

15. **Management Committee Meetings**

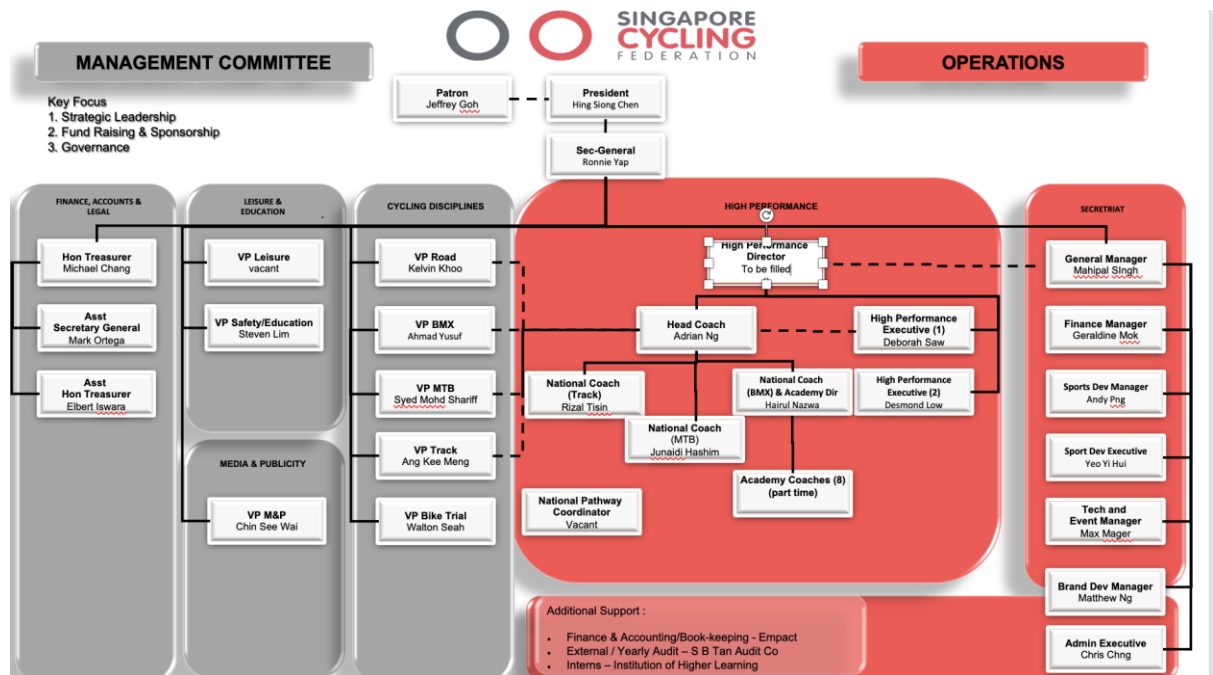
The SCF organised quarterly Management Committee meetings between 1 Apr 2020 and 31 Mar 2021. The date of the meetings and the attendance of members were as follows:

Date of MC Meetings		29 May 2020	7 August 2020	20 November 2020	19 Feb 2021
Name	Designation				
Dr Hing Siong Chen	President	/	/	/	/
Mr Ronnie Yap	Secretary General	/	/	/	/
Mr Mark Ortega	Asst Secretary General	/	/	/	Absent
Mr Michael Chang Chee Chin	Hon Treasurer (from 30 Aug 2019)	/	/	/	/
Mr Elbert Iswara	Asst Hon Treasurer	/	Absent	Absent	Absent
Mr Walton Seah Jun Rong	Vice President (BikeTrial)	/	Absent	Absent	/
Mr Ahmad Yusuf	Vice President (BMX)	/	Absent	/	/
Dr Kevin Lee Boon Leng	Vice President (Leisure) Stepped down on 20 Jan 2021	/	/	/	NA Stepped down on 20 Jan 2021
Mr Steven Lim Soo Huat	Vice President (Safety/Education)	/	/	/	/
Mr Kelvin Khoo Jun Khen	Vice President (Road)	Absent	/	Absent	/
Mr Syed Mohd Shariff	Vice President (MTB)	/	Absent	/	/
Mr Ang Kee Meng	Vice President (Track)	Absent	/	Absent	Absent
Mr Chin See Wai	Hon Member Vice President (Media and Publicity) from 30 Aug 2019	/	/	/	/
Mr John Lui	Associate Member (from 30 Aug 2019)	/	/	Absent	/
Mr Roger Chng	Associate Member (from 21 Feb 2020)	NA	/	/	/

Staffing and Organisational Structure

16. The Secretariat of the Singapore Cycling Federation (SCF) is headed by Mahipal Singh s/o K. Ishar Singh, the General Manager, who was appointed on 1 Apr 2014.
17. Prior to joining the SCF, Mahipal spent 21.5 years (between Feb 1991 and Jun 2012) in the Singapore Sports Council, SSC (Sport Singapore), where he was responsible for the overseeing the day to day operations of National Sports Associations (NSAs) high performance planning and implementation, coach education and development and also held leadership responsibilities during the 1993 SEA Games (Singapore), Asian Youth Games in 2009 (Singapore), the Youth Olympic Games in 2010 (Singapore) and at other major international multi-sports events including the Commonwealth Games, Asian Games, Asian Indoor Games and the South East Asian Games. His last held position in the SSC was that of a Deputy Director, Coaching Services, Singapore Sports Institute
18. As at 31 March 2021, there were 12 full time and 1 contract staff.

SCF Organisational Structure



Employee Remuneration and Employee Matters

19. The top 3 employee annual salaries (including employer CPF) for 2020 were in the following bands:

From \$50,001 - \$100,000	-	Adrian Ng and Hairul Nazwa
More than \$100,000	-	Mahipal Singh

20. None of the three (3) highest paid staff also served as a Management Committee member of the SCF. In addition, there is no paid staff being a close member of the family belonging to the General Manager or a Management Committee member of the SCF who has received remuneration in excess of \$50,000 during the financial year.
21. On matters of salary increments, salary adjustments and promotions as well as staff performance review, the SCF's Human Resource (HR) Committee would make reference to its in-house developed Salary Guide.
22. The SCF's HR Committee comprises the President, Secretary-General, Hon Treasurer and VP (Media and Publicity). The composition of the Committee is on two-year term from Sep 2019 to Sep 2021.

Remuneration for key staff (as adapted from the SCF Constitution)

23. The Management Committee may by way of a unanimous vote of the Management Committee members recruit any person to be its Chief Executive Officer, General Manager, Technical Director, or such other key or other staff on a full time or on a part time basis, or any entity with the relevant qualification and ability, to manage the operations of the Federation. The Management Committee will make such recommendations to Sport Singapore as part of its annual funding/budgetary requirements prior to recruiting such persons or entity(ies).
24. For key executives eg. the Chief Executive Officer, the Federation and SSC shall jointly recruit such key staff through joint interviews and evaluation, and the appointment of such key staff will be subject to Sport Singapore's approval, which will not be unreasonably withheld.
25. The appointment, remuneration, key performance indicators and terms of employment of such staff shall be determined by the Management Committee and approved by Sport Singapore.
26. The Management Committee shall formulate policies and procedures to help assess, screen, supervise and train volunteer appointees including procuring appropriate HR provisions for its staff, officials and volunteers, e.g. insurance coverage. Such decisions will be documented in the meeting minutes of the Management Committee.

Conflict of Interest Declaration

27. On an annual basis, all MC members and staff would be required to make a conflict of interest declaration. A staff or MC member who declares that he/she has existing/potential conflict of interest is required to state the conflict of interest (including persons, companies with whom/which he/she has official dealings and/or private interest) and for this to be escalated to the President,

SCF. He/She will then be required to recuse himself/herself from all transactions, recommendations or decision making on matters pertaining to the subject matter in which he/she is in a conflicted position.

Annual General Meeting

28. The SCF held its Annual General Meeting 18 Sep 2020 and where the following were named as office holders:

President	:	Dr Hing Siong Chen
Secretary General	:	Mr Ronnie Yap Choon Lee
Asst Secretary General	:	Mr Mark Ortega
Honorary Treasurer	:	Mr Michael Chang Chee Chin
Asst Hon Treasurer	:	Mr Elbert Iswara
Vice President (BikeTrial)	:	Mr Walton Seah Jun Rong
Vice President (BMX)	:	Mr Ahmad Yusuf
Vice President (Leisure)	:	Dr Kevin Lee Boon Leng
Vice President (Safety & Education)	:	Mr Steven Lim Soo Huat
Vice President (MTB)	:	Mr Syed Mohd Shariff Bin Syed Abdul Rahman Aljunied
Vice President (Road)	:	Mr Kelvin Khoo Jun Khen
Vice President (Track)	:	Mr Ang Kee Meng
Vice President (Media and Publicity)	:	Mr Chin See Wai
Hon Member	:	Mr John Lui
Hon Member	:	Mr Roger Chng

National Championships

29. The SCF entered into a sponsorship agreement with OCBC Bank, valued at \$90,000.00 for one year (Jan to Dec 2020). The sponsorship monies was to be used solely for the purpose of organising local competitions under a title sponsorship arrangement viz. "OCBC Cycle."
30. The annual series of National Championship events were cancelled in 2020 due to the Covid-19 outbreak. This resulted in the suspension of the OCBC Cycle National Ranking System for 2020. As for the sponsorship from OCBC Bank, this would be carried forward and utilised in 2021.

Community Outreach and Regional, International Competitions

The global outbreak of Covid-19 had a major impact on many local events, regional and international competitions as well as courses and programmes which the SCF had planned to organised – most were cancelled but following the easing of restrictions on events and

activities involving a sizeable number of participants, the SCF managed to organise, support the following:

SCF National Day 2020 Indoor Cycling Challenge

31. The inaugural SCF National Day 2020 Indoor Cycling Challenge was organised in conjunction with the Get Active Singapore! Active Enabler Programme (AEP). The event is in line with the call for the organisation of home-based activities for Singaporeans to remain active and united as part of the annual GetActive Singapore campaign.

32. The event comprised both Community and Competitive events. The Community event featured three separate activities as follows:

27 June	Introduction to Indoor Cycling (video feature)
28 June	Introduction to High Intensity Interval Training (video feature)
4 July	Community Ride with National Cyclist (with Goh Choon Huat)
11 July	Community Ride with National Cyclist (with Calvin Sim)
18 July	Community Ride with National Cyclist (with Luo Yi Wei)
12 and 19 July	Community "Chase" with National Cyclists

The Guest of Honour for the event on 18 July 2020 was Ms Grace Fu, Minister, MCCY.

33. The Competitive Event comprised a Road Race Challenge on 8 August and an Individual Time Trial (ITT) on 9 August. There were five race categories and a total of 20 races were organised for men's and ladies. Mr Lim Teck Yin, CEO of Sport Singapore, was the Guest of Honour for the Road Race Challenge on 8 August 2020.

ProCyclingSG

34. A series of ProCyclingSG educational workshops were also streamed "live" on Youtube and Facebook on 27 June 2020, 1 August 2020, 5 September 2020, 10 October 2020, 5 December 2020 and 5 March 2021. The first workshop featured Adrian Ng, GM of ProCyclingSG as well as Andrew Smith of GreenEdge Cycling and moderated by Lim Jia Yean of Deloitte. The workshops featured topics on:
Ep1: Riding into Phase 2
Ep2: Progressive Training

Ep3: Structured Training

Ep4: Recovery

Ep5: Specialisation

Ep6: Easy Gains

#TOGOSG 55

35. In celebration of the nation's 55th year of independence, Togoparts organised the #TOGOSG55 Challenge between 1 and 16 August 2020. This event was supported by SCF with the participation of national athletes.

SCF Academy

SCF Academy - Road

36. A squad of nine riders between the age of 13 and 18 years commenced training on 1 June 2019. These young riders will continue to train together, adhering to a structured training programme and the intent would be to expose them to training stints and state-level competitions in Malaysia.

37. SCF Academy – MTB

The squad comprises 65 riders between the ages of 4 and 16 years of age. The squad was managed by Academy Director Hairul Nazwa as well as Junaidi Hashim.

38. SCF Academy – BMX

The squad comprises 16 riders between the ages of 4 and 10 years of age. The squad was managed by Academy Director Hairul Nazwa.

39. SCF Challenge Series @ Singapore Sports Hub

SCF Urban Eliminator on 14 Nov 2020 – this event attracted 47 participants

SCF Off-Road Challenge on 6 and 7 March 2021 – this event attracted 112 participants

Certification, Technical Courses and Continuing Education (CE)

Commissaires Course

40. On the local front, a National Commissaires' Course was organised from 19 to 22 Feb 2021. A total of nine participants were successfully certified.

Awards

41. The SCF would like to congratulate the following cyclist for being awarded the Singapore Olympic Foundation- Peter Lim Scholarship:

S/n	Name	Category	School in Year 2020
1	Mas Ridzwan	High Performance (U18)	ITE College Central
2	Elizabeth Liau	High Performance (U18)	Victoria Junior College

42. The Singapore Sports Awards was held at the Singapore Sports Hub on 28 Oct 2020. Luo Yi Wei (Road) and Riyadh Hakim (MTB), were duly recognised and they were awarded the SNOC Meritorious Award.
43. Goh Choon Huat, Donaben, became SCF's fourth spexScholar when he was offered this prestigious award in March 2021.

REVIEW OF FINANCIAL STATE AND EXPLANATION OF MAJOR FINANCIAL TRANSACTIONS

44. Sport Singapore approved a total of \$1,187,523.22 for FY 20 (including \$16,700 in the form of a matching grant) and, a further \$90,874.89 (20,176.75 + \$70,698.14) in the form of direct athlete funds and a spexScholarship grant.
45. The Secretariat ensured that funds were utilised for its intended purposes and provided half-yearly reports to Sport Singapore on this.
46. S B Tan Audit PAC was responsible for auditing SCF's accounts for FY20. As at 31 March 2021, the SCF's was in a favourable position with accumulated funds totalling \$561,985.49. Apart from funding received from Sport Singapore, the SCF managed to generate additional income from events organised, through the Cycle Safe Accredited training partner arrangement and licences/membership fees. Details as follows:
- a. Registration fees (from local competitions) - \$5,930.00 (limited amount due to the cancellation of the National Championship events because of restrictions imposed during the period of Covid19 heightened alert.
 - b. SCF Cycle Safe Programme "Accredited Training Partner" - \$1,041.67 (i.e. EM Services Pte Ltd).
 - c. Individual Membership and UCI Licences - \$4,440
 - d. Courses and Programmes organised:

Date	Organisation
Cycle Safe Level 1 and 2 Course	
30 May to 27 June 2020	Sports Hub Sports Series
19 June to 28 Aug 2020	Singapore Cycle Safe Level 1 and 2 Program – Public Utilities Board
21 June to 12 July 2020	Singapore Cycle Safe Level 1 and 2 Program – Planet Montessori
24 June to 27 June 2020	Singapore Cycle Safe Level 1 and 2 Program – Blangah Rise
15 Aug to 5 Dec 2020	Singapore Cycle Safe Level 1 and 2 Program – Singapore Police Force
19 to 30 Aug 2020	Singapore Cycle Safe Level 1 and 2 Program – Saint Anthony Canossian Primary School
5 Oct 2020	Hwa Chong Institution (CCA Group)
6 Oct 2020	Hwa Chong Institution (Student sabbatical)
23 Sept to 23 Oct 2020	Singapore Cycle Safe MT @ Turf City - Northlight School
18 and 25 Jan	Singapore Cycle Safe Level 1 and 2 Program - NEA
1 to 2 Marc 2021	Singapore Cycle Safe Level 1 and 2 Program - SCGS
22 Mar to 19 April 2021	Singapore Cycle Safe Level 1 and 2 Program- Changi Changkat
9 to 12 Mar 2021	Singapore Cycle Safe Level 1 and 2 Program - Northbrooks Secondary School
Learn to Cycle	
30 May to 27 June 2020	Sports Hub Sports Series
21 June to 12 July 2020	Learn to Cycle - Planet Montessori
24 June to 27 June 2020	Learn to Cycle - Blangah Rise
22 Sept to 3 Nov 2020	ASPN Chao Yang School
1 to 2 Mar 2021	Learn to Cycle - SCGS
9 to 12 Mar 2021	Learn to Cycle - Northbrooks Secondary School
Recreational Cycling/Expeditions/Team Building	
27 Nov 2020	Hwa Chong Night Cycling (outdoor education)
5 Dec 2020	Team Nila Appreciation Cycling Expedition

Date	Organisation
9 to 12 Mar	Northbrooks Secondary School
Commissaires' Course	
19 to 22 Feb 2021	National Commissaires' Course

47. In the area of donations and sponsorship, the SCF Management Committee is grateful to:

EVENT SPONSORSHIP
\$100,000 to \$150,000
OCBC Bank (SCF National Championship events)
\$10,000 to \$15,000
Garmin Singapore Pte Ltd (SCF National Day 2020 Indoor Cycling Challenge) – sponsorship-in-kind
Oakley Sports Marketing (Luxottica South East Asia Pte Ltd) – SCF Urban Eliminator 2020 – sponsorship-in-kind
\$5,001 to \$10,000
Sinopec Hong Kong Singapore Pte Ltd (Dolma Spring Water) (SCF National Day 2020 Indoor Cycling Challenge) – sponsorship in cash and in-kind
\$3,000 to \$5,000
Warrix Pte Ltd (SCF National Day 2020 Indoor Cycling Challenge) – sponsorship in-kind
Shimano Singapore Pte Ltd – SCF Urban Eliminator 2020 – sponsorship-in-kind
Dirtrraction Group Pte Ltd – SCF Off Road Challenge 2021 - sponsorship-in-kind
SPONSORSHIP IN KIND
\$50,000 to \$100,000
Eco Lifestyle Fitness Pte Ltd
Oakley Sports Marketing (Luxottica South East Asia Pte Ltd)
\$20,000 to \$50,000
International Orthopaedic Clinic (Official SCF Events Doctor)
\$10,001 to \$19,000
Garmin Singapore Pte Ltd
\$5,000 to \$10,000
Aleoca Pro Singapore Pte Ltd

PROJECT / PROGRAMME SPONSORSHIP
\$10,000 to \$15,000
Advisors Alliance Group (ProCyclingSG) – cash and sponsorship in kind
\$5,001 to \$10,000
Daniel Adiseputro (ProCyclingSG) – cash sponsorship
Giant Bicycles Tay Junction (ProCyclingSG) – sponsorship in kind
Loue Bicycles Pte Ltd (ProCyclingSG) – sponsorship in kind/services
The Rehab Lab (ProCyclingSG) – sponsorship in cash-credit – sports massage and rehabilitation services
\$1,000 to \$5,000
EM Services Pte Ltd (SCF Cycle Safe Programme)

MANAGEMENT AND AVOIDANCE OF CONFLICTS OF INTEREST

48. Management Committee (MC) members are expected to avoid actual and perceived conflicts of interest. Where MC members have personal interest in business transactions or contracts that SCF may enter into, or have vested interest in other organisations that SCF have dealings with or is considering to enter into joint ventures with, they are expected to declare such interests to the Exco as soon as possible and abstain from discussion and decision-making on the matter. Where such conflicts exist, the MC will evaluate whether any potential conflicts of interest will affect the continuing independence of MC members and whether it is appropriate for the MC member to continue to remain on the MC.

RESERVES POSITION

49. The SCF reserves position is as follows:

	Current Year	Previous Year	% Increase / (Decrease)
Unrestricted Funds (Reserves)	\$422,171	\$276,010	52.95%
Restricted / Designated Funds:			
- Building Fund	Nil	Nil	
- Education Fund	Nil	Nil	
- Others	\$139,815	\$110,941	26.03%
Endowment Funds	Nil	Nil	

Total Funds ^[1]	\$561,986	\$386,951	45.23%
Ratio of Reserves^[2] to Annual Operating Expenditure^[3]	0.31	0.195	

50. On a quarterly basis (i.e. Management Committee meetings), the SCF MC reviews the amount of reserves that are required to ensure that they are adequate to fulfil our continuing obligations, provide financial stability and the means for the development of our principal activity. In FY 20, the SCF had set aside \$139, 815 as restricted funds. This amount was obtained through a Sport Singapore matching grant scheme - “One Team Singapore Fund.” The amount was set aside primarily to defray costs (high performance specific programmes and initiatives) to be incurred on the Road, Track, BMX and MTB National Training Squads in preparation for and participation in regional and international competitions and equipment/apparel purchases.
51. In order to also ensure that our reserves are adequate to fulfil our continuing obligations, the SCF will set aside at least six months of reserves for expenditure on rental, office operations and staff salaries.

FUTURE PLANS

Strategic Plans

52. The SCF will initiate a tie-up with the NUS Business School to (a) conduct a review of its plans for the period between 2015 and 2020 and (b) develop plans for the next five years from 2021. It is anticipated that this project will be completed by end Apr 2021.

Local events

53. From 2021, the SCF will be organising all National Championship and other secondary events utilising in-house capabilities and expertise.
54. The SCF will be sanctioning one event in 2021 viz.

- a. OCBC Cycle Speedway (Club) Championship to be held on 29 May 2021

Asian Cycling Confederation (ACC)

55. The ACC held its Annual General Meeting (AGM) on Monday, 22 March 2021 via an on-line meeting platform. This was an election year and incumbent President, Mr Osama Al-Shafaar (UAE) managed to retain his seat for another four-year term until 2025. Singapore Cycling Federation, represented by Dr Hing Siong

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

^[2] Unrestricted Funds.

^[3] Charitable Activities and Other Operating and Administration Expenses.

Chen managed to get voted in as a Treasurer in the Management Committee. As for Mr Ronnie Yap, he will now serve as a UCI Voting Delegate (one of nine Asian reps). Strategically these appointments are of significance as we look to make our presence felt in Asia as well as the UCI. The appointments would be for a four-year term.

56. SCF's other primary focus for 2021 would include:
- a. Resumption of activities, in consultation with Sport Singapore.
 - b. High Performance programmes and initiatives, including preparation for the SEA Games in Nov 2021 and the Asian Games in 2022 as well as activities involving the ProCyclingSG Squad.
 - c. Leadership renewal.
 - d. Safe cycling activities including partnerships with key stakeholders.
 - e. Establish links with local cycling clubs – both competitive and social/leisure cycling clubs/interest groups.

Staff Appointment -

57. The SCF is pleased to announce the following appointments:
- a. Mr Max Mager - Technical and Events Manager (wef 1 August 2020)
 - b. Mr Matthew Ng - Brand Development Manager (wef 15 December 2020)
 - c. Mr Yeo Yi Hui under an SG United Traineeship Programme (wef 17 Jan 2021)

The above constitutes the Annual Report of the Singapore Cycling Federation.

Prepared for the Federation as at 31 March 2021.



Hing Siong Chen
President



Ronnie Yap
Secretary General



Michael Chang Chee Chin
Hon Treasurer