

Singapore Ice Skating Association

Annual Report for Year Ended 31 March 2026

The Singapore Ice Skating Association was established on 11 Dec 1998 as a society and was registered under the Charities Act on 31 Dec 2010.

Unique Entity Number (UEN): S98SS0168E

Registered Address: #01-33, 3 Stadium Drive, Singapore 397630

SISA BOARD

The incumbent Board members will serve until 26 Sep 2026 when elections of office bearers for a fresh term will take place. From the AGM on 31 Oct 2022, each term of office will be for four years. The composition of the SISA Board is as follows:

Name	Designation	Date First Appointed	Date Appointed (Current Term of Office)	Tenure	Occupation	Involvement with Other Charities or Volunteer Work
ELECTED BOARD MEMBERS						
Ms Alison Chan	President	16 November 2018	31 October 2022	Ends in Sep 2026	Manager, BCH Enterprise	
Mr Lewis Teo	Secretary General	23 August 2023	27 September 2024	Ends in Sep 2026	Director, Nexus Link Pte Ltd	
Mr Zhang Wei	Vice President (Figure Skating)	31 October 2022	31 October 2022	Ends in Sep 2026	Director, Edge Sports	Edge Ice Skating Club
Ms Ang Lay Choo	Vice President (Short Track Speed Skating)	7 September 2025	7 September 2025	Ends in Sep 2028 (Resigned as at 5 May 2026)	Personal Assistant	3 Aces Advertising Pte Ltd
Ms Bang Ying Ying	Treasurer	7 November 2022	27 September 2024	Ends in Sep 2028 (Resigned as at 18 Sep 2026)	Alternative Investments Ops Manager, HSBC	
Mr Leonard Cheah	Assistant Treasurer	31 October 2022	31 October 2022	Ends in Sep 2026	Assistant Director, Ministry of Defence Singapore	
APPOINTED BOARD MEMBERS (2 year term)						
Wee Su-Ann	Appointed Board Member	3 October 2024	3 October 2024	Ends in 2026	Associate at Bayfront Law LLC	
Ren Jinlin	Appointed Board Member	22 July 2025	22 July 2025	Ends in 2027 (Resigned as at 11 Sep 2026)	Deputy Vice President Manulife (Singapore) Pte Ltd	

Note:

No Board Member received remuneration for their Board services.

Bankers: United Overseas Bank Limited

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

Other services: The SISA utilises the services of E Business Accounting Services & Consultancy for book-keeping, payroll and accounting services.

GOVERNING INSTRUMENT

1. SISA is governed by a Constitution which was presented and approved at the Extra Ordinary General Meeting (EGM) held on 19 May 2022 and approved by the Registry of Society on 21 September 2022.

Full Members - Affiliated Clubs

1. Champions Ice Skating Club
2. Edge Ice Skating Club
3. Ice Angels (Friends of Ice Skating)
4. Island Ice Figure Skating Club
5. Snow Leopard Speed Skating Club
6. Tropical Blades Ice Skating Club
7. 111.12m Club

Associate Members – Affiliated Clubs

1. Artistry of Movement
2. Blue Cantabile Ice Skating Club

NOTE

As per SISA Constitution Article 12, all membership applications shall be submitted to the Secretary General as prescribed by SISA.

Application for membership may be rejected on any of the following grounds:

- a. The applicant does not satisfy all the relevant membership criteria set out in the relevant membership category in this Constitution.
- b. The applicant has been convicted of an offence involving moral turpitude, declared a bankrupt, wound up or dissolved
- c. Where accepting the applicant would in the Board's absolute discretion be deemed prejudicial to the interest of SISA as a whole.

Governance Evaluation Checklist

"Governance in the charity sector refers to the framework and processes concerned with managing the overall direction, effectiveness, supervision and accountability of an organisation.

Charities, as community organisations working for public benefit, are accountable to the public and other stakeholders. Good governance is increasingly an important criterion for the public and charity stakeholders to decide whether to donate or volunteer their services to a charity.

The Charity Council developed the Code of Governance in 2007, to set out principles and best practices in key areas of governance and management that charities are encouraged to adopt.

All charities and IPCs to which the Code applies are required to submit a Governance Evaluation Checklist (GEC) online via the Charity Portal. Disclosure of this checklist is made available for public viewing on the Charity Portal. The Code operates on the principle of 'comply or explain'. Compliance is not mandatory. However, charities are encouraged to review or consider amending their governing instrument, by-laws and policies as necessary to adopt this Code for the best interest of their charities."

Source: <https://www.charities.gov.sg/Pages/Charities-and-IPCs/Manage-Your-Charity/Code-of-Governance-for-Charities-IPCs.aspx#>

As an Institution of a Public Character (IPC), the SISA will submit the Online Evaluation Checklist on the Charity Portal which will be reflected [here](#) by 30 September 2026.

The Period of Approved IPC status granted to SISA is from 1 January 2024 to 31 December 2026.

KEY OBJECTIVES, VISION, PURPOSE AND CORE VALUES:

Since SISA's inception in 1998, incremental progress has been made in meeting our Constitutional and Mission objectives. This includes the provision of recreational and competitive programmes, the charting of athlete development pathways and the organization of local and international competitions. To complement these activities, SISA also organizes seminars and clinics for all levels of skaters, coaches and officials.

2. The objects of the Association are:
 - a. Promote, develop and increase participation for the sport of Ice Skating in Singapore.
 - b. Promote physical activity for health and wellness, foster community engagement and bonding for social inclusiveness and integration, and inspire the Singapore Spirit through the sport of Ice Skating.
 - c. To engage communities and provide Ice Skating access to vulnerable segments of the community such as youth at risk and the less privileged.
 - d. Unify, co-ordinate, sanction and organise Ice Skating activities in Singapore, including national and international Ice Skating tournaments and events.
 - e. Raise the competitive standards of Ice Skating athletes in Singapore for sustainable elite level performance at international competitions and multi-sport major games.
 - f. Provide sport pathways and opportunities for the progression and advancement of Ice Skating athletes, coaches and technical officials in Singapore.
 - g. Raise the technical capability of Ice Skating coaches and technical officials in Singapore.

Selection and Recruitment of Board Members

3. As extracted from the SISA Constitution:

Key Office Bearers

- a. The Board's key office bearers will minimally be the President, Secretary General and Treasurer.
- b. The key office bearers shall be Elected Board Members who are Singapore citizens.
- c. The Treasurer should preferably have a recognized accounting qualification and / or appropriate practical experience.
- d. The President should have served and made positive contributions to the sport of Ice Skating and/or SISA as an ex-athlete, official or elected Board member, or should be a prominent individual of good standing within the sport and / or business community.

Board Members

- e. Board members shall at least be twenty-one (21) years of age and shall be Singapore citizens or Permanent Residents.
- f. Board members shall not be undischarged bankrupts or have criminal convictions.
- g. Board members shall not be serving a suspension or ban from ISU or other regulatory authority
- h. Board members shall be persons of exemplary character with the relevant experience and credentials.
- i. Board members shall neither be a paid employee of SISA nor have a family member (i.e. child, sibling, parent, spouse, spouse's parent, spouse's sibling, grandparent, or grandchildren) who is a paid employee of SISA.
- j. No Board members shall be family members during the same term of office.
- k. Any change of Board members shall be notified to the Registrar of Societies and the Commissioner of Charities within two (2) weeks of the change

POLICIES

Membership

4. As at 31 March 2026, there were 371 current SISA individual members, 7 Full Members (affiliated clubs with voting rights) and 2 Associate Members (affiliated clubs with no voting rights).
5. Affiliation Fees (annual)

Full Member	Associate Member	Individual Member
\$80	\$30	\$45

Review and Changes in Policies

6. During the course of the year, SISA developed and introduced and/or upgraded the following policies:

	Document Name	Version	Date
1	2025/2026 Squad Selection Policy	1	Mar / May 2025
2	2025/2026 Squad Funding Policy	1	Mar / May 2025
3	2025/2026 Competition Selection Policy	1	Mar / May 2025

Funding Sources

7. The Singapore Ice Skating Association's operating expenses is funded by:
 - a. sponsorships
 - b. donations
 - c. membership
 - d. entry fees from tests
 - e. government grants; specifically from Sport Singapore and International Skating Union

REVIEW OF ACTIVITIES (1 April 2025 to 31 March 2026)

General

Board Meetings

8. A Board meeting shall be held at least once every two (2) months between 1 April 2025 and 31 March 2026.
9. It is expected that a Board Member shall not be absent for three (3) consecutive Board meetings without any reasonable excuse accepted by the Board as well as relevantly 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 Board member who is no longer able to commit his/her time and expertise actively and, a replacement would be appointed.
10. The date of the meetings and the attendance of members were as follows:

Name	Designation	14 May 2025	8 Aug 2025	14 Nov 2025	2 Feb 2026
Ms Alison Chan	President	Present	Present	/	Present
Mr Lewis Teo	Vice President (ST)	Present	/	Present	Present
Ms Alicia Tan	Secretary General	Present	Present	Stepped Down as of 5 Sep 2025	
Mr Zhang Wei	Vice President (FS)	Present	Present	Present	Present
Ms Ang Lay Choo	Vice President (ST)	Appointed on 7 Sep 2025		Present	Present
Ms Bang Ying Ying	Treasurer	Present	/	/	/
Mr Leonard Cheah	Asst Treasurer	Present	Present	/	Present
Ms Wee Su-Ann	Appointed Board Member	/	Present	Present	Present
Ms Ren Jinlin	Appointed Board Member	Appointed on 22 Jul 2025	Present	Present	Present

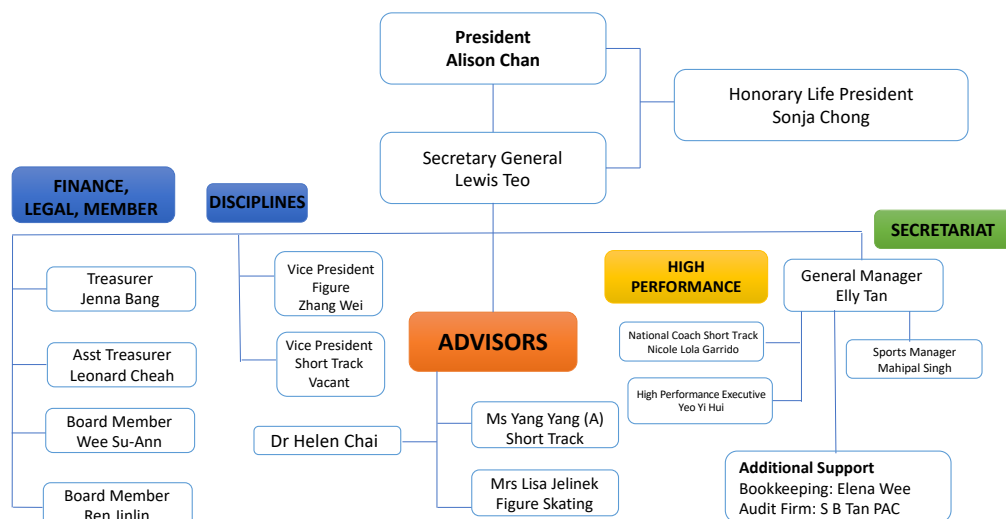
Note:

- (1) Apart from either in-person, online or hybrid meetings, SISA Board matters were also approved via Circular Resolutions.

Staffing and Organisational Structure

11. The Secretariat of SISA is headed by Ms Elly Tan, the General Manager, who was appointed on 1 May 2018.
12. Elly Tan graduated from the Republic Polytechnic, Diploma of Sports and Leisure Management in the Year 2011 and has been with SISA for the past 12 years. She specialises in event organisation and management, from National, Regional to International events.
13. As at 31 March 2026, there are four full time staff
 - a. General Manager – Elly Tan
 - b. Sports Manager – Mahipal Singh
 - c. National Coach (Short Track) – Nicole Garrido
 - d. High Performance Executive – Yeo Yihui

SISA Organisational Structure



Employee Remuneration

14. The top 3 employee annual salaries (including employer CPF) for 2025 were in the following bands:

Less than \$100,000	-	3
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15. None of the three (3) highest paid staff also served as a Board member of the SISA. In addition, there is no paid staff being a close member of the family belonging to the General Manager or a Board member of the SISA who has received remuneration in excess of \$50,000 during the financial year.
16. On matters of salary increments, salary adjustments and promotions as well as staff performance review, the SISA's Key Office Bearers would make reference to best practices available in Singapore.

Remuneration for key staff

17. The Board may by way of a unanimous vote of the Board 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 Association. The Board will make such recommendations to Sport Singapore as part of its annual funding/budgetary requirements prior to recruiting such persons or entity(ies).
18. For key executives eg. the Chief Executive Officer, the Association and Sport Singapore 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.
19. The appointment, remuneration, key performance indicators and terms of employment of such staff shall be determined by the Board and approved by Sport Singapore.
20. The Board 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 minutes of Board meetings.

Conflict of Interest Declaration

21. SISA's Conflict of Interest Policy can be found on SISA's website www.sisa.org.sg. On an annual basis, all Board members and staff would be required to make a conflict of interest declaration. A staff or Board 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, SISA. 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.

Whistle Blowing Policy

22. Whistle-blowing is defined as a deliberate, voluntary disclosure of individual or organisational malpractice by a person who has or has had privileged access to data, events, or information about an actual, suspected, or anticipated wrongdoing within or by SISA, that is within SISA's control. Reportable Incidents must have been, or are expected to be, committed at SISA premises and/or during the conduct of the SISA Board members'/staff's/ duties, employment or conduct of business with SISA.
23. The SISA's Whistle Blowing Policy can be found on the SISA website: [<https://sisa.org.sg/about-sisa/policies>].
24. The SISA is committed to a high standard of compliance with accounting, financial reporting, internal controls, auditing requirements, and any legislation relating thereto. In line with this commitment, SISA's Whistle Blowing policy aims to provide an avenue for employees and external parties to raise concerns and offer them reassurance that they will be protected from reprisals or victimisation for whistle-blowing in good faith. Reportable incidents can be made to SISA's Executive Ombudsman and, addressed to:

Private & Confidential

Singapore Ice Skating Association Executive Ombudsman
300 Beach Road
The Concourse #32-07
Singapore 199555
Attn: Winston Wong (Flint & Battery LLC)

Annual General Meeting (AGM)

25. SISA held its Annual General Meeting (AGM) on 30 September 2025.
26. SISA's strategic focus for 2025 and 2026 would be on the development of a permanent rink, managed in collaboration with a commercial partner appointed through the SISA Request for Proposal (RFP) initiated on 31 October 2025 and in consultation with Sport Singapore and Singapore Land Authority. At the same time, be able to support our high-performance athletes in the upcoming Major Games.
27. SISA's Strategic Objectives for the period from 2024 to 2029, remains as follows:
 - a. Encouraging Participation and Development
 - b. Promoting Sportsmanship

National Championships

28. Due to the closure of the JCube ice-skating rink and the lack of an alternative option in Singapore, no competitions were held locally in the period between 1 April 2025 and 31 March 2026.

International Squad / Development Squad

29. Figure Skating

<u>International Squad</u>	<u>Development Squad</u>
Vanya Chan	Darshan Motani
Hannah Tay	Yue Yuxuan
Christal Tay	Avriele Oon
Wang Xinyuan	Iris Li
Lena Tay	Yue Yuchen
Vianna Linke	Wang Jiawen
Joyce Yang	Ilika Motani
Lin Jiayuxin	
Kerryn Yee	
30. Short Track

<u>National Squad</u>	<u>Development Squad</u>
Alyssa Pok	Chua Kai Khi
Amelia Chua	
Brandon Pok	
Chloe Luai	
Keegen Chan	
Loh Geok Qin	
Ryo Ong	

Community Outreach and Collaborations

The SISA also hosted, participated and/or supported the following events and activities:

International Competitions Representation and Results

31. Representation (Figure Skating) – <https://sisa.org.sg/figure-skating/international-assignments>
32. Representation (Short Track) – <https://sisa.org.sg/short-track/international-assignments>

Major Games Representation and Results

33. SEA Games 2025, Bangkok, Thailand (18 – 19 Dec 2025)

2000m Mixed Relay: 3rd of 5 (Bronze Medal)

3000m Women's Relay: 2nd of 4 (Silver Medal)

Men's 1500m

Ryo Ong, 6th of 12

Brandon Pok, 4th of 12

Women's 1500m

Alyssa Pok, 5th of 10

Chloe Luai, 6th of 10

Men's 500m

Ryo Ong, 2nd of 12th (Silver Medal)

Brandon Pok, 4th of 12

Women's 500m

Alyssa Pok, 3rd of 11 (Bronze Medal)

Amelia Chua, 4th of 11

Camps, Certification, Technical Courses and Continuing Education (CCE)

Coaching Courses

34. Coaching Seminar, China, 4 – 10 June 2025
35. Clean Sport Education Webinar Series by ISU
36. ISU Short Track Pre-Season Information Meeting for Team Leaders and Coaches, 3 September 2025

Technical Courses

37. ISU Short Track Referees, Starters and Competitor Stewards (Online Video Seminar) – 6, 7, 13 & 14 September 2025.
38. ISU Apprentice Program – Short Track Officials

Outreach / Stakeholders Events

39. Disney on Ice with the Singapore Children Society, 17 March 2026
40. End-Of-Season (EOS) Appreciation High-Tea, 21 March 2026

Awards

41. The SISA would like to congratulate the following skaters for receiving the following awards/scholarships:

- a. Sport Singapore – spexPotential Scholarship:

S/N	Name	Discipline
1	Amelia Chua	Short Track
2	Ryo Ong	Short Track

REVIEW OF FINANCIAL STATE AND EXPLANATION OF MAJOR FINANCIAL TRANSACTIONS

42. Sport Singapore approved a total of \$302,200 for FY25 and, a further \$8,400 in the form of direct athlete funds (spexTag). Additionally, OTSF matching grant of \$1,680.00 was received in FY25.
43. The Secretariat ensured that funds were utilised for its intended purposes and provided half-yearly reports to Sport Singapore.
44. S B Tan PAC was responsible for auditing SISA's accounts for FY25. For FY25, SISA had a surplus of \$7,150 (vs a surplus of \$99,312 in prior year FY24).
45. Apart from funding received from Sport Singapore and International Skating Union, the SISA managed to generate additional income through different sources. Details as follows:
 - a. Donations
 - b. Individual membership fees
 - c. Figure Skating Ice Practice fees
 - d. Figure Skating Test fees
46. For more information on the SISA's financial transactions please refer to SISA's Financial Statement for year ending 31 March 2026, available on SISA's website.

MANAGEMENT AND AVOIDANCE OF CONFLICTS OF INTEREST

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

RESERVES POSITION

48. SISA has a reserve policy for stability of the operations and it ensures that there are sufficient resources to support planned activities and its day-to-day operations in the event of unforeseen circumstances. As a general rule of thumb, SISA strives to maintain 3 months of operational expenditure kept as reserves. The reserve level is reviewed half-yearly by the Board to ensure that the reserves are adequate to fulfil SISA's continuing obligations.

	Current Year	Previous Year	% Increase / (Decrease)
Unrestricted Funds (Reserves)	177,197	173,582	2.1
Restricted / Designated Funds:			
- Building Fund			
- Education Fund			
- Others: ISU World Development Trophy Fund	8,168	8,393	-2.7
Others: One Team Singapore (OTSF)			
- Short Track Donation	26,962	25,912	4.1
- Figure Donation	31,777	31,147	2.0
- OTSF Matching Grant	31,586	29,506	7.0
Endowment Funds			
Total Funds ¹	275,690	268,540	2.7
Ratio of Reserves² to Annual Operating Expenditure³	0.29	0.34	

49. Separately and, in accordance to SISA's Constitution, decisions on expenditure, where more than 10% of SISA's reserves or \$0.25M, whichever is higher, is required, would be presented at a General Meeting by a resolution carried by at least two-thirds of the votes recorded at the meeting.

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

² Unrestricted Funds.

³ Charitable Activities and Other Operating and Administration Expenses.

EXPENDITURE AND OTHER FUTURE PLANS

Facilities – Ice Skating Rink

50. The development of a permanent rink in Pandan remains a strategic priority. This will be managed in collaboration with a commercial partner appointed through the SISA Request for Proposal (RFP) initiated on 31 October 2025 as well as Sport Singapore.

Leadership Renewal

51. The incumbent elected board members will be stepping down after fulfilling their maximum board tenure of eight years, counting from 2017 (*to note that the Treasurer's may only hold appointment for a maximum of four consecutive years*) – reference to Article 24 of the SISA Constitution.
52. For the 2026 AGM, it is expected that suitably qualified and competent individuals will be stepping forward to take on the vacated positions.

Human Resource and Admin Overheads

53. Human Resource and admin overheads – staff retention and continuity to be an important consideration for SISA. It is expected that cost on salaries, CPF Contribution and other staff costs will be in the region of \$300,000.

Southeast Asian Games (SEA)

54. The SEA Games is expected to be held in Malaysia in 2027 and in Singapore in 2029. Pre-Games training programmes will be organised for national squad skaters in preparation for the 2027 Campaign.

Short Track – Developing a Sustainable High-Performance Ecosystem

55. With the newly appointed National Coach commencing on 1 August 2025, SISA will adopt a more coach-led approach towards the development and management of the sport. Under this system, the National Coach will determine and assign skaters to relevant competitions and training camps based on their development and performance needs.
56. SISA will strive to minimise the out-of-pocket expenses incurred by skaters for competitions and training camps to which they have been assigned by covering key overseas competition and training expenses.
57. A series of up to four centralised training camps will be held within the region during the year and the total expenditure of approximately \$45,000 – funds for this will be drawn down from Sport Singapore's annual allocation as well as the ISU C Funds.

The above constitutes the Annual Report of the Singapore Ice Skating Association.

Prepared for the Association as at 31 March 2026.



Alison Chan
President



Lewis Teo
Secretary General



Bang Ying Ying
Treasurer