



SINGAPORE RUGBY UNION

ANNUAL REPORT FOR THE FINANCIAL YEAR ENDING 31ST MARCH 2022

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MESSAGE FROM OUR PRESIDENT

Financial Year 2021/22 continued to be a challenging year for Singapore Rugby Union (SRU), with most activities requiring physical interactions being grounded to a halt due to the COVID-19 pandemic.

National Teams Head Coach, Simon Mannix resigned in May 2021 on amicable and mutually agreed terms - Suhaimi Amran was then selected for appointment as the interim National Teams Head Coach. When Singapore's pandemic situation progressively improved, and restrictions were gradually eased in the later part of 2021 - our National 7s Teams were allowed to resume physical training under the "bubble training" programme in September 2021. Our Teams travelled to Phuket in April 2022 and participated in Asia Rugby Sevens Trophy 2021 for Men (*played in 2022*) and Invitational Rugby Sevens Tournament for Women. Our Men's team finished 2nd place - edged out 22-17 in sudden death in a thrilling final against UAE - a commendable result as it was our first overseas competition in more than 2 years.

In preparation for the progressive return to full-contact rugby, SRU produced the *Return to Contact Roadmap* in October 2021, to provide direction to the rugby fraternity on the means to resume participation in training and competitions. The *Return to Contact Roadmap* provided a template and resources that could be followed at all levels of participation to return to regular rugby in a controlled and safe approach.

In the 2021/22 Financial Year, SRU recorded a surplus of \$219,145 compared to a \$78,871 surplus in the previous Financial Year on the back of greater financial prudence. A special note of thanks to our Treasurer, Philip Ng who regrettably stepped down in November 2021 due to an increase in his work commitments.

In closing, we would like to thank the SNOC and SportSG, our Committee and Commissions Members, Sponsors and Donors, Volunteers and all the athletes who continue supporting and enjoying our wonderful sport.

TERENCE KHOO
SRU PRESIDENT



MANAGEMENT COMMITTEE

Singapore Rugby Union (SRU) is a registered society and charity, the Management Committee (MC) is elected under our Constitution; the MC is responsible for overseeing and managing the charity. Reporting to the MC are various Commissions that look after specific areas such as National Teams, Competitions and Rugby Development.

MC Members	Names	Occupation	Date of Appointment	Meeting Attendance *
President	Terence Khoo	Self-employed	01/07/2017	3 / 3
Vice President	David Lim	Self-employed	27/07/2018	0 / 3
Vice President	Martin Williams	Self-employed	01/07/2017	2 / 3
Honorary Secretary	Johnny Cheo	Lawyer	27/07/2018 <i>(stepped down May 2022)</i>	3 / 3
Asst Honorary Secretary	Shafiq Zulazmi	Real Estate Director	27/07/2018	2 / 3
Honorary Treasurer	Philip Ng	Chartered Accountant	31/07/2019 <i>(stepped down Nov 2021)</i>	2 / 2
Asst Honorary Treasurer	Eric Ng	Chartered Accountant	23/09/2020	2 / 3
Committee Member	Miles Peckham-Cooper	Banker	27/07/2018	1 / 3
Committee Member	George Danapal	Educator	31/07/2019	3 / 3
Committee Member	Jonathan Leow	Marketing Manager	27/07/2018	3 / 3
Co-opted Member	Sunny Seah	Civil Servant	05/10/2021	3 / 3
Co-opted Member	Roger Koh	Digital Banking Director	03/11/2021	1 / 1

* The 3 MC meetings were held online in view of the COVID-19 safe management measures on:

- 29th July 2021
- 28th October 2021
- 27th January 2022

NATIONAL TEAMS COMMISSION

COMMISSION MEMBERS

Martin Williams	Vice-President, SRU & Chairman, NTC
Lincoln Tan	Co-Chair, NTC
Christabelle Lim	Member

SUMMARY

With the departure of Simon Mannix, Suhaimi Amran, who was closely working with him and managing the analytical aspects, was appointed as interim Head Coach to manage both the Men's and Women's teams in training. The training sessions were marked as *"bubble training"* in light of the pandemic safe distancing measures at the time, which gave the players a chance to start training on the field. The bubble consisted of players in training, having to go for weekly PCR tests at a test centre for the first two months and online testing for the subsequent months managed by the respective team managers.



Suhaimi Amran has been part of the national team's coaching set-up in various roles since 2012.

NATIONAL TEAMS COMMISSION

The rest of the field training sessions were held at Queenstown and Jurong West stadiums. In addition to the field training, remote Strength & Conditioning sessions were held using the Team Builder app. The application was successful as the S&C coach was able to plan these remote sessions and monitor the players' fitness areas and their input regularly.

The priority for Suhaimi was to get the core players to return to rugby as a programme (*Return to Play*), to kick start the training specifics after a 2-year hiatus from the pandemic. This included getting the players' relevant skills and fitness up to the mark. In these months of *Return to Play* training sessions, the management team's priority was to source for assistant coaches and, in particular, a coach for the Women's team and respective managers. The teams were preparing to participate in the postponed ARST in Phuket.

The tournament in Phuket saw the Men's team claiming 2nd place and the Women's 4th place.



Our Men's team with Asia Rugby President, Qais Al-Dhalai (front row, third from the left).

ADMINISTRATION & FINANCE COMMISSION

COMMISSION MEMBERS

Johnny Cheo	Honorary Secretary
Shafiq Zulazmi	Assistant Honorary Secretary
Philip Ng	Honorary Treasurer (<i>stepped down Nov 2021</i>)
Eric Ng	Assistant Honorary Treasurer
Roger Koh	Member

SUMMARY

The staff at Singapore Rugby Union for the period 1st April 2021 – 31st March 2022:

Staff	Position	Remarks
Mr. Jason Woon	General Manager	<i>till April 2022</i>
Mr. Simon Mannix	National Teams, Head Coach	<i>till May 2021</i>
Mr Douglas Danapal	Head of Commercial, PR & Comms	
Mr. Charlie Brown	Rugby Development Manager	<i>till May 2022</i>
Mr. Muhammad Amir	Community Engagement Manager	<i>till December 2021</i>
Mr. Malcolm David	High Performance Manager	
Ms. Mindy Chai	Competitions Executive	<i>till April 2022</i>
Mr. Adam Vine	Rugby Development Executive	<i>till April 2022</i>
Ms. Melissa Teo	Finance Manager	<i>till January 2022</i>
Ms. Joyce Phang	Finance Executive	<i>till November 2021</i>
Mr. Gary Chong	Finance Executive	

The Commission reviewed the outsourcing model of finances to a third party and decided to utilise Sport Singapore's funding to have an in-house Finance Manager.

Melissa Teo was hired as Finance Manager in November 2021 but resigned in January 2022. In the interim, Gary Chong was hired as Finance Executive to cover the post in the interim. Jason Woon tendered his resignation as General Manager in February 2022; Douglas Danapal was holding the interim role covering the rugby-related responsibilities while Gary Chong is covering the secretariat-related responsibilities. SRU worked with a head-hunter to fill these 2 vacant positions*.

* Choy Weng Leong joined SRU as the new General Manager on 4th May 2022

* John Tan joined SRU as the new Finance Manager on 1st September 2022

ADMINISTRATION & FINANCE COMMISSION

Additionally, as part of SRUs ongoing efforts to keep up the pace with digitization, as of 31st March 2022, SRU has:

- Omitted the use of cheques and have shifted fully to online payments (*DBS Bank and Standard Chartered Bank*)
- Uploading of core files to SharePoint
- Instructing all SRU secretariat staff to utilise our HR e-module for leave application and tracking

Lastly, as part of the Sport Singapore mandatory 3-year audit, SRU worked in tandem with Sport Singapore's appointed auditors, Mazars LLP with objectives to:

- Evaluate the effectiveness of internal controls to ensure that systems were in place for process-in-scope
- To ensure compliance with established regulations, policies and procedures and best practices, where applicable.
- To identify areas of improvement, including the provision of detailed root-cause-analysis to enable proactive sharing of learnings with other Sports Charities; and
- Analyse and evaluate observations, identify opportunities for process enhancement & operational efficiency



COMPETITIONS COMMISSION

COMMISSION MEMBERS

Jonathan Leow	Co-Chairman
David Gull	Co-Chairman
Miles Peckham-Cooper	Member

SUMMARY

As the COVID-19 pandemic continued to affect the sporting landscape in Singapore, there were no changes to the decision taken in 2020 to indefinitely postpone the season for Men's, Women's, and all other age-group-related competitions. The relaxation of safe management measures in the middle of 2022 allowed the Competition Commission to work with the Rugby Development Commission to develop plans to see competitive rugby return domestically at all levels.

The constant communication between clubs, schools, and other stakeholders in Singapore ensured that while we were all on our toes to gradually return to play, every team worked within the Return to Play road map. This ensured that players were physically and mentally conditioned to return to competitive matches once we were given the green light to do so, which finally arrived in July 2022. Schools were advised to play out the National School Games with adjusted formats – tag rugby for the junior and senior Primary school divisions and sevens for the A, B, and C Divisions.

Clubs were also aware of the groundwork laid to resume rugby as the restrictions began to ease. Tournaments in the pipeline included age-group tournaments in collaboration with the Rugby Development Commission (U15 7s and Tertiary 7s) and National 7s & 15s tournaments for both Men and Women. The SRU National Clubs 7s held in June 2022 was the first domestic tournament to be held in nearly three years, and it was a culmination of painstakingly hard work from all our stakeholders.

We would like to thank all the representatives of the junior and senior clubs, Primary Schools Sports Council, Singapore Schools Sports Council, and other stakeholders for their part in aiding us with the groundwork to return to play when the safe management measures subsided.

RUGBY DEVELOPMENT COMMISSION

COMMISSION MEMBERS

George Danapal	SRU Management Committee Representative
Azurah Khalid	Co-Chair, Women’s Development Committee
Samantha Teo	Co-Chair, Women’s Development Committee
Dr Jo Probert	Medcom Training & Education Representative
Aaron Littlewood	President, Singapore Society of Rugby Union Referees (SSRUR)
Xiuting Chong	Chair, Safeguarding Committee

SUMMARY

Despite the challenging landscape shaped by the impact of Covid-19, the Rugby Development Commission had to constantly evolve to overcome these challenges. The easing of Safety Measurement Measures was a much-needed boost to restart rugby.

“Return to Contact” was a much sought-after term for every rugby stakeholder in Singapore. The Rugby Development Commission ensured that everyone involved was properly ushered into a full-contact mode of the sport after 2 years of inactivity.

With the aid of the members of the sub-committees, namely: Women’s Development, Medical, Safeguarding, and SSRUR, SRU was able to engage various sections of the community throughout this transition phase to *“Return to Play”*.

CLUBS DEVELOPMENT

Safeguarding

July 2021 saw the launch of the inaugural safeguarding policy. In the previous year, it was identified that safeguarding athletes involved in rugby in Singapore did not have a clear set of guidelines. Since its formation, all adult and junior clubs in Singapore have committed to upholding its values.

As of this year, SportSG’s SafeSport division trained four safeguarding officers. These officers, who are representatives from the community, now form the SRU’s Safeguarding Committee – Kristy Teh, Martin Williams and Chong Xiuting.

RUGBY DEVELOPMENT COMMISSION

Return to Contact Roadmap

The Return to Contact Roadmap was designed to provide a template and resources that can be followed for all schools and clubs to return to regular rugby in a controlled and safe approach once safety measurements were gradually eased. The intention was to use this guide to give players the best possible experience ensuring player welfare was prioritised and meaningful practices were facilitated for everyone involved.

SINGAPORE RUGBY UNION
RETURN TO CONTACT ROADMAP



RETURN TO CONTACT ROADMAP OVERVIEW - THE 4 STAGES



Broken down into three key components – technical, conditioning, and welfare – it was spread across 4 stages with a minimum duration of 8 sessions per stage. This was a comprehensive framework that was set up to ensure player welfare was prioritised as everyone was eager to get into the thick of things.

COMMUNITY ENGAGEMENT

Women's Tertiary Programme

Women's rugby has seen the biggest growth in the Game and it has been represented across various areas of the community. SRU established an independent review group to assist in providing support in the development of women's rugby – and the Women's Tertiary Program was a step in the right direction.

RUGBY DEVELOPMENT COMMISSION

With the aim of introducing rugby to students from various universities. 75 participants from 5 universities (NUS, NTU, SIM, SMU, and SUSS) took part in this program. After 12 fruitful training sessions conducted by local female coaches, the newly minted rugby players took part in a mini carnival to showcase their skills.

The programme was a resounding success and universities have already signed up for the second season for the program to kick-off in 2023.

TRAINING & EDUCATION

Restrictions on the availability of suitable facilities in addition to the imposed limitations on group sizes meeting face to face did not deter the Union from providing a range of courses and workshops for the community in 2021. It was also a good time for educators to harness technology in delivering courses – giving rise to the option of conducting hybrid-style courses if the need arose.

Coaching

Date	Course Type	Delivered via	Participants
April 2021	Level 1 Introduction to Coaching	F2F	21
April 2021	Coaching Children	F2F	20

Strength and Conditioning

Date	Course Type	Delivered via	Participants
May 2021	Strength and Conditioning for Adults	F2F	10

Educator

Date	Course Type	Delivered via	Participants
June 2021	World Rugby Educator Course	Zoom	2

Medical

Date	Course Type	Delivered Via	Participants
Feb 2022	Level 2 Immediate Care in Rugby	F2F	10
Mar 2022	Level 2 Immediate Care in Rugby	F2F	10

MARKETING & COMMERCIAL COMMISSION

COMMISSION MEMBERS

David Lim Vice President, SRU & Chairman, MCC
Avril Sullivan Member

SUMMARY

With the resurgence of covid and restrictions on play, it has been a very quiet year. We had to come up with creative ways of trying to keep sponsors on board. Branding on the kit without any matches was a no-win situation for both parties.

Where we did try to innovate was via our Skills Challenge and our Mental health Workshop online. We also implemented online fundraising methods which were linked to online/hybrid activities such as a virtual workout.

Maintaining the relationship with donors and patrons without major events and while pending for IPC renewal - these donors and patrons have been updated on a monthly basis with the on-goings of the SRU.



INTERNATIONAL RELATIONS COMMISSION

COMMISSION MEMBERS

Terence Khoo	World Rugby Council/ Asia Rugby Exco
Sunny Seah	AR Audit & Risk Sub-Com
Jonathan Leow	AR Competitions Sub Com
Edwin Kung	AR Judiciary Sub-Com
Kelvin Chew	AR Player Welfare & Medical Sub-Com

SUMMARY

Multiple attempts were made but covid restrictions in various countries prevented any form of participation.

Planning sessions were held virtually for various areas within Asia Rugby.

South East Asia Unions deliberated on working closer together to ensure that there would be a South East Asia 7s Tournament every year and using this as a platform to enable countries to develop their unions.



GOVERNANCE POLICIES

CONFLICT OF INTEREST POLICY

All Committee Members and staff shall always act in the best interest of SRU, and the Management Committee shall set out policies and procedures, and take appropriate measures to prevent, declare and prevent any conflict of interest that may arise. All Committee Members and staff of the SRU are expected to avoid any actual and perceived conflict of interest and are required to read, sign and fully understand the Conflict-of-Interest Policy that is in place. When a Committee Member or staff has a personal interest in any transactions or contract that SRU may enter or has a vested interest in other organization(s) that SRU has dealing with, he/she is required to declare such actual/potential conflict of interest and abstain from discussion and decision making on the matter.

CODE OF GOVERNANCE

SRU has complied fully with the Governance Evaluation Checklist for Charity. The full checklist is available via the Charity Portal at www.charities.gov.sg

RESERVES POLICY

SRU endeavours to maintain our Reserves at not less than 40% of our annual operating expenditure. The Reserves exclude designated and restricted funds, as well as grants, donations and sponsorships meant for specified purposes. The Management Committee shall review annually the reserves that are required to ensure that they are adequate to fulfil our continuing obligations and financial sustainability.



SINGAPORE RUGBY UNION

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