

WEAVING THE TAPESTRY OF HOPE

SINGAPORE TOTALISATOR BOARD
Annual Report 2017/18





TAPESTRY OF HOPE

“‘Giving Hope’ can be uniquely symbolised by the interwoven fabric that binds our society together.”

For the past 30 years, Tote Board has made impactful contributions, continuously weaving a strong social fabric to meet the challenges in our community.

Since its establishment in 1988, Tote Board has pursued the mission of Giving Hope to vulnerable groups and Improving Lives of all in Singapore through grantmaking.

As Tote Board reaches its 30th Anniversary, we aspire to weave a Tapestry of Hope which we welcome all Singaporeans to take pride in and be a part of.

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THE TOTE BOARD GROUP

THE TOTE BOARD GROUP

The Tote Board Group comprises Tote Board, Singapore Pools and Singapore Turf Club (STC).

Tote Board holds the legal rights to operate horse racing and totalisators, lotteries (4D, TOTO and Singapore Sweep), as well as sports betting (football and Formula One motor racing), with Singapore Pools and STC as agents of Tote Board.

Tote Board also exercises governance over Singapore Pools and STC, which conduct lotteries and sports betting, as well as horse racing and totalisator operations respectively.

Tote Board's 30 years of contribution to the community through grantmaking is made possible by gaming surpluses from its subsidiaries, Singapore Pools and Singapore Turf Club, as well as the collection of casino entry levies.



Giving Hope
Improving Lives



1988 - 2018

Funds are channelled to worthy causes towards our mission of building an inclusive, resilient and vibrant community.



ABOUT TOTE BOARD

Established in January 1988, Tote Board (Singapore Totalisator Board) is a statutory board under the Ministry of Finance. As a broad-based grantmaking organisation, Tote Board works closely with our stakeholders and partners to support a broad and diverse range of worthy projects in the sectors of Arts and Culture, Community Development, Education, Health, Social Service and Sports.

The wide range of our grants and initiatives has enabled us to touch the lives of almost all Singaporeans at each stage of their lives. Through our grantmaking projects, we provide equitable opportunities for vulnerable groups, strengthen communities, and enhance the quality of life.

Our goal is to build a flourishing society in Singapore. We want to inspire positive change and contribute towards building an inclusive, resilient and vibrant community, while fostering a caring and compassionate nation.



Gaming surplus from wagering conducted on horse racing activities



Collections from casino entry levy



Gaming surplus from 4D, TOTO, Singapore Sweep and sports betting



SINGAPORE POOLS

Singapore Pools was established in 1968 with the mission of providing safe and trusted betting in support of the nation’s effort to counter illegal gambling. It offers lottery games as well as sports betting on football matches and Formula One motor racing. As a wholly-owned subsidiary of Tote Board since 2004, surplus generated from its business operations is channelled to Tote Board for the funding of worthy causes. Its vision is to be a world-class socially responsible gaming company trusted by customers and valued by the community. In 2012, Singapore Pools was conferred the World Lottery Association’s highest accolade for responsible gaming in the industry, becoming one of the only seven operators in the Asia-Pacific region to attain this achievement.

SINGAPORE TURF CLUB

Founded in 1842, STC became an agent of Tote Board in 1988 and relocated to its current premises at Kranji racecourse in 1999. STC channels the surplus from its operations to Tote Board to give grants to worthy causes. It adopts a strong “Play Responsibly” stance. Through regular engagements with its customers, STC advocates a balanced approach towards enjoying the sport and the thrills of horse racing as an entertainment and sport, without adversely affecting customers’ financial situations or lifestyles. STC also opens its racecourse premises for wide-ranging recreational activities for Singaporeans from all walks of life to enjoy.

CORPORATE VALUES



OUR VALUES ARE KEY
TO THE SUCCESS OF OUR
ORGANISATION

CARING

We are driven to make lives better.

We value one another and respect each other's views.

COLLABORATIVE

We co-create shared outcomes with our partners.

We support one another and work in synergy.

INTEGRITY

We make impartial decisions based on consistent principles.

We are trustworthy and take responsibility for our actions.

ENTERPRISING

We constantly seek new ways to achieve greater impact.

We embrace innovation and learn from successes and failures.

CORPORATE GOALS

VISION

We uplift our community by Giving Hope to vulnerable groups and Improving Lives of all in Singapore.



MISSION

We contribute towards building an inclusive, resilient and vibrant community through our grants.

We ensure Singapore Pools and Singapore Turf Club conduct their gaming businesses in a socially responsible manner, and channel surpluses towards our grantmaking.



STRATEGIC, IMPACTFUL GRANTMAKER

Tote Board believes in the holistic support of communities we serve. Identified stakeholders are convened to commit to longer-term partnerships that can address systemic issues. We regularly refine our grantmaking proposition to ensure we are responsive to emerging challenges. We keep our process straightforward so individuals at the end of our mission will reap full benefits of public funds. As a funder, we help charities to meet expectations of public accountability and to perform better over time.



SAFE, SECURE AND RESPONSIBLE GAMBLING

We conduct our gaming businesses in a fair, transparent, professional and socially responsible manner. It is the Group's mission to counter illegal gambling, and we do so by providing a safe and trusted means for people who choose to bet. Player protection is a key pillar of the way we conduct our gaming businesses, and we take a proactive and committed stance in promoting strong social safeguards.



HIGH-PERFORMING AND SYNERGISTIC TOTE BOARD FAMILY

Our shared vision for the Group is to have a high-performing and synergistic Family. This means we leverage one another's strengths while we navigate the increasingly complex and uncertain operating landscape together. We believe a collaborative spirit is key to capitalising on opportunities, as well as achieving greater efficacy, to help us achieve our collective mission as one Family.



A GREAT PLACE TO WORK

We strive to build a Great Place to Work, where we see energised and engaged staff, where there is a high level of trust in the workplace with quality working relationships and a conducive and productive working environment. Staff live and breathe our Vision and Mission, and practise our Values in our actions. Staff are developed to achieve their fullest potential and are prepared for the future, with the right competencies to do the right jobs.

FOREWORD

BY THE CHAIRMAN

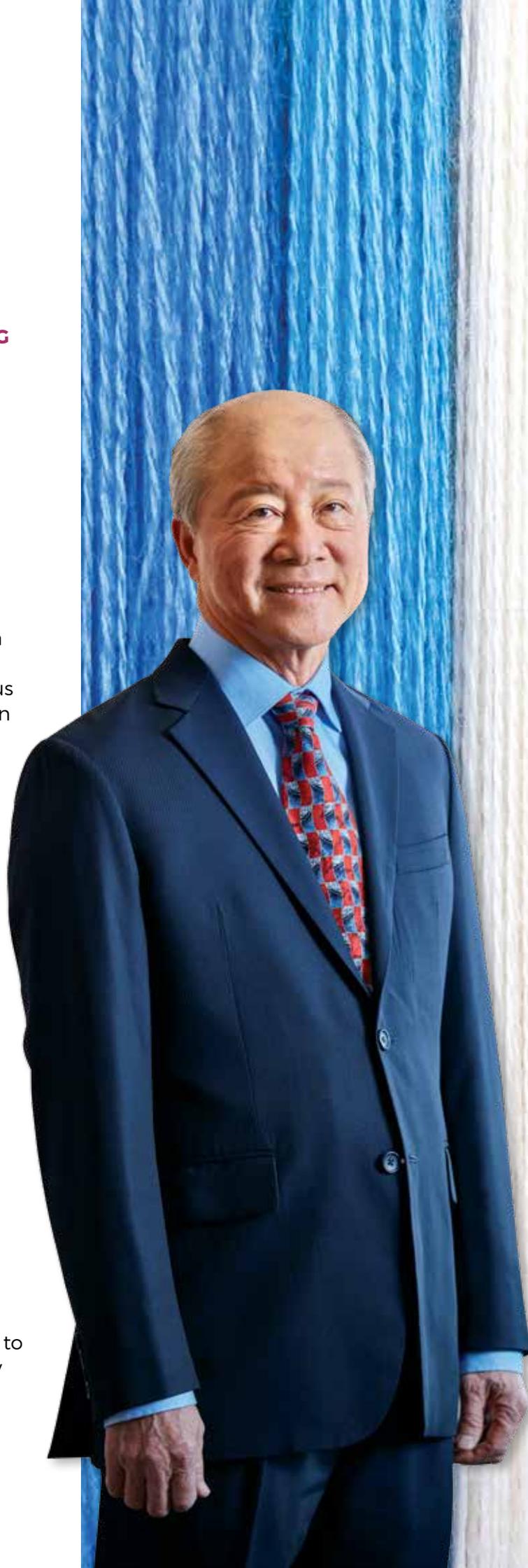
30TH ANNIVERSARY REFLECTIONS - GRANTMAKING

2018 marks an important milestone for Tote Board, as we celebrate 30 years of giving back to society through our grantmaking efforts. Tote Board was formed in 1988, with the late Dr Goh Keng Swee as the Founding Chairman. Dr Goh was instrumental in establishing the direction for how Tote Board would carry out its grantmaking function, so as to address challenges and gaps in the community and assist vulnerable Singaporeans.

We kicked off our 30th anniversary celebrations with a carnival ('A Good Day Out') at Gardens by the Bay on 10 February 2018. We were honoured to have Emeritus Senior Minister Goh Chok Tong celebrate the occasion together with us. Staying true to Tote Board's motto of 'Giving Hope, Improving Lives', we were pleased to celebrate our 30th birthday with 15,000 beneficiaries, partners, stakeholders and members of the public. We are delighted that the event was fun, meaningful and well-received by all.

At this important milestone, it is timely to reflect upon our journey as a grantmaker. Since 1988, Tote Board has approved \$9.3 billion in grants to support worthy causes in six sectors, namely Arts, Community Development, Education, Health, Social Service and Sports. Tote Board ensures that our grants are relevant and impactful by collaborating with an ecosystem of partners, which include government agencies, social service organisations, non-profit organisations, learning institutions and private sector entities. As a collective whole, the 'Many Helping Hands' approach by Tote Board with its partners has been effective in understanding gaps in on-the-ground needs and curating impactful programmes to benefit Singaporeans.

We are very heartened that our persistent hard work for the past 30 years has made positive contributions to the lives of all in Singapore. To cite an example, many today would not have known that back in 1989, Tote Board started a Computer and AV Visual Equipment Grant for schools to purchase computers as they were very expensive back then. Tote Board's grants



therefore helped to speed up understanding and use of computers, paving the way for future generations of IT-savvy Singaporeans.

In recognition of the different needs and challenges faced by the community, specially-dedicated funds have also been curated. These include the Tote Board Arts Fund, Sporting Singapore Fund, Tote Board Social Service Fund and Tote Board Community Healthcare Fund. In particular, the latter two funds support vulnerable groups, including those with special needs, disadvantaged families and the elderly, by improving their well-being and resilience to cope with challenges and enhancing community support for them. Tote Board has contributed in making Singapore an inclusive and caring society where everyone, including vulnerable groups, can live to their fullest potential.

Other significant projects funded by Tote Board in the past three decades include the Esplanade – Theatres on the Bay, Gardens by the Bay, National Gallery Singapore, and Active, Beautiful and Clean Waterways. Together, they have helped to make Singapore a city of gardens and waters, vibrant and rich in culture. More importantly, these national iconic landmarks are close to the hearts of Singaporeans; they make Singapore an attractive and flourishing place to live, work and play in.

LOOKING AHEAD - THE TOTE BOARD GROUP

The Tote Board Group, comprising Tote Board, Singapore Pools and Singapore Turf Club, has the collective mission of providing a legal means for gaming and betting. In doing so, we reduce the size of the illegal betting market. The Group's surpluses from the betting business are then channelled back to benefit the community through Tote Board's grants. The Group is also a strong advocate of responsible gaming, and has implemented many social safeguards features to provide safety and protection for its customers.

Looking ahead, we anticipate higher levels of complexity and challenges in the fast-moving global gaming arena, and ever increasing customer expectations in accessing betting products quickly and easily. Therefore, it

is of paramount importance for the Tote Board Group to maintain its relevance and effectiveness in fulfilling its mission of countering illegal gambling and reducing the social ills associated with illegal betting.

BOARD CHANGES AND ACKNOWLEDGEMENT

We welcome two new members to the Board: Ms Tan Gee Keow, Permanent Secretary for Ministry of Culture, Community and Youth, who joined from 1 July 2018; and Ms Sharon Ang, Director of the Social Programmes Directorate for the Ministry of Finance, who joined from 1 June 2018. I have every confidence that we will benefit from their experience and leadership. Gee Keow is stepping into the shoes of Ms Yeoh Chee Yan, who has stepped down from our Board. Chee Yan served on the Board from 1 January 2013 to 30 June 2018, and I express my sincerest appreciation and gratitude for her contributions and wish her well for the years to come.

It is also an opportune time for me to express my heartfelt thanks to my fellow Board members for their invaluable contributions in the past year. On behalf of the Board, I would also like to thank all management and staff of the Tote Board Group, as well as our partners and stakeholders for their excellent work in contributing to the greater good of the community.



Moses Lee
Chairman

MESSAGE

BY THE CHIEF EXECUTIVE

STRIVING TO BE A STRATEGIC AND IMPACTFUL GRANTMAKER

In FY2017, Tote Board approved and disbursed \$741 million and \$469 million in grants respectively. Cumulatively, a total of \$9.3 billion in grants has been approved since our inception 30 years ago.

Tote Board's grantmaking efforts have been inspired and guided by our strong belief that our work serve to catalyse positive changes in society and improve the lives of all in Singapore. We seek to ensure that as our nation progresses, Singapore can remain an inclusive, resilient and vibrant society. Driven by our mission, we constantly review key social trends, identify challenges and develop strategic focal areas for our grants to address these challenges. Our current three-year grant outlook (FY2017 to FY2019) is focused on areas such as vulnerable children and youth, caregiver support, boosting the capacity and capability (C&C) of the non-profit sector, and strengthening social cohesion and shared identity.

KEY GRANT DEVELOPMENTS IN FY2017

30th Anniversary Commemorative Fund-Raising Programme

To commemorate our 30 years of giving, we embarked on a special one-off Commemorative Fund-Raising Programme. For a one-year period from 1 April 2018, Tote Board is doubling its grant contribution towards fund-raising projects, with each project being able to tap up to \$100,000 in funding. Through this initiative, we aim to further catalyse ground-up fund-raising efforts, foster the spirit of giving and increase the overall amount of funds raised for deserving causes.

Non-Profit Sector - Global Leaders Series and Organisational Development

In partnership with the Social Service Institute, Tote Board launched the "Global Leaders Series" (GLS) in 2017. Four conferences have already been held, attracting over 1,000 leaders from the non-profit sector. GLS seeks to provide a thought-provoking



platform for non-profit leaders to reflect, network and brainstorm innovative solutions, as they navigate in a rapidly changing, highly-connected and high-tech world.

Tote Board is also developing a new C&C Transformation Initiative, which uses Enterprise Singapore's Business Excellence Framework as a holistic tool to help non-profit organisations (NPOs) undertake their organisational transformation journey. Tote Board will be supporting NPOs in areas such as organisational health diagnostics, consultancy, digitalisation and technological adoption, for the purpose of boosting the C&C of the non-profit sector.

Sporting Singapore Fund 4

Tote Board approved a five-year grant of \$550 million for Sporting Singapore Fund 4 (SSF4) from FY2018 to FY2022, with Sport Singapore as the partner administrator.

Tote Board sees the tremendous value of sports in bringing people from different walks of life together, especially in strengthening community bonding. Active sports participation amongst the populace will also build a healthier and more resilient society. Tote Board's funding for SSF4 is therefore geared towards supporting programmes such as ActiveSG which enable mass sports participation. SSF4 will also make disability sports more accessible to persons with disabilities.

Shared Gifting

We are also experimenting with a new grantmaking approach called "Shared Gifting" (SG). Compared to traditional grantmaking, SG changes the dynamics of grantmaking by shifting decision making from the grantmaker to the grantees themselves. This process is effected through setting up a SG circle of selected stakeholders, with a carefully facilitated process that encourages active and open participation from its members. The first SG Circle will focus on issues relating to the mental health of children and youth.

MISSION AND VALUES - A COMPASS IN OUR TRANSFORMATIONAL JOURNEY

Tote Board has to keep up with our ever-changing operating environment. This includes

constantly refining and sharpening our mission and strategic directions to remain relevant and future-ready. Cascading downwards, these are translated into corporate goals, strategies and work programmes. In an era of digitalisation, we are also leveraging information communications technology to transform the way we work. At the same time, Tote Board is fully committed to preparing our staff to be ready for the future workplace, by developing and enabling them to perform higher value-added work. These include the ability to perform data analytics, design customer-centric business processes, and develop critical thinking, collaboration and facilitation skills.

In the midst of changes, we must continue to uphold our workplace values, as they are the most important guiding principles in an organisation. Our values act as the compass in the way we approach issues, decide what to do and how to work with one another. Tote Board's values – Integrity, Caring, Collaborative and Enterprising – serve as constant reminders for all of us at Tote Board to truly care for those we serve, develop deep partnerships with stakeholders and strive to create greater impact in whatever we do. We will make bold changes if needed, embrace innovation, and learn from both successes and failures. Above all, we serve with integrity, as this underpins the trustworthiness and reputation of Tote Board.

OUR STAFF - THE CROWN JEWELS OF TOTE BOARD

On behalf of the management team, I wish all Tote Board staff a Happy 30th Anniversary! I would like to express my sincere appreciation for all your passionate work and dedication – without which, Tote Board would not have come this far. As we celebrate our 30th anniversary, let us have the mindset of always striving to be better in everything we do, and honour our vision of uplifting our community by Giving Hope to vulnerable groups and Improving Lives of all in Singapore.



Fong Yong Kian
Chief Executive

BOARD MEMBERS

Chan Heng Kee



Moses Lee
Chairman



Fang Ai Lian



Yeoh Chee Yan



Ng Soo Nam



SENIOR MANAGEMENT TEAM



Fong Yong Kian
Chief Executive



Boon-Ngee Sebastian
Senior Director,
Grant Management





BG Yew Chee Leung

Chew Hock Yong

Linus Goh

Yee Ping Yi

TK Udairam

Anita Fam



Yong Fook Chyi
Senior Director,
Corporate Services



Grace See
Senior Director,
Group Internal Audit



Li Chong Jin
Senior Director,
Strategic Planning & Finance

CORPORATE GOVERNANCE

Tote Board is committed to ensuring the highest standard of corporate governance in the Tote Board Group, comprising Tote Board, Singapore Pools and Singapore Turf Club (STC). The Chairman and Board Members of Tote Board are appointed by the Minister for Finance. They are experienced professionals drawn from both the public and private sectors. In addition to its statutory responsibilities, the Board sets strategic directions and policies relating to the functions of Tote Board, ensuring that resources are optimally utilised to fulfil the mission of Tote Board.



AUDIT AND RISK COMMITTEE

The Audit and Risk Committee (ARC) of Tote Board includes representatives from the Board of Tote Board, Board of Singapore Pools and Management Committee of STC. The ARC's roles encompass reviewing accounting, auditing and financial reporting matters, as well as matters relating to risk management, to reasonably ensure there are effective systems of internal controls and risk management and a good state of corporate governance in Tote Board, Singapore Pools and STC.



INTERNAL AUDIT

Tote Board's Group Internal Audit Division (Group IA) is an independent function that reports to the ARC. The principal role of the Division is to conduct audits to evaluate the reliability, adequacy and effectiveness of the internal controls of Tote Board, Singapore Pools and STC. Group IA works closely with external auditors to coordinate its audit work.



ENTERPRISE RISK MANAGEMENT

The Tote Board Group regularly reviews its business, financial and operational activities through an established Group Enterprise Risk Management (ERM) policy and framework. The Group ERM framework provides consistent and sustainable risk management structures and processes across the entities, to manage and mitigate risks, and capitalise on opportunities. ERM also facilitates the deepening of a risk-focused culture across Tote Board and the Group. The Board of Tote Board, supported by the ARC, exercises overall risk governance and oversight of the ERM framework.



INTERNAL CONTROLS

The Management of Tote Board, Singapore Pools and STC is responsible for the design and implementation of a comprehensive system of internal controls to safeguard assets, maintain proper accounting records and produce reliable financial information. The system includes defined responsibility and financial authority limits, segregation of duties, reconciliation of financial information, compliance with internal financial policies, financial regulations or government instruction manuals and maintenance of proper financial records. The ARC oversees the effective implementation of the system of internal controls in Tote Board, Singapore Pools and STC, with the support of Group IA. The ARC, along with the assistance of Group IA and external auditors, has reviewed the financial, operational, compliance and information technology controls.



ASSURANCE BY MANAGEMENT

For FY2017/18, the ARC has received assurance from the Management of Tote Board, Singapore Pools and STC that:

- › the financial statements are drawn up to give a true and fair view of the state of affairs of Tote Board and the Tote Board Group (comprising Tote Board, Singapore Pools and STC);
- › there are adequate internal controls in place which are operating effectively to provide reasonable assurance in managing risks, safeguarding assets, ensuring reliability of the financial information and compliance with law and regulations by Tote Board and the Tote Board Group.

Based on the systems of internal controls and risk management established and maintained by the Tote Board Group, work performed by Group IA and external auditors as well as reviews performed by the management, the ARC is satisfied that the systems of internal controls and risk management are reasonably adequate and effective.



INVESTMENT COMMITTEE

The Investment Committee sets and reviews policies relating to the investment of Tote Board's surplus funds. It also reviews investment returns, performance of fund managers as well as the appointment and termination of fund managers, investment consultants and other related service providers.



GROUP HUMAN RESOURCE COMMITTEE

The Group Human Resource Committee sets and reviews Group HR policies and plans to enhance the value proposition of the Tote Board Group as a choice employer. The Committee ensures that the human capital is optimised with career diversity and mobility to help staff

in the Tote Board Group to achieve their career aspirations. The Committee also ensures that leaders in the Tote Board Group are well-developed and nurtured.



MANAGEMENT OF SINGAPORE POOLS AND STC

Tote Board oversees the strategic management of Singapore Pools and STC, including the appointment of the Board of Directors of Singapore Pools and Management Committee of STC, as well as the appointments of Chief Executive Officer of Singapore Pools and President and Chief Executive of STC.



COMMITTEES AND MEMBERS

AUDIT AND RISK COMMITTEE	
Chairman	Mrs Fang Ai Lian
Members	Mr Cheah Kim Teck Mr Fong Heng Boo BG Yew Chee Leung

INVESTMENT COMMITTEE	
Chairman	Mr Ng Soo Nam
Members	Dr Chia Tai Tee Mr Linus Goh Mr Yee Ping Yi

GROUP HUMAN RESOURCE COMMITTEE	
Chairman	Mr Moses Lee
Members	Mr Koh Choon Hui Mr Lim Joo Boon



TAPESTRY OF HOPE

WEAVE A TAPESTRY OF HOPE

KATARAH

Three wooden knitting needles are arranged on a white background. One needle is positioned horizontally in the upper left quadrant. Two other needles are positioned vertically in the lower left quadrant, with their tips pointing downwards. The needles are light-colored wood with a natural grain.

HIGHLIGHTS

2018 is an important year for Tote Board as we celebrate 30 years of Giving. Take a look back at our key events and initiatives over the past year, as well as our achievements.

To kick off the celebrations, we held a special commemorative carnival in honour of the community that we serve.

MAJOR INITIATIVES

“Our Values are part of the Tote Board DNA and provide a compass as we work towards our common purpose and objective in the organisation.”

TOTE BOARD

REFRESHING TOTE BOARD'S VALUES 1

Our Values are part of the Tote Board DNA and provide a compass as we work towards our common purpose and objectives in the organisation. We refreshed Our Values in 2017, to take into consideration of the changing operating landscape and to make them more inspiring for staff to live Our Values at work.

We recognise it is important for staff to have ownership of Our Values. A series of division-led activities was organised to explain how we could practise Our Values.

The Tote Board Values Award was also initiated to recognise staff who lead, champion and practise Our Values.

GRANT MANAGEMENT THREE-YEAR PLAN - STAKEHOLDER ENGAGEMENT SESSIONS 2

The three-year Grant Management Plan (FY2017-FY2019) focuses on four strategic focal areas as follows:

- › non-profit sector: Building Capability & Capacity;
- › vulnerable children & youth: Develop the Potential of Our Young Ones;
- › caregivers: Shift Care Models to Support Caregivers; and
- › SG society: Promote National Shared Identity and Deepen Social Resilience.





Three large-scale stakeholder engagement sessions were conducted on 27 July, 14 August and 30 August 2017. This has enabled us to proactively engage the ground and communicate our strategic directions. It also served as an innovative platform for us to act as convenors to establish linkages between stakeholders.

The sessions were attended by more than 260 like-minded participants from 90 organisations for a constructive exchange of views and ideas on grantmaking aligned with our Mission and strategic outcomes.

UPGRADED AND ENHANCED COMPUTER ASSISTED 3 AUDIT TECHNIQUES (CAATS) SYSTEM

The CAATs system is used for continuous auditing of lottery betting transactions, including the monitoring of 4D liability limits changes. With the system, the time taken to re-process lottery betting transactions has been significantly reduced from hours to minutes. This has greatly improved the effectiveness and efficiency of internal audit.

IMPLEMENTATION OF ALERT FEATURE IN THE AUDIT 4 MANAGEMENT SOFTWARE (AMS)

The implementation of the alert feature in AMS facilitated the Internal Audit team's monitoring of outstanding action plans. An automated e-mail listing the outstanding action plans is sent on a weekly basis to the auditor-in-charge for follow-up. This has improved the effectiveness and efficiency of the follow-up audit.

ENHANCED PAYROLL DATA ANALYTICS PROGRAMME 5 FOR THE TOTE BOARD GROUP

Anomalies identified through the audit acted as a catalyst for management to review existing policies and processes. Action plans arising from the review would strengthen the operational controls over payroll processing and improve efficiency of the function.



SINGAPORE POOLS

SINGAPORE POOLS 50TH ANNIVERSARY 1

In 2018, Singapore Pools celebrates 50 years for community benefit. For half a century, Singapore Pools has been providing safe and trusted betting to counter illegal gambling and to help build an inclusive and caring community.

As part of the anniversary celebrations, Singapore Pools organised its fifth executive football charity fundraiser, 'Football With A Heart' on 5 May 2018, as well as its inaugural community concert, 'Concert With A Heart' on 5 and 6 May 2018, to celebrate the talents of of the differently-abled.

On 15 May 2018, for the first time ever, Singapore Pools branches were closed for half a day to allow all its staff to participate in community service under its 'Mega iSHINE' event. Across the island, Singapore Pools staff brought joy and laughter to students from Metta School, elderly residents from Society of the Aged Sick and Ci Yuan grassroots, patients at Yishun Community Hospital, and children at Singapore Children's Society Sunbeam Place. The Green Up! team also planted 50 trees as part of its greening initiative.

LAUNCH OF iSHINE CLOUD 2

iShine Cloud is a collaboration between Singapore Pools and National Council of Social Service to offer a secure one-stop, cloud-based IT solution for the social service sector.

Set up as a Company Limited by Guarantee, iShine Cloud leverages the IT infrastructure as well as resources from Singapore Pools, with the aim of improving the productivity, governance and efficiency of the back-end operations of charity organisations.





SINGAPORE TURF CLUB

1 A NEW DIRECTION FOR THE LOCAL RACING SCENE

To keep the industry sustainable into the future, STC will re-introduce premier international races in 2019. International races will bring excitement to the local racing scene, and will also attract more horse owners, international racing connections and media to participate in the high profile racing arena. This will enable STC to cement its position on the international stage. In 2018, the Kranji Mile was revamped as an invitational race, as a prelude to the international races.

To further enhance the attractiveness of the local racing scene, STC will be resizing the number of races from 900 races to 800 races to ensure good field sizes and competitive races, as well as adjusting the prize money to encourage quality races.

2 OPTIMISING USE OF SINGAPORE RACECOURSE FOR THE COMMUNITY

Continuous engagement with the community forms part of the core agenda at STC. From May 2017, the Racecourse opened its doors to the general public every morning on Mondays to Saturdays - providing them with a vast green space for their recreational activities or morning exercises, while the horses practise their morning trackwork.

To encourage greater community bonding, STC also organised events such as the Fun For All Under The Stars carnival, the Christmas Carnival, Singapore Farmers' Market and Live Music Extravaganza. These events brought thousands of families and people of all ages together. Healthy living and lifestyle events such as fitness classes were also conducted for sports enthusiasts and the public.

RESPONSIBLE GAMBLING

TOTE BOARD

The Board holds the legal rights to operate horse racing and totalisators, lotteries (4D, TOTO, Singapore Sweep) as well as sports betting (football and Formula One motor racing). Tote Board also ensures that its two agents - Singapore Pools Limited and Singapore Turf Club (STC) exercise high level of governance and social responsibility.

Together, the Tote Board Group is committed to conducting gambling businesses in a socially responsible manner, supporting responsible play.

Singapore Pools is committed to being a responsible gambling operator that customers can trust. In 2012, it was conferred the highest accolade by the World Lottery Association in recognition of its responsible gambling practices. Singapore Pools is in the privileged group of being one of the seven operators in Asia-Pacific to achieve this certification.

STC adopts a strong "Play Responsibly" stance. Through regular engagements with customers, it advocates a balanced approach towards enjoying the sport and thrills of horse racing, without adverse effects on customers' finances or lifestyle.



SINGAPORE POOLS

11TH YEAR OF RESPONSIBLE GAMING TRAINING AT SINGAPORE POOLS

From 17 to 21 July 2017, Singapore Pools held its 11th Responsible Gaming Week. About 1,750 staff and retailers attended refresher training on the suite of comprehensive social safeguards which has been implemented. These include safeguards such as self-exclusion for anyone who wishes to restrict their betting behaviour. To engage staff during the annual training, ambassadors from Montfort Care – YAH! performed a skit at each training session to drive home the Responsible Gaming messages.

CARE FOR WINNERS AND WINNERS DONATION PROGRAMMES

Singapore Pools has instituted a Care for Winners programme in partnership with Monetary Authority of Singapore's (MAS) MoneySENSE, the national financial education initiative. Singapore Pools provides information to winners on how they can better manage their winnings with care and planning. Singapore Pools also has a Winners Donation Programme in response to large lottery prize winners who wish to give to charity. By supporting the Winners Donation Programme, prize winners' donations can be channelled to the President's Challenge or to a specific charity



Singapore Pools Responsible Gaming Training



Hosting of NCPG IAP

as indicated by the winner. Since its inception in February 2008, winners have donated over \$748,000 to a wide range of charities.

HOSTING OF NCPG INTERNATIONAL ADVISORY PANELLISTS

On 7 November 2017, Mr Seah Chin Siong, Chief Executive Officer of Singapore Pools and Co-Chair of the Responsible Gambling Forum helmed by the Ministry of Social and Family Development and the National Council on Problem Gambling (NCPG), hosted the NCPG International Advisory Panel (IAP). It was an open dialogue for Singapore Pools to share on their social safeguards and to engage the IAP members on international best practices in the areas of Responsible Gaming and related issues.

SINGAPORE TURF CLUB

MONTHLY RESPONSIBLE GAMBLING TRAINING FOR FRONT LINERS

STC organises monthly responsible gambling training for front liners. The training programme provides staff with the breadth of problem gambling information, such as available help resources, signs and indicators, as well as ways to approach a punter to offer help and useful information.

YOUNG AT HEART AMBASSADORS

As part of STC's responsible gambling efforts, Young At Heart ambassadors from Montfort Care spread the relevant messages at both racecourse and off-course betting centres on a monthly basis.

"Singapore Turf Club advocates a balanced approach towards enjoying the sport and thrills of horse racing, without adverse effects on customers' finances or lifestyle."

CORPORATE SOCIAL RESPONSIBILITY

TOTE BOARD

READ FOR BOOKS 2017

From 22 to 29 July 2017, 241 staff from the Tote Board Group gathered together to read for a good cause in support of the National Library Board's initiative - "Read for Books". The collective effort of the Tote Board Group staff achieved a donation of 24 books to Children's Homes, benefitting children from low income families.



GET ACTIVE! SINGAPORE WITH THE DOWN SYNDROME ASSOCIATION (SINGAPORE)

On 7 August 2017, 22 staff members from the Tote Board Group chaperoned 30 beneficiaries and caregivers from Down Syndrome Association (Singapore) to participate in various fitness and lifestyle activities at Get Active! Singapore at the Padang, organised by Sport Singapore. The beneficiaries enjoyed an active day out, and had the opportunity to try out sports such as football and basketball, as well as a first-hand experience touring the mobile Active Health Laboratory.



NATIONAL GALLERY SINGAPORE'S CHILDREN'S BIENNALE WITH THE DOWN SYNDROME ASSOCIATION (SINGAPORE)

On 12 September 2017, 14 staff from Tote Board brought 35 beneficiaries, caregivers and trainers from the Down Syndrome Association (Singapore) to the National Gallery Singapore for an educational tour. Facilitated by the Gallery's docents, the beneficiaries had the opportunity to experience the various interesting and engaging installations at the Children's Biennale.



VOLUNTEERING WITH SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS

On 15 March 2018, seven animal-loving Tote Board staff banded together to spend a morning volunteering at SPCA. The staff cleaned up the animal closures, brought the dogs for their morning walks, and also helped to prepare and feed the animals.



SINGAPORE POOLS

14 YEARS OF iSHINE



On 9 November 2017, Singapore Pools celebrated 14 years of iSHINE – a staff volunteerism and staff community programme. Through iSHINE, staff have brought support to beneficiaries, including underprivileged children, at-risk youths and the elderly.

Singapore Pools volunteers organised a range of volunteering activities in 2017. One such activity saw volunteers bringing children from Singapore Children’s Society Sunbeam Place to East Coast Park Castle Beach for a sand castle building workshop. In addition to enjoying the sun, sand and sea during the school holidays, the children learnt about teamwork, planning and perseverance, as they translated their sand castle visions into reality. More importantly, through this experiential learning activity, the children also learnt that their futures can be shaped by their own hands.



RESOURCE SHARING

Singapore Pools seeks to leverage its existing resources to benefit the community under its Resource Sharing schemes. On 21 July 2017, Singapore Pools extended its support of local social enterprises with the official opening of Personalised Love (PLove) Community Studio at the second level of Singapore Pools’ Jurong East Branch. PLove’s mission is to empower youths with special needs through artisan crafts training, with the objective of developing these youths into dignified craftsmen. In addition, Singapore Pools also houses social enterprise Caring Fleet at its Hougang branch and Singapore Centre for Social Enterprise (raiSE)’s social enterprise incubator PremiSE at its Holland Drive branch.

Singapore Pools also shares its space with social service organisations for meaningful events. In FY2017, Singapore Pools provided venue sponsorships for 19 events. Some examples include Bright Vision Hospital’s Fundraising Drive, Disabled People’s Association’s Annual General Meeting and Donors and Volunteers Dinner, as well as Daughters of Tomorrow’s Poverty Simulation Workshop.



CHARITY DONATION DRAWS

Since 2009, many charity organisations have been tapping on Singapore Pools' network of retail outlets to sell their donation draw tickets and raise funds. In 2017, Singapore Pools helped raise \$298,269 for the Singapore Association for the Visually Handicapped, Singapore Red Cross, Breast Cancer Foundation and RSVP Singapore. This brought the total funds raised under this programme to \$1,448,188.



PROJECT SPHERE

Project SPHERE is a joint initiative between Singapore Pools, Tote Board, the Housing Development Board and the Ministry of Education.

Since its inception in 2002, Project SPHERE has benefitted about 96,662 elderly residents from more than 108 rental blocks. About 130,000 students have participated and organised close to 3,200 activities for the elderly. Singapore Pools and Tote Board have contributed more than \$1 million since the start of Project SPHERE.

Singapore Pools staff also volunteered alongside students in spring-cleaning and engagement activities for needy elderly. Since 2011, over 250 Singapore Pools volunteers, together with 982 students have reached out to more than 432 needy elderly beneficiaries.



GREEN UP!

The Green Up! initiative was launched by Singapore Pools on 23 May 2016 to put into action its commitment to go green.

Comprising a cross-functional team, the Green Up! Committee focuses on areas where their efforts can have the greatest impact. It drives company-wide actions such as attaining national standards of environmentally-sound practices, reducing paper and electricity usage in the offices and retail network, and staff education.

One of the events led by the Green Up! Committee is the Green Up! Week, which is an annual event that demonstrates Singapore Pools' green commitment. From tree planting, green talks, green movie screening to supporting Building & Construction Authority (BCA)'s Build-It-Green (BIG) Carnival, the Green Up! activities highlighted the importance of environmental protection. In 2017, Green Up! Week was held from 5 to 9 June in conjunction with World Environment Day, with the theme of 'Reconnecting You to Nature'.



SINGAPORE TURF CLUB

STC'S ADOPTED CHARITY: SUNBEAM PLACE

Sunbeam Place, which is managed by Singapore Children's Society, provides a supportive environment for children and teens between the ages of three and 18 who are in need of care and protection as well as providing a nurturing environment for their growth and development.

In 2017, STC organised various activities and fundraising initiatives in aid of beneficiaries of Sunbeam Place.

STABLES TOUR

To add excitement to the school holidays, STC brought 30 children and staff of Sunbeam Place to STC's stables for an afternoon of fun on 1 June 2017. A myriad of activities, which included Pony Rides, Stables Tour, Pony Feeding and Patting, were highlights of the day.



FUN FOR ALL UNDER THE STARS

Horse patting, feeding, pony rides and a tour around the racetrack on an open-top double-decker bus were some of the highlights for children and adults during the Fun For All Under The Stars carnival on 10 June 2017.

Organised by STC, the event was opened to the public and over 1,500 participants attended the event. Proceeds from the pony rides were donated to Sunbeam Place.



NATIONAL DAY

STC's volunteers came together to bond with beneficiaries of Sunbeam Place on 8 August 2017 to celebrate National Day.

The fun-filled games offered the opportunity for STC's volunteers to engage with children of the Home and also impart invaluable lessons in teamwork and communications. It was a meaningful and enjoyable experience for all.



MURAL PAINTING

On 7 September 2017, Miss Universe Singapore finalists spent a fruitful afternoon with STC volunteers to paint a wall mural. The mural painting was completed within four hours, with the aim of enlivening the living spaces at the Home.

The aesthetically-pleasing mural depicted an inclusive community of residents housed at the Home, and is also aligned with STC's strategic focus of providing resources in support of the Home's infrastructural and refurbishment efforts.

"The mural painting was completed in under four hours, and was done with the aim of enlivening the living spaces at the Home."



AWARDS

TOTE BOARD



NATIONAL DAY AWARDS 2017

Pauline Heng (Assistant Manager, Internal Audit) received the Efficiency Medal at the National Day Awards 2017. Pauline joined Tote Board in 1994. She has shown consistent diligence and dedication in her work. As an internal auditor, Pauline ensures that Singapore Pools conducts their operations in a socially responsible manner.

PUBLIC SECTOR TRANSFORMATION AWARDS 2018 AND MINISTRY OF FINANCE GROUP LEVEL AWARDS 2018

Tote Board's first strategic grantmaking project, Tote Board-Enabling Lives Initiative achieved double honours at the Public Sector Transformation Awards 2018 and Ministry of Finance Group Level Awards 2018. The project won in the innovation category for both awards.

The awards are testament to Tote Board's commitment to innovation and collaboration. For the project, Tote Board collaborated with sector partners SG Enable and National Council of Social Service to identify areas of needs, as well as to develop programmes to address the gaps which will improve the lives of persons with disabilities and their caregivers.

SINGAPORE POOLS

ECO OFFICE

On 7 September 2017, Singapore Pools was awarded the Eco-Office Certification.



Project Eco-Office is an initiative by the Singapore Environment Council and City Developments Limited. It was launched in 2002 to encourage more offices to adopt sustainable practices through waste minimisation and energy and water conservation, to help businesses and staff enjoy greener and healthier environments.

HUMAN CAPITAL PARTNER

On 10 October 2017, Singapore Pools was among 56 companies that joined the Human Capital Partnership (HCP) Programme, which recognises progressive employers focusing on staff development.

Committed to investing in employees of all ages and at all levels, Singapore Pools' re-employment programme was introduced in March 2009, ahead of the enactment of the Retirement and Re-Employment Act in January 2012. Their re-employment efforts aim to assist retiring employees to remain economically productive and meaningfully engaged in their golden years. Currently, the oldest employee in Singapore Pools is 73 years old.



WLA SCS



CERTIFIED
SECURITY CONTROL STANDARD
VALID UNTIL MARCH 20, 2020

Since 2014, Singapore Pools has attained the World Lottery Association (WLA) Security Control Standard: 2012 (WLA-SCS: 2012) certification. The WLA SCS is the lottery industry's only internationally-recognised security standard. It couples a comprehensive information security management baseline incorporating ISO/IEC 27001:2013, a leading international standard for information security management, with additional lottery-specific security controls representing current best practices.

The WLA SCS:2012 consists of two sections. The first section incorporates Information Security Management System (ISMS) requirements. This includes ISO/IEC 27001:2013 with 114 security controls, and an additional 21 general requirements adjoined. The second section of WLA-SCS:2012 includes 90 lottery and gaming specific security and integrity controls. Compliance with the WLA-SCS ensures the integrity, availability and confidentiality of information vital to the secure operation.

In addition, the WLA-SCS is aligned with ISO/IEC 27001 and ISO 9001 to allow for consistent and integrated implementation and operation with related management standards. As a result, a single suitably designed management system can satisfy the requirements of all these ISO and WLA standards.

The successful WLA SCS re-certification conducted by an international certification body provides an independent audit, certifying that Business Technology's policies and procedures adhere and conform to internationally-recognised security and quality standards, and it demonstrates Singapore Pools' commitment to continuously improve their environments and IT security posture.

SINGAPORE TURF CLUB (STC)

EXSA AWARD 2017

Organised by the Association of Singapore Attractions and Spring Singapore, the Excellent Service Awards (EXSA) is an annual national award that recognises individuals who have delivered exceptional service. It seeks to develop inspiring service models for others to emulate and to create service champions. In 2017, STC was awarded 10 Stars, 11 Golds and 18 Silvers.

BIZSAFE LEVEL 4 BY THE WORKPLACE SAFETY AND HEALTH COUNCIL

STC has been awarded BizSAFE Level 4 by the Workplace Safety and Health Council for implementing the Workplace Safety and Health Management System to meet the requirements of Singapore Standard SS 506 and risk management code of practice. It entails reviewing the current Workplace Safety and Health (WSH) policy, risk management plan, and WSH objectives and programmes. It also includes establishing frameworks for WSH management programmes and emergency preparedness and response plan in accordance with organisational safety and health needs.

SINGAPORE HEALTH AWARD

STC has been awarded the Singapore Health Award in recognition for its efforts in promoting workplace health and enhancing the well-being of our employees.

SAFETY AND SECURITY WATCH GROUP

STC is proud to be a member of the Singapore Police's Safety and Security Watch Group. STC collaborates with the Police on the target-hardening of our business premises. This involves the three-step process of threat assessment, auditing of systems and the streamlining of operations through the pooling of resources in the prevention of threats.

COMMEMORATING 30 YEARS OF GIVING WITH A GOOD DAY OUT

FOR THE BENEFICIARIES, BY THE BENEFICIARIES.

2018 is a significant milestone for Tote Board as we mark 30 years of Giving to the Community.

Since our establishment in 1988, we have approved more than \$9.3 billion in grants to help build an inclusive, resilient and vibrant community in Singapore, Giving Hope to vulnerable groups and Improving Lives of all in Singapore.

On 10 February 2018, we kicked off the milestone year with a special carnival at The Meadow, Gardens by the Bay. Called 'A Good Day Out', the carnival is dedicated to the beneficiaries and lives we have impacted by the wide reach of our grants.

Emeritus Senior Minister Goh Chok Tong graced the event as the Guest-of-Honour. The carnival was a gathering of beneficiaries and sector partners of Tote Board, including government agencies, social organisations, non-profit organisations and social enterprises, to share the many impactful grantmaking projects that have benefitted the community.

The Tote Board Group rallied staff from across the three entities to chaperone more than 1,300 beneficiaries from 23 organisations for a full day of activities at the carnival.



Altogether, 15,000 beneficiaries and members of the public attended the carnival, where visitors were treated to a fun-filled day of games, and live performances by our beneficiaries. The carnival also featured informative workshops and a charity marketplace fronted by social enterprises. To end off the day, visitors were delighted with a specially commissioned light and sound show at the Supertree Grove in the Gardens, to commemorate our 30th anniversary.

During A Good Day Out, ESM Goh announced the launch of the 30th Anniversary Commemorative Fund-Raising Programme. For fund-raising projects implemented between 1 April 2018 to 31 March 2019, we will be doubling our fund-raising contribution per project, with a cap of \$100,000.

ESM Goh said at the Carnival, "I thank Tote Board for its contributions to society, for Giving Hope to vulnerable groups and Improving



COMMEMORATIVE FUND-RAISING PROGRAMME

ELIGIBILITY CRITERIA

✓	Projects qualifying period: 1 APRIL 2018 – 31 MARCH 2019
✓	Fund-raising Expenditure/Income (E/I) ratio: ≤ 35%

CURRENT FUND-RAISING PROGRAMME

(Funding percentage at 20%, capped at \$50,000 per project)

EXAMPLE

Project expenditure = \$33,000
Income from funds raised (excluding Tote Board's contribution) = \$150,000

E/I ratio = \$33,000 / \$150,000 = **22% ELIGIBLE** 👍

FUNDING = 20% X \$150,000 = \$30,000



[NEW]

COMMEMORATIVE FUND-RAISING PROGRAMME

(Funding percentage is doubled, capped at \$100,000 per project)

EXAMPLE

Project expenditure = \$33,000
Income from funds raised (excluding Tote Board's contribution) = \$150,000

E/I ratio = \$33,000 / \$150,000 = **22% ELIGIBLE** 👍

FUNDING = 20% X \$150,000 X 2 = \$60,000



“Tote Board’s Vision of Giving Hope, Improving Lives is compelling, meaningful and representative of who we are and what we do.”

Chairman, Tote Board

during his welcome address at A Good Day Out



Lives of the needy. No doubt Tote Board will continue its commendable cause and work with the community, the people and the Government to build a caring, resilient and inclusive home for all.”

The Commemorative Fund-Raising Programme aims to encourage more ground-up movements, with organisations, groups and individuals taking ownership and action to raise funds to meet the needs of our community. It seeks to achieve three key objectives, namely:

- ▶ Reinforcing Tote Board’s role as an enabler in building the capacity and capability of the non-profit sector;
- ▶ Strengthening Tote Board’s support to causes aligned with our strategic outcomes to achieve greater social impact; and
- ▶ Helping non-profit and social service organisations to resource their operating needs in challenging times.



OUR PEOPLE

Our people are the heartbeat of Tote Board and our most valuable asset. Each and every one is dedicated and committed to Our Vision and Mission. In this section, take a peek at what goes on behind the scenes of Singapore's largest grantmaking organisation.





Toh Lay Kuan
**Financial Controller,
 Finance**
 3 years with Tote Board

Shann Low
**Deputy Director,
 Strategic Planning**
 2 years with Tote Board

BEYOND THE PLANS AND NUMBERS

At Tote Board, every function serves a greater purpose, and every single individual is crucial in contributing to our strategic goal - to build an inclusive, resilient and vibrant community. Shann Low and Toh Lay Kuan from the Strategic Planning and Finance Division shed light on how there is so much more to their work than just mere plans and numbers.

TO START OFF, CAN YOU TELL US WHAT YOU DO AT TOTE BOARD?

Lay Kuan (LK): As Financial Controller, my duties are what anyone would expect of a finance professional, because finance functions across different organisations are more or less the same. What differentiates a finance function in Tote Board is the nature of our business and source of our income, as we channel gambling surpluses to fund worthy causes to benefit the community.

Shann Low (SL): I would broadly categorise my Strategic Planning portfolio into two main areas: one on policy and regulatory matters relating to ensuring our agents and subsidiaries, Singapore Pools and Singapore Turf Club, conduct their gaming operations professionally and in a socially responsible

manner; and second on planning and organisation excellence matters such as strategic and corporate planning, enterprise risk management and Business Excellence.

HOW DOES YOUR WORK CONTRIBUTE TO TOTE BOARD'S VISION AND MISSION?

LK: For the Finance team, we are the stewards who safeguard Tote Board's financial resources and ensure they are optimised and used effectively. For instance, we make projections of our income and grantmaking requirements to ensure funds are available to meet our commitments. Our work directly contributes to Tote Board's Vision and Mission.

SL: Everyone in Tote Board has a role to play in contributing to Tote Board's Vision and Mission. Our core business requires the managing of robust systems and processes to function effectively and efficiently. I believe such systems and processes are the pillars of Tote Board.

WHAT ARE SOME OF THE CHALLENGES THAT YOU FACE IN THE COURSE OF YOUR WORK?

LK: The key challenge in any finance work is to balance the available resources with the ever-increasing demand for them.

SL: My work requires lots of interaction with internal and external stakeholders, to seek common ground and obtain buy-in. Managing and balancing the diverse needs of stakeholders can be challenging.

“The key challenge in any finance work is to balance the available resources with the ever-increasing demand for them.”

Toh Lay Kuan

CAN YOU SHARE THE BIGGEST MISCONCEPTION THAT PEOPLE HAVE ABOUT YOUR JOB?

LK: People tend to think that finance personnel are narrow-minded and rigid, that we just look at the numbers. I personally believe that is not the case. Finance is about using data to narrate a meaningful story. In Tote Board, our financials depict a compelling story on how we have helped people and the community. The numbers tell us what had happened, and together with data analytics, we are able to provide relevant and useful information to support management in decision making.

That is really the crux of finance. With the rise of artificial intelligence, machines will soon take over the mundane and repetitive tasks. So we are here to provide the human touch to finance, by employing critical thinking skills, applying professional judgement and communicating effectively to our stakeholders.

People make finance out to be more complicated than it is, but it is always very logical and it is a beautiful subject. I absolutely love it! *(laughs)*

SL: Generally, in most organisations, non-planners may not be able to fully appreciate some of the things we do – partly due to lack of understanding and knowledge – and may describe our work as redundant. But a strategic plan is not just a binder on the shelf. If executed effectively, it will ensure that everyone in the organisation is well-informed of our destination and work collectively as a team to achieve the goal.

LK: These misconceptions can also be seen as challenges for us. Communication and engagement are therefore key to overcoming these misconceptions. We must communicate clearly the rationale as to why we are doing certain things – it's not just process for process' sake or budget for budget's sake.



SL: Yes, everything has a purpose, and we have a duty to communicate that purpose in a clear and timely manner. If people do not understand and do not relate to that purpose, the initiative or project will not achieve the desired results.

WHAT GIVES YOU THE GREATEST SATISFACTION IN YOUR JOB?

SL: It gives me great satisfaction if staff feel that the system is working for them, rather than them working for the system. For example, in enterprise risk management, we are not here just to put a rating score on each risk. But rather, how does the risk management process help them in better decision making? What are the risk considerations of a project, and what can we do to manage the risks, should they occur? The processes and systems we put in place must add value to what we are doing.

LK: Definitely. If staff seek our advice and utilise our inputs, we know we have added value. It is satisfying to know we are doing useful work.

IN WHAT WAYS HAS YOUR WORK AT TOTE BOARD HAD AN IMPACT ON YOUR LIFE OR CHANGED YOU AS A PERSON?

SL: Being at Tote Board has given me access to learn more about vulnerable groups, and it has inspired me to contribute more back to the community. Recently, my family made the first step by signing up as volunteers with the Food From The Heart. When the opportunity arises, we will bring our children along with us as we deliver bread to the needy. We want our children to grow up as compassionate people who are useful to the community.

LK: I am always dealing with numbers, but working at Tote Board has provided me with the opportunity to see the other side of things, the people and stories behind these numbers. I have gained a better appreciation of how Tote Board's work has made a significant difference in so many lives.



Two wooden knitting needles are positioned diagonally on the left side of the page. One needle is in the upper left, and the other is in the lower left, both pointing towards the right. The background is a light, neutral color with a subtle gradient.

GRANTMAKING AND ITS IMPACT

This grantmaking section weaves together stories of Singaporeans from all walks of life and all ages, whose lives have been touched by the wide reach of our grants. These are stories of their strength and perseverance, united by a common thread of hope.

TOTE BOARD STRATEGIC OUTCOMES

EQUITABLE OPPORTUNITIES FOR VULNERABLE GROUPS

A socially inclusive society that supports different ways for vulnerable members of society to fulfil their potential and enable them to make meaningful contributions to society.

RESILIENT COMMUNITY

A cohesive society with a shared identity, able to overcome major social fault lines with the capacity to navigate and prosper in the face of adversity and change.

ENHANCED QUALITY OF LIFE

A society that achieves high quality of life through a vibrant culture, active lifestyles and quality public living spaces.

Since our establishment in 1988, Tote Board has approved more than \$9.3 billion in grants. Our grantmaking is a collaborative effort with stakeholders and partners, which include social service organisations, non-profit organisations and learning institutions. As a collective whole, Tote Board with its stakeholders and partners take a 'Many Helping Hands' approach towards understanding ground needs and curating impactful programmes to benefit the community.

In FY2017, Tote Board has approved a total of \$740 million in grants in the following sectors:

OVERVIEW OF GRANTS APPROVED FOR FY2017

SECTOR	FY2017	
	APPROVED	
	(\$'MILLION)	(%)
Arts & Culture	40.0	5%
Community Development	51.6	7%
Education	5.5	1%
Health	5.2	1%
Social Service	79.3	11%
Sports	559.0	75%
Total	740.6	100%

TOTE BOARD'S GRANT MANAGEMENT FRAMEWORK

Our grant management activities are guided by the following broad principles:

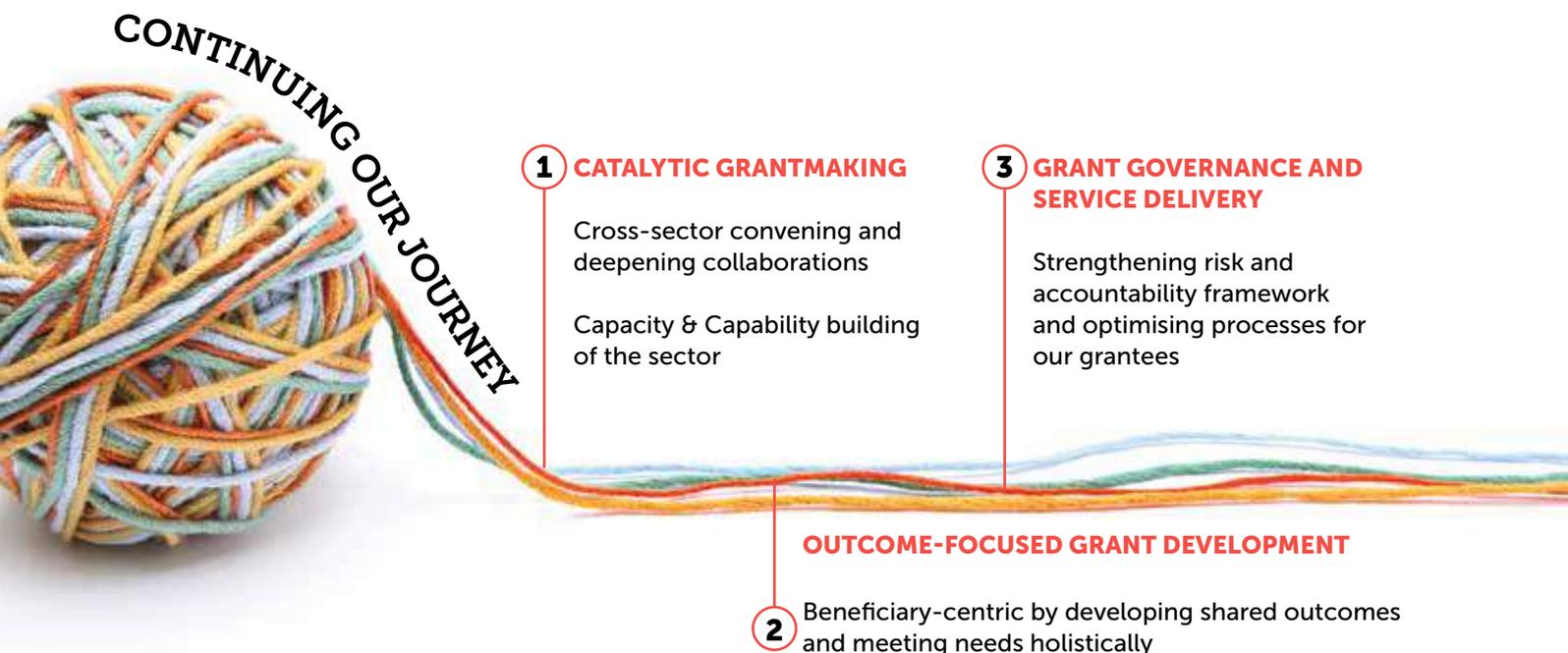
- › Align with government policies
- › Complement, not supplement government funding
- › Play the convener, knowledge sharing role
- › Accelerate, enhance and experiment
- › Encourage sustainability, capacity and capability building
- › Enable, not control
- › Flexible funding approach and co-funding policy

STRATEGIC FOCAL AREAS OF OUR GRANTMAKING

Tote Board's grants development will focus on these following strategic focal areas from FY2017 to FY2019:

- › Building Capability and Capacity of the Non-Profit Sector
 - » Strengthen the non-profit ecosystem and promote sharing of knowledge and collaboration
 - » Support people development, innovation and technology for effective programmes and sustainable organisations
- › Shifting Care Models to Better Support Caregivers
 - » Improve caregivers' ability to care and encourage community mobilisation
 - » Holistic support for the caregiver's well-being, economic security and employability
- › Develop the Potential of Vulnerable Children and Youth
 - » Ensure emotional and mental well-being
 - » Develop future-oriented soft skills, values, and promote opportunities
- › Promote National Shared Identity and Deepen Social Resilience
 - » Promote the Singapore Spirit, intercultural harmony and shared experiences
 - » Encourage community ownership, national and global citizenship

CONTINUING OUR JOURNEY



1 CATALYTIC GRANTMAKING

Cross-sector convening and deepening collaborations

Capacity & Capability building of the sector

3 GRANT GOVERNANCE AND SERVICE DELIVERY

Strengthening risk and accountability framework and optimising processes for our grantees

OUTCOME-FOCUSED GRANT DEVELOPMENT

2 Beneficiary-centric by developing shared outcomes and meeting needs holistically



Mr Fandi, a WE CARE Recovery Support Officer, conducting an art lesson for the beneficiaries

RECOVERING WITH CARE AND HOPE

For more than half her life, all Anita (name has been changed to protect her identity), 51, had ever known was drugs and alcohol.

A LIFE RUINED BY ADDICTION

Growing up, Anita never received any proper guidance or care. “I come from a broken family. At one point, I was living with 10 other people in a one-room flat. Every day, I

witnessed my relatives hitting one another, so I grew up in an environment of violence.”

Perhaps then, there was little Anita could do but turn to drugs and alcohol, to escape her troubled life. It came to a point where she was completely unable to function without drugs and alcohol. “It was okay if I had to go hungry, but I could not go without drugs at all.”

She did anything she could to sustain her addiction – stole, deceived, and eventually, started dealing and selling drugs. Soon, the law caught up with her.

But even a six-year jail term was not enough of a wake-up call for Anita. Not long after her release, she went back to her old ways. And for the next 10 years, she isolated herself as her addiction grew uncontrollably.

TAKING THE FIRST STEP TO RECOVERY

Although she had already served her sentence, Anita had in fact built a prison for herself in those 10 years. “I was constantly anxious about how I would get my hands on money



Ms Tham chatting with Anita



“Sober living is about being able to live an addiction-free life.”

Ms Tham Yuen Han,
Executive Director of WE CARE

for drugs. I was sick and tired of my life.”

She tried quitting on her own at home once or twice, but failed. At her wits’ end, Anita knew she had to do something.

Luckily, a kind neighbour shared with Anita about the National Addictions Management Service (NAMS), a centre that provides treatment for persons with addiction. There, her counsellor introduced her to WE CARE Community Services – and it was at WE CARE where her life really began to turn around.

ACHIEVING SOBER LIVING

As a community-based addiction recovery centre,

WE CARE helps persons with addiction.

The centre specialises in all forms of addiction including drugs, alcohol, gambling, pornography, and even gaming.

WE CARE’s key programme is known as the Sober Living Framework, which is funded by the Tote Board Social Service Fund.

“Sober living is about being able to live an addiction-free life. And to recover from any form of addiction, counselling alone is not enough – individuals also need to make healthy connections with others who are also working towards the same objective, and build a strong network

of support they can rely on,” explained Ms Tham Yuen Han, Executive Director of WE CARE.

As each recovery journey is personal and unique, WE CARE offers customised services to meet the individual’s needs at every stage of their recovery.

“Those at the early stage of recovery would require more intensive clinical help. Those at a more mature stage of recovery, like Anita, need more of an ongoing support network to maintain their recovery,” said Ms Tham.

A SAFE SPACE TO HEAL

For Anita, WE CARE has become a second home to her, and the people here have become her family.

Said Anita, "This is a safe space where we are not judged and we are treated with dignity. Above all, WE CARE never gives up on us. I've seen people who failed and ran away, but they will always be welcomed back with open arms. Everyone here is sincere about helping you."

Relapse is part and parcel of recovery, and even with the support from WE CARE, Anita has been tempted to go back to her old ways.

"But if I ever feel like relapsing, there is always someone here I can call immediately, and they will talk me through that difficult moment. WE CARE also teaches me healthy coping skills and how to manage stressful situations, so that I would know how to respond if I get tempted again," Anita shared.

More importantly, Anita has

learnt to let go of all her anger and negative thoughts that made her turn to drugs and alcohol in the first place. "For the first time, I am at a very good place in my life, both physically and mentally. I am finally healing."

ON THE ROAD TO RECOVERY, AND BEYOND

Today, Anita is one year into her recovery. In that time, she has not had a single drop of alcohol or touched drugs.

Grateful for all the help she has received, Anita decided to pay it forward by becoming a volunteer at WE CARE.

"Anita is now one of our Recovery Buddies. These are people who have successfully gone through the programme and attained stability in their lives. They will do outreach with us by sharing their



"This is a safe space where we are not judged and are treated with dignity."

Anita



Mr Fandi teaching some painting techniques to a beneficiary



A WE CARE Recovery Buddy shares a laugh with his mentee

success stories, as well as become a mentor to new clients,” said Ms Tham.

“I feel like I have a purpose and direction in life now,” Anita shared. With WE CARE’s support, she is planning to take up a Peer Support course

and help other persons with addiction.

“Having been in that position myself, I know how it is to feel like there is no point in living. So, I want to help save whoever I can.”

WE CARE COMMUNITY SERVICES

Set up in 2006, the Tote Board Social Service Fund (TBSSF) supports programmes aimed at providing equitable opportunities to vulnerable groups.

One of the agencies TBSSF supports is WE Care Community Services. More than \$435,000 has been approved to fund the Sober Living Framework Programme in FY2018, which is an integrated support programme that serves clients with various forms of addictions and families with members who are addicts.



WE CARE’s music room, where Anita regularly practises her drumming



A WE CARE staff member and a beneficiary playing badminton together





Ms Low Yen Ling, Chairperson of Self Help Groups Student Care Limited, with students from Big Heart Student Care

EQUITABLE OPPORTUNITIES FOR EVERY CHILD

INSPIRING MINDS, TOUCHING HEARTS

Fortunately, while enrolling Ming Jie into Primary 1, Madam Goh found out about an after-school care service that will ensure her child is taken care of while she is at work.

Big Heart Student Care is a school-based student care service that is operated by the Self Help Groups Student Care Limited, a joint venture company formed by Singapore's four Self-Help Groups (SHGs) – Chinese Development Assistance Council (CDAC), Eurasian Association (EA), Yayasan Mendaki (MENDAKI) and Singapore Indian Development Association (SINDA).

It takes a village to raise a child, and this has become the reality for many families in Singapore today. As more and more parents go out to work, they often need to rely on a supportive network to care for their child.

But for those who do not have a 'village' to call their own, who

can they turn to for help? This was the dilemma faced by Madam Goh. As a single parent, she has to work full-time in order to support herself and raise her only child, Ming Jie, 9.

"It was difficult trying to juggle everything on my own," recalled Madam Goh.



Big Heart's holistic learning and development programmes are integrated with core values and virtues which are essential for character building



"If I were to leave my son alone at home, I would be constantly worried about his safety and well-being."

Madam Goh and her only child Ming Jie

They recognise there are families who, for a number of reasons, are unable to take care of their child once the school day is over. But without anyone around to supervise them, where and how will these children spend their time?

Madam Goh echoed this concern: "If I were to leave my son alone at home, I would be constantly worried about his safety and well-being, and I definitely would not be able to focus on my work."

Similarly, Ms Vicky, a fellow single parent, also struggled with having to balance work and looking after her children. She shared, "Back then, it was difficult for me to find a stable job that could accommodate

my children's schedules. Also, as I am taking care of them on my own, I wouldn't feel at ease leaving them at home alone while I go out and work."

Therefore, with a vision to inspire minds and touch hearts, Big Heart Student Care seeks to provide quality and affordable after-school student care service for students in order to support their holistic development - which is especially crucial in their formative years.

A SECOND HOME FOR HER CHILD

Once school is over for the day, Ming Jie makes his way to Big Heart Student Care Centre, which is conveniently located within his school's premises.



"My wish is for my children to complete their studies well, and with Big Heart Student Care's help, they have a chance to do so."

Ms Vicky and her two children

This alone gives Madam Goh a great peace of mind, knowing her child is in a safe and familiar environment.

At the centre, he is served healthy meals and Big Heart Student Care Officers will supervise as he completes his homework.

More importantly, he can interact with his peers in a wholesome setting, while they learn and play together. "If he's at home, he will get lonely; whereas here, he can spend quality time with his friends," said Madam Goh.

In fact, Ming Jie loves being at the centre so much that he has come to regard it as his second home.

BEYOND ACADEMIC KNOWLEDGE

In addition to providing after-school care for their students, Big Heart Student Care also

provides educational and developmental support to the students through their own specially-designed programmes.

Designed to meet students' social, emotional, recreational, physical, intellectual and creative needs, these programmes are focused on the following key pillars: core values and virtues, Love2Read (literacy), Mathletes (numeracy), ImagineArt (aesthetics), S.T.E.M. It Up! (science, technology, engineering and mathematics), and Health & Fitness.

To provide holistic learning experiences for their students, Big Heart Student Care brings them on learning journeys to places such as museums, as well as works with various partners from the community. For example, last year, Big Heart students promoted the importance of recycling to the

public, together with Youth Corps Singapore volunteers.

Therefore, Big Heart Student Care goes beyond just academic knowledge. As the students build up their life skills and knowledge through their programmes, Big Heart Student Care ensures they are also learning the right values and virtues, so that they can grow up to be socially responsible citizens who contribute positively to society in the future.

ENSURING NO CHILD GETS LEFT BEHIND

As more than half of Big Heart Student Care's students come from less-privileged backgrounds, they may not share the same opportunities in life that their more privileged peers enjoy.

However, Big Heart Student Care firmly believes that every child should have the



Big Heart students showcasing their artwork during their ImagineArt programme



The Love2Read programme fosters a love for reading in students through reading, writing and reflections

opportunity to have an equal start in life.

At the end of the day, the organisation aims to provide an inclusive educational and conducive learning environment where students of all backgrounds feel welcomed and accepted, and are given equal opportunities in their young lives – so that no child gets left behind.

“I am extremely thankful to Big Heart Student Care for giving my son an opportunity to learn and grow,” said Madam Goh.

Likewise, Ms Vicky is grateful that Big Heart Student Care has made a difference in her family’s lives: “My wish is for my children to complete their studies well, and with Big Heart Student Care’s help, they have a chance to do so.”

BIG HEART STUDENT CARE

In November 2015, the Self Help Groups Student Care Limited was established to operate and manage school-based Student Care Centres (SCCs) that cater to primary school students of all races, especially those from less-privileged backgrounds. Big Heart students under the Student Care Financial Assistance (SCFA) scheme provided by Ministry of Social and Family Development (MSF) are eligible to apply for additional financial subsidy – called Programme Fee Subsidy – provided by SHGs.

Currently, in order to reach out to as many students as possible, there are 21 Big Heart SCCs located island-wide, with nine more SCCs planned in the coming years. Tote Board’s contribution will help scale up the number of Big Heart SCCs so that more children and their families will benefit from the holistic after-school care.



Inquisitive Big Heart students tinkering with toy gears and parts during S.T.E.M. It Up! programme time



Experiential Learning Journeys to events like the Army Open House with Youth Corps volunteers develop students’ skills and knowledge through fun learning

Image courtesy of Esplanade - Theatres on the Bay





A Thye Hua Kwan Moral Charities' Health Care Assistant (HCA) monitoring Mr Lim's blood pressure

A COMMUNITY OF CARE TO DEPEND ON

Since his wife's passing three years ago, Mr Lim BC, 91, has been living alone in his one-room flat. Whether it was cleaning his house or going for medical appointments, Mr Lim only had himself to depend on.

Things were manageable at first; but as time went on, Mr Lim found it increasingly difficult to take care of himself.

A LIFE IN ISOLATION

Other than the common elderly ailments such as joint pain, Mr Lim does not suffer from any serious physical health problems – and thankfully so, as he has no choice but to get around on his own.

However, Mr Lim did experience another form of suffering: it was the mental anguish of being alone. In those three years, all

Mr Lim had for company was his loneliness.

“After my wife's passing, I was at an extremely low point in my life. I even felt there was no point in continuing my life,” he revealed.

Eventually, the state of his home mirrored the state of his mind, and his living environment became cluttered and dirty as he had no motivation to clean up after himself.

TIMELY CARE INTERVENTION

But one day, an opportunity to turn his life around came knocking at the door.

He recalled, “A lady stood at my doorstep and introduced



Mr Lim feels happier with the help he has received from the Care From Your Community programme



“I was just very happy that Thye Hua Kwan helped to pave a new path in my life.”

Mr Lim

herself as a staff from the Seniors Activity Centre (SAC) under Thye Hua Kwan Moral Charities. She asked if she could have a short chat with me.” From that short but fruitful conversation, the SAC staff uncovered Mr Lim’s plight.

In his house, she helped to tidy things up, and informed him that two volunteers would come by the next day to do a more thorough clean-up, including changing his bedsheets and washing his clothes.

On his loneliness, he said, “She advised me not to remain cooped up in my home, as doing so would allow negative thoughts to fill my mind. She encouraged me to drop by the THK Seniors Activity Centre @

Ang Mo Kio 257, which is near my house.”

At the SAC, Mr Lim will have the opportunity to exercise, do physical therapy and socialise with other seniors. There is even a weekly karaoke session for the seniors to have a good time. “I was most excited to hear about the karaoke sessions. I love to sing!” he exclaimed.

“I was just very happy that Thye Hua Kwan helped to pave a new path in my life.”

SERVING NEEDY AND VULNERABLE ELDERLY

The help that Mr Lim received forms part of the Care From Your Community (CFC) programme offered by Thye

Hua Kwan Moral Charities. The CFC programme, which is funded by the Tote Board Community Healthcare fund, provides elderly residents living near Thye Hua Kwan’s five SACs – located in Ang Mo Kio, Bedok, Beo Crescent, MacPherson and Telok Blangah Crescent – with close-knit social and personal care coordination support that will allow them to age in place and within the community.

Most of the seniors either live alone, like Mr Lim, or with another senior. They usually suffer from various medical conditions such as common chronic illnesses, stroke, joint problems, mobility issues, and mental illness including dementia.

As care is located very near to where they live, these seniors can experience an immediate and prompt response to their simple medical, nursing and personal care needs. This includes simple wound dressing, monitoring vital signs, packing and management of medication, simple housekeeping, and accompanying them to nearby amenities if their mobility is affected.

A PLACE TO BELONG

But more than his physical well-being, Mr Lim is extremely grateful to Thye Hua Kwan for looking after his emotional and social needs.

“Other than the daily social activities at the centre, the staff would organise social events such as birthday parties. And on special occasions, they would bring us out for meals,” said Mr

Lim. “At the centre, there is always someone I can chat or sing songs with. Time passes quickly when I’m in the company of others.”

It was when he was hospitalised for two weeks the previous year that Mr Lim realised he finally had a place where he truly belonged. During that period, the sign-in book at the SAC did not have Mr Lim’s signature in it.

Worried, the centre staff began to express concern about his whereabouts and sent someone to his home to check on him. In the weeks following his discharge, Thye Hua Kwan also ensured there was always someone to accompany him to the SAC and back home. “This incident showed me that there are people who feel my absence and will worry about me. I cannot express how wonderful that feels,” said Mr Lim.

A RENEWED LEASE ON LIFE

Thanks to the care and love he receives from the community, Mr Lim now views life more positively – a stark contrast from who he was three years ago.

He no longer dwells on the past, and is focused on enjoying the present to the fullest.

“Things have really turned out for the better. Now, there are so many people I can depend on for help,” he said. “I am no longer alone.”

“Now, there are so many people I can depend on for help, I am no longer alone.”

Mr Lim



As part of the Care from Your Community programme, HCA will help Mr Lim out by cleaning up his house and accompanying him to medical appointments

**CARE FROM YOUR
COMMUNITY PROGRAMME
BY THYE HUA KWAN
MORAL CHARITIES**

The Tote Board Community Healthcare Fund supported Thye Hua Kwan Moral Charities with more than \$4 million in funding over three years to operate the Care From Your Community (CFC) programme, an integrated programme for frail and vulnerable elderly from low income households who have little or no family or caregiver support. Each CFC team, comprising a nurse, healthcare aides and volunteer coordinator, is based in the Senior Activity Centre (SAC) to care for the seniors within the SAC's catchment area.

In the face of Singapore's rapidly aging population, social service organisations like Thye Hua Kwan Moral Charities provide seniors aged 60 years and above with holistic care coordination, personal care assistance and social support at the comfort of their own homes – allowing the elderly within our community to age in place and delaying the onset of institutionalisation for as long as possible.



Mr Lim can now count on the team from Thye Hua Kwan to provide a helping hand





Active seniors performing exercises which help improve their strength, balance and flexibility

CREATING A GENERATION OF ACTIVE SENIORS

As seniors, both Ms Lam Yoke Meng, 65, and Mr Quek Boon Joo, 68, understand the need to stay healthy after retirement. To keep themselves fit, they engage in various physical activities – Ms Lam does “*Pai Da Cao* (拍打操)” exercises (clapping of joints and massaging of acupressure points), while Mr Quek does his weekly swims.

These exercises were mundane and often solitary,

so it wasn’t until Ms Lam and Mr Quek chanced upon the FIT+ programme under Health Promotion Board (HPB)’s Healthy Community Ecosystems (HCE) that they discovered a new opportunity to help them lead an active lifestyle.

A HOLISTIC EXERCISE PROGRAMME FOR SENIORS

With ageing comes age-related loss of muscle mass,

strength and function, which will have an impact on a senior’s balance and mobility. In more extreme cases, it can lead to loss of independence.

That is why HPB encourages seniors aged 50 years and above to do strength and balance exercises at least twice a week, in addition to 150 minutes of physical activity a week.

The purpose of FIT+, therefore, is to provide a platform where seniors can understand their functional fitness level, acquire knowledge and be empowered to perform exercises on their own.

With the FIT+ programme, Ms Lam and Mr Quek have been introduced to a variety



Mr Quek and Ms Lam are regular participants of the FIT+ programme



Instructors of the FIT+ programme

of other exercises which help improve their strength, balance and flexibility, so they are able to perform their daily activities more easily and confidently – such as carrying their groceries.

And as they grow stronger over time, they are even able to perform more difficult exercise moves.

Ms Lam shared, “The “Pai Da Cao (拍打操)” exercises I did before were good, but they didn’t require me to move my entire body. The FIT+ programme allows me to have a better sense of balance. As I no longer have aches in my arms, I can easily lift them now – unlike in the past.”

“The programme has helped a

lot in strengthening my spine and improving my overall balance,” Mr Quek said.

To ensure the programme reaches out to as many as possible, FIT+ is open to all seniors – including those with limited mobility.

“Our Resident’s Committee even provides transport for a disabled elderly lady to participate in the exercise, and they will send her home afterwards. Although she is unable to move her legs, she is still able to follow the arm movements during each session,” shared Ms Lam.

BEYOND JUST PHYSICAL HEALTH

The FIT+ programme goes



“[Through the FIT+ programme] I get the chance to chat and spend time with my friends.”

Mr Quek

beyond just physical health – it has had a positive impact on the seniors’ emotional and mental well-being as well.

As FIT+ is a group exercise programme carried out in communal spaces across different neighbourhoods, seniors like Ms Lam find it more enjoyable as they are able to participate together with friends, within the vicinity of their residences.

This motivates seniors to come out of their homes to socialise and break a sweat regularly.

“I enjoy the programme so much that I always ask my friends and family to join me. Since it is free, it’s easy to convince others to join me in the weekly sessions,” Ms Lam revealed. “The FIT+ programme really gives me and my friends something to look forward to every week!”

Mr Quek added, “As the FIT+ programme makes us all come together to exercise, I am always in the company of friends. This makes my mind more alert, too, as I get the chance to chat and spend time with them.”

PASSING ON THE GOOD NEWS

Since its introduction, over 50,000 seniors have participated in FIT+.

Awareness of these free sessions is being made known through word of mouth – mainly through WhatsApp group chats or interest groups. Seniors who are not digitally savvy depend on friends and social networks to inform them verbally of the sessions.

As the programme gains popularity, Ms Lam has only one wish. “I hope the



“The FIT+ programme really gives me and my friends something to look forward to every week!”

Ms Lam



The FIT+ programme has had a positive impact on seniors’ physical, social and mental well-being

programme can be held more frequently, so that I can invite even more friends to join,” she expressed. “After all, the more the merrier!”



The FIT+ programme is open to all seniors, even those with limited mobility

HEALTH COMMUNITY ECOSYSTEMS BY THE HEALTH PROMOTION BOARD

The Tote Board Community Healthcare Fund supported Health Promotion Board (HPB) with over \$12 million to increase residents' accessibility to health promoting options including health promotion programmes, facilities and healthier food options.

Under the broad umbrella of HPB's Healthy Community Ecosystems (HCE) is a catalogue of community programmes targeted at different age groups. The FIT+ programme is one such intervention programme that aims to sustain strength and balance in seniors. Other community programmes include Chronic Disease and Nutrition education programmes.

Beyond these community-based health promotion programmes, HPB is developing HCEs island-wide, integrating both physical infrastructure and social environments to support healthy lifestyles within the community. This is part of the overall strategy to reduce the incidence of chronic diseases in Singapore.





The community coming together to play floorball at Hougang Swimming Complex

GIVING BACK TO THE COMMUNITY THROUGH SPORT

Every Saturday morning, upbeat music and excited shouts fill the air as a large group congregates at Hougang Swimming Complex.

The group may draw the curious stares of onlookers – after all, it is made up of the young and old, and people from all walks of life.

But they are not here to swim. This unexpected venue is where the Team Nila Floorball Interest Group brings the community together to play floorball.

FOR THE LOVE OF FLOORBALL

The floorball interest group

is a ground-up initiative that was conceived by three Team Nila volunteers – May Tan, a full-time floorball coach, Dharmendraprabhu, a sports coach, and Ganesh Thangamani, a police officer.

Friends and fellow floorball players since secondary school, Prabhu and Ganesh met May through the tight-knit floorball community in Singapore. All three play for the same club, Spartans and Supernova, and compete in the ActiveSG-SFA League organised by the Singapore Floorball Association.

“As we’ve been playing floorball for a long time, we felt it was time for us to give back to the community and help the sport grow too,” explained Prabhu.



The leaders of the Team Nila Floorball Interest group - (from left) Dharmendraprabhu, 28; Ganesh Thangamani, 28; and May Tan, 25.

sport and help bring our communities closer.”

BRINGING THE COMMUNITY TOGETHER

The floorball initiative came about from an idea Prabhu, Ganesh and May had, which is to teach floorball to young children in a community space. “We were discussing the possibility of letting young children play floorball during the June holidays,” reminisced Ganesh.

Before the implementation stage, they worked with ActiveSG to curate opportunities for children to pick up floorball – and the response they received was positively overwhelming. As the trio continued with their initiative, it attracted more and more participants – including parents.

More importantly, it is their passion for floorball that spurred them to share their love for the sport with the community. And through joining Team Nila, they achieved just that.

ADVOCATES FOR SPORTS

Spearheaded by Sport Singapore (SportSG), Team Nila is a national sports volunteer movement that draws volunteers across diverse segments of Singapore.

“Team Nila began with a big idea – using sport as a vehicle to engage our people and enable them to give back to the community and nation,” said Mr Lai Chin Kwang, Chief of ActiveSG, SportSG.

Through doing so, SportSG hopes to create opportunities for different segments of the community to come together, and play a part to give back to society; resulting in a more caring and cohesive society.

SportSG provides venues, such as ActiveSG Sport Centres and Sports-In-Precinct (SIP) facilities, as well as platforms for Team Nila volunteers to conduct sporting activities for the community and organise sporting interest groups.

Describing Team Nila volunteers as community and events leaders, Mr Lai said, “They take the lead to organise and grow their respective interest groups – and in doing so, they are empowered to make a difference through

The initiative has proven to be so popular that its participants come from as far as Bukit Batok – as seen from the example of the Ooi family. Mr Samuel Ooi and his wife Ms Evelyn Chin, together with their children Joanne, Joelle and Ivan, are regular participants of the initiative.

“Initially, we came because my daughter Joanne was shortlisted to join the school’s floorball CCA. We learnt about this initiative on the ActiveSG website, and decided to accompany her every week for extra training in preparation for the school team,” explained Mr Ooi. Before they knew it, the entire Ooi family started to get involved as well. “It was very tiring the first time we tried it. But now, we are having so

much fun and enjoy playing it. More importantly, this initiative provides the perfect opportunity for our family to bond as well,” he said.

VALUES INCULCATED THROUGH SPORT

When it comes down to the ground-up initiatives and leading these weekly programmes for the public, Team Nila volunteers are, ultimately, the main showrunners.

“As long as Team Nila creates opportunities for different segments of the community to come together, we will support and empower them to grow their respective interest groups,” said Mr Andy Tan, Head of Volunteers and Training Division at SportSG. “Both Team Nila and SportSG will continue to co-deliver and co-manage such initiatives.”

Since floorball involves working together as a team, the leaders also impart the importance of teamwork. As the floorball enthusiasts are fully accountable in managing these weekly sessions, they learn about being responsible in maintaining the cleanliness and functionality of their shared spaces.

“Responsibility, teamwork – these are key values that are inculcated through sport. Sport therefore provides an opportunity for character development, especially for our younger participants,” said Mr Tan.

FORGING A UNITED SINGAPORE

Sport, Mr Tan expressed, is all about bringing together communities. “The Floorball Interest Group is a perfect example of how we can be united through sport – it allows people from all walks



“As Team Nila grows, I hope to see Singaporeans becoming more involved in sport.”
Dharmendraprabhu



Mr Ooi and his family are regular participants of the floorball initiative



Other Team Nila volunteers playing together with the community

of life to come together and play," he said.

Sports leaders and volunteers like Prabhu, Ganesh and May therefore play a key role in leading social activism through sport and uniting the community.

"Our Team Nila volunteers have displayed great determination, resilience and teamwork, which support our Vision 2030 - Live Better Through Sport. We hope they will continue their good work

in bringing communities together," expressed Mr Lai.

For Prabhu, Ganesh and May, their hope is to see a more united Singapore. As envisioned by Prabhu, "As Team Nila grows, I hope to see Singaporeans becoming more involved in sport. Imagine this - whenever our national teams are playing, our stadiums will be full and the entire crowd is cheering them on. That, I believe, will be a magical sight to see."

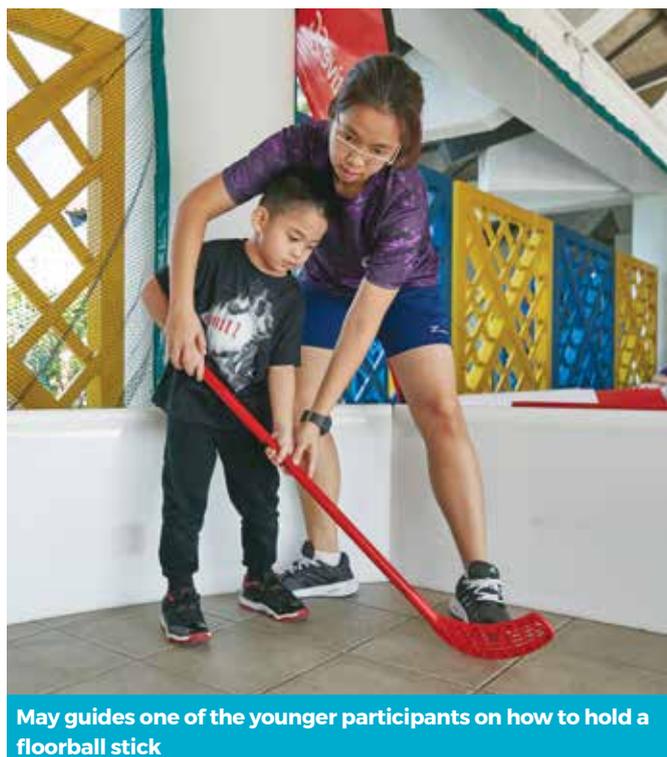
SPORT SINGAPORE AND ACTIVESG

Between 2018 to 2022, Tote Board will support the Sporting Singapore Fund (SSF) with \$550 million. ActiveSG - one of the key initiatives under the SSF administered by Sport Singapore (SportSG) - encourages citizenry participation in sport by making sport accessible to all levels in the community. The ActiveSG's programmes aim to improve health and wellness, foster a caring and cohesive community, and build strong national identity and pride.

Ground-up initiatives like the Floorball Interest Group are one of many community programmes that Tote Board supports to cater to different skills, bringing people from different backgrounds together for a common interest.



Ganesh demonstrates a floorball technique to the participants



May guides one of the younger participants on how to hold a floorball stick





Apex Harmony Lodge residents Madam Chong Mooi Suan (seated) and Madam Tan Gek Keow are frequent visitors of the garden

AGEING GRACEFULLY IN NATURE

Anyone who enters a natural environment may perhaps find their bodies undergoing a certain transformation that awakens their senses - they start to hear the sounds of nature, and the air around them is noticeably fresher. And for a moment, they forget about the hustle and bustle of their daily life, almost as though time has stood still.

This transformation demonstrates the healing power of plants at work.

“We have always recognised the value of plants in improving our physical health. But it is only in recent times that we have begun to appreciate how they can benefit our mental well-being as well, as more studies are being done,” explained Professor Leo Tan, Chairman

of the Garden City Fund, a registered charity and Institution of Public Character (IPC) which was established by the National Parks Board (NParks).

Since 2015, NParks has embarked on a number of research studies together with the National University Health System (NUHS).

“These studies are based on environmental psychology theories that suggest when you enter a natural environment, your mind and body instinctively become more relaxed. And as you begin to relax, your mind and body naturally begin to heal and recover from the stresses of daily life,” Professor Tan elaborated.

IMPROVING QUALITY OF LIFE FOR THE ELDERLY

This form of healing, Professor Tan asserted, is all the more important for the elderly.

That is why in 2016, NParks, in consultation with Professor Kua Ee Heok from the Department of Psychological Medicine (NUHS), built the Therapeutic Garden @ HortPark to facilitate people’s interactions with nature and improve the mental well-being of the elderly, especially those with dementia.

This prototype garden incorporates a number of elderly-friendly features and evidence-based design elements aimed at alleviating stress and improving the psychological well-being of visitors, such as water features and specially-chosen scented

plants to stimulate the senses and evoke memories of yesteryears.

Some of the garden's most frequent elderly visitors include residents from Apex Harmony Lodge, a home for persons with dementia. NParks staff will engage them in various therapeutic horticulture activities such as gardening, making scent bags, and a guided stroll through the garden.

One of the residents of the Lodge, Madam Tan Gek Keow, became livelier when she smelled the various herbs planted at the garden and could easily recall their names, such as the pandan plant (*Pandanus amaryllifolius*). Madam Siti, Senior Therapeutic Programme Executive at the Lodge, revealed that Madam Tan used to cook hawker food for a living. "Smelling these herbs probably brings back precious memories of Madam Tan's past."

"Our residents truly love it here and feel at peace. There is a resident who used to be agitated often, but ever since she started coming here, we could easily calm her down by telling her we are going to the Therapeutic Garden."

A NETWORK OF GARDENS ACROSS SINGAPORE

The hope for the coming years, Professor Tan expressed, is to create a network of these gardens across Singapore – and not just by NParks.

"Many other organisations, especially those in the elderly care sector, have approached us for advice on how to develop these gardens. We are always eager to share our knowledge and expertise so that others can replicate it. Therefore, through this multiplier effect, we hope to have more and more seniors accessing such gardens, so that they can have the opportunity to age gracefully and confidently."



Mr George Lim, a resident of Apex Harmony Lodge, appreciating the flowers at the garden together with Madam Siti

THERAPEUTIC GARDEN

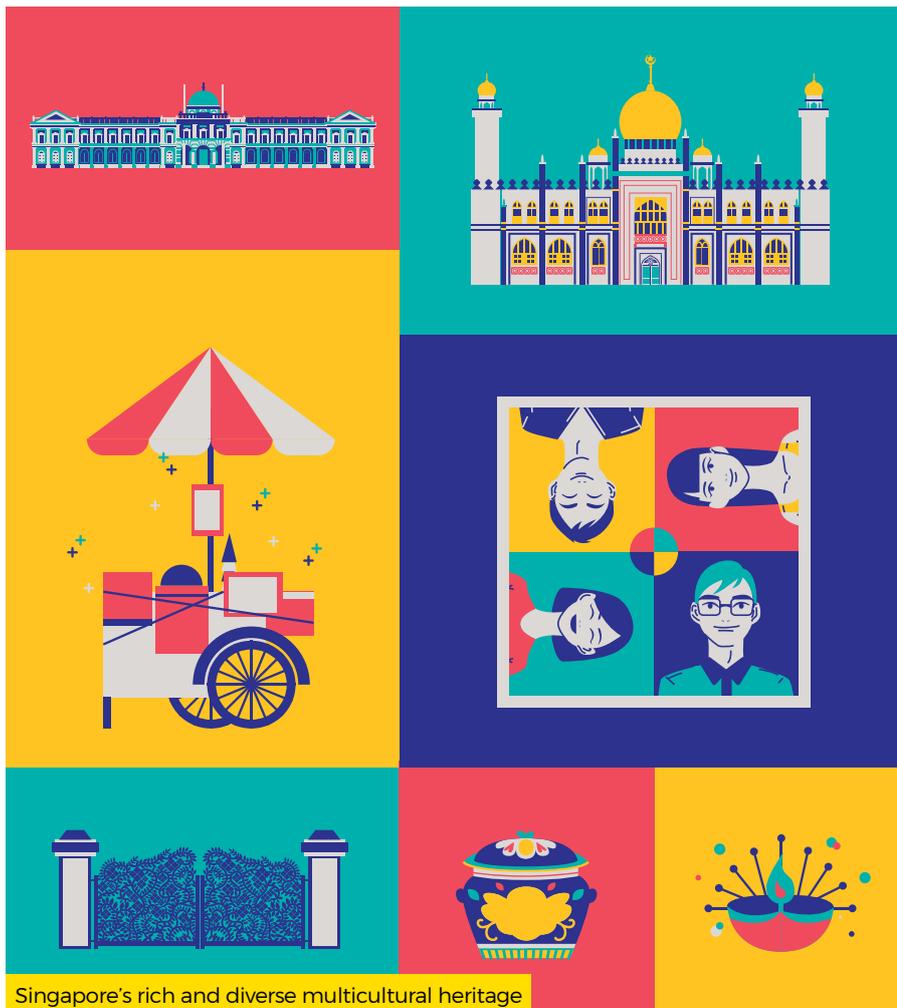
To ramp up quality infrastructure to cater for Singapore's rapidly aging population, Tote Board will contribute up to \$2 million between 2018 and 2020 towards developing eight new Therapeutic Gardens situated in towns with higher density of elderly residents, with the first located at Choa Chu Kang Park.

Group therapeutic horticulture programmes conducted at the three Therapeutic Gardens built before 2018 by NParks at HortPark, Tiong Bahru Park and Bishan-Ang Mo Kio Park have been well-received by caregivers, therapists and cognitively functioning patients.

The Therapeutic Gardens are also open to the general public, in line with Tote Board's strategic outcome of Enhancing the Quality of Life by creating quality spaces for community to enjoy.



Professor Leo Tan admiring the garden's lush greenery



Singapore's rich and diverse multicultural heritage

SHAPING OUR SINGAPORE HERITAGE

THE VISION OF OUR SG HERITAGE PLAN

Our rich and multicultural heritage anchors our Singaporean identity.

We aspire to create a cohesive society where we value and engage with our heritage.

This makes us proud of our nation and our connections to the world, and takes us confidently into the future.

For a multicultural society like Singapore, what is our heritage? As a nation with a rich history and home to a dizzying array of cultures, traditions and customs, is it even possible for Singapore's heritage to exist?

These are important questions, as we face an increasingly volatile world. For us to find stability amid uncertainty, it is crucial we are able to hold on to the notion that Singapore is our home – a home we are anchored to, care for and feel proud of.

And it is through understanding our heritage that we may be able to find the answers we seek.

SAFEGUARDING OUR HERITAGE

Our SG Heritage Plan is Singapore's first master plan on the future of Singapore's heritage and museum sector. Launched on 7 April 2018 at the Singapore Heritage Festival, the plan outlines broad strategies and initiatives for the sector over the next five years (2018 to 2022), and beyond.

"The plan comes at a time when Singaporeans are becoming more passionate about our heritage and wish to play a more active role in its preservation and promotion," explained Mr Yeo Kirk Siang, Director of the Heritage Research and Assessment Division at the National Heritage Board.

The vision of Our SG Heritage Plan will be achieved through initiatives grouped in the following four pillars:

- 1. Our Places** – our physical spaces where we live, work and play in, and include historic sites and monuments.
- 2. Our Cultures** – our intangible cultural heritage, which comprises traditions, rituals, crafts, expressions, knowledge and skills.
- 3. Our Treasures** – our museums and their collections, which tell our story.
- 4. Our Communities** – the individuals and groups who play a crucial role in preserving, promoting and celebrating our heritage.

One of the key priorities of the plan, Mr Yeo revealed, is to explore the possible listing of a Singapore element on the UNESCO Representative List of Intangible Cultural Heritage.

“If successful, a cultural practice from Singapore will join the list of diverse world cultures, including yoga, kimchi making and many other distinctive practices. This will no doubt

be a source of pride for all Singaporeans, as Singapore’s rich and multicultural heritage will be displayed on the international stage,” he said.

KEY TO A COHESIVE AND RESILIENT SINGAPORE

This rich and multicultural heritage is what anchors our Singaporean identity, and what makes us who we are.

With this stronger understanding of our identity, we will be able to identify with each other as Singaporeans. As we feel more connected to each other, we begin to care for one another – fostering a more compassionate nation and, ultimately, making Singapore a better place to live.

Echoing this sentiment, Ms Grace Fu, Minister for Culture, Community and Youth, said at the launch, “Embracing our heritage will help us strengthen our cohesion as a society and our identity as a nation. Anchored in an understanding of our shared history and values, we will find confidence and purpose as we navigate new challenges and seize future opportunities.”

“Embracing our heritage will help us strengthen our cohesion as a society and our identity as a nation.”

Ms Grace Fu,
Minister for Culture, Community and Youth

OUR SG HERITAGE PLAN

Tote Board supports the SG Heritage Plan as it aligns with our strategic outcome of building a Resilient Community. Over the next five years (2018 to 2023), Tote Board will contribute almost \$30 million to:

- improving support for local archaeology,
- developing an inventory of intangible cultural heritage
- facilitating school museum visits
- enhancing museums’ accessibility and inclusivity for those with additional needs
- using digital technologies to improve museum/ heritage experiences both online and on-site
- revamping Reflections at Bukit Chandu and Changi Chapel Museum



FUND-RAISING

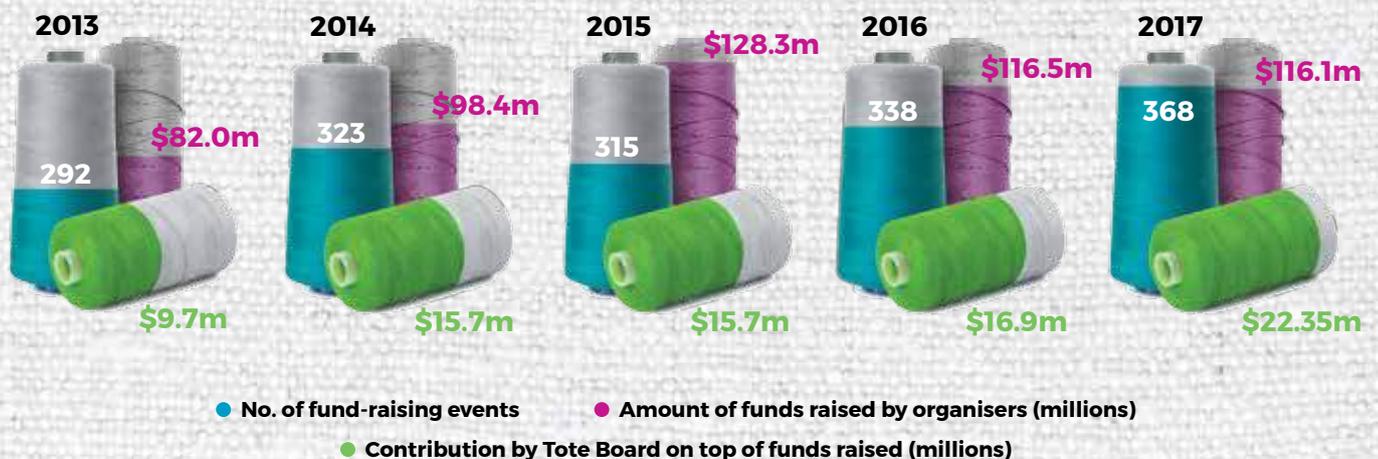
Tote Board started its fund-raising programme to encourage ground-up initiatives in the community that would address challenges and better meet the needs of the underserved. The funding provided by Tote Board helps social service organisations and non-profit organisations achieve their fund-raising targets.

Since the inception of the programme in 2006, Tote Board has supported over 3,000 fund-raising projects, with close to \$900 million raised for beneficiaries in the sectors of arts and culture, community development, education, health, social service and sports.

In FY2017, Tote Board approved a total of \$22.35 million to support 368 fund-raising activities and events organised by various organisations and groups. This is an increase of 26% from FY2013, and is a testament to how the community has galvanised support and taken the initiative to meet the needs of the underserved. Fund-raising activities that were supported by Tote Board included charity golf tournaments, gala dinners, charity walks, as well as symposiums which helped raise funds and awareness for various causes.

Tote Board approved a total of **\$22.35 million** to support 368 fund-raising activities and events in FY2017.

FINANCIAL YEAR



For FY2017, we have supported 368 fund-raising events, of which \$116.1 million was the funds raised by the beneficiaries (in cash) excluding Tote Board's share and \$22.35 million is Tote Board's commitment towards these events.

WHITE CANE COMMUNITY DAY "GUIDE DOGS CAN LAH!"

"Tote Board's endorsement for our inaugural White Cane Community Day "Guide Dogs Can Lah!" on 30 September 2017 was especially important to the event's success, where more than 500 sighted participants had the opportunity to partake in simulated daily activities of the visually impaired. With Tote Board's continued support, Guide Dogs Singapore Ltd will be able to continue to serve and empower our clients."

Ms Vanessa Loh
General Manager,
Guide Dogs Singapore Ltd



Guide Dogs Singapore Ltd staff guiding Senior Minister of State for Health and Transport Dr Lam Pin Min at an experience booth



Members of Team Solidarity

SOLIDARITY JIA 2017

"Tote Board has helped our team's project, Solidarity Jia 2017, to be a success, by providing us with the resources needed to support FOCUS on the Family and the work that FOCUS is doing for families across Singapore. By supporting our team's project, Tote Board has helped to build a strong and cohesive community for a more united Singapore."

Mr Daniel Lam Zhi Yong
Chairman,
Team Solidarity



THE GIVING FAMILY FESTIVAL 2017

"The Giving Family Festival 2017 is a two-day charity carnival organised by TOUCH Community Services in celebration of our 25th Anniversary. Some 9,500 stakeholders gathered as One Community to play, bond and give towards those in need in the community. The Festival was a special occasion for our beneficiaries and their families to join us for a time of bonding. We are grateful for the generous support of donors and supporters such as Tote Board for making a difference in the lives of over 28,000 beneficiaries under our care."

Mr James Tan
Chief Executive Officer,
TOUCH Community Services



A visitor leaving a handprint as a pledge of support for One Community



RIDE FOR RATIONS 2017

"Bike Aid (Singapore)'s annual Ride for Rations hit another historic milestone in 2017. With donations exceeding \$500,000, we were able to expand the monthly food rations to 440 needy homes spread across five estates. New initiatives were also launched to address the residents' social and psychological needs such as the Befriender's programme, which is aimed at lending a listening ear and encouraging group interaction between volunteers and residents. Tote Board's grants since 2012 has been a morale booster and confidence builder, giving us credibility and drawing in volunteers, participants and other donors. This, together with our annual cycling event of a 240km ride from Malacca to Singapore, ensures that Bike-Aid's welfare programmes are sustainable and wide-reaching."

Shireen Khanalim
Bike-Aid representative



A volunteer unloading food rations for the needy



Image courtesy of Lim Sau Boon



Dancers performing on stage at HEARTiculation

HEARTICULATION 2017

"We are very thankful for Tote Board's support towards the Singapore Chinese Dance Theatre (SCDT)'s annual fund-raising efforts. In 2017, Tote Board's grant has allowed SCDT to cultivate an appreciation of Chinese dance to more than 30,000 individuals through 96 dance programmes of different scales and formats. The grant has also allowed SCDT to grow in its capability and contribute to the dance industry in Singapore."

Mr Chong Shu Chi
Company Manager,
Singapore Chinese Dance Theatre

SINGAPORE JUMP FEST 2017

"Tote Board's support was instrumental in the successful inaugural launch of Singapore Jump Fest 2017. Singapore Jump Fest is now an annual fund-raising event to help poor and homeless Singaporeans under the care of New Hope Community Services. The maximum sponsorship amount of \$50,000 from Tote Board acted as a motivation to increase efforts in our appeal for donations. Tote Board's funding covered 65% of the total expenditure of the event, which helped us attain our fund-raising goals."

Rosalind Tan
Social Enterprise Manager



Singapore Jump Fest 2017





FINANCIAL HIGHLIGHTS

The Financial Highlights as set out in pages 71 to 75 contain the extracts from the audited consolidated financial statements of the Tote Board Group (comprising Tote Board, Singapore Pools Pte Ltd and Singapore Turf Club) for the financial year ended 31 March 2018.

You may wish to read the full set of the Group's audited financial statements at www.toteboard.gov.sg.

Review of Financial Performance

SINGAPORE TOTALISATOR BOARD (GROUP) INCOME AND EXPENDITURE

	Year ended 31 March 2018 \$M	Year ended 31 March 2017 \$M
INCOME FROM BETTING AND GAMING ACTIVITIES		
Lotteries and Sports Betting		
Turnover	7,402	7,196
Prizes Paid	(5,032)	(4,826)
Betting Tax Paid To Government	(1,816)	(1,791)
Commission Paid	(47)	(48)
	507	531
Totalisator		
Turnover	1,134	1,224
Dividends Paid	(899)	(973)
Betting Tax Paid To Government	(62)	(66)
	173	185
OTHER INCOME		
Investment Income	157	286
Casino Entry Levy	131	134
Other Operating and Non-Operating Income	48	51
	336	471
Total Income	1,016	1,187
Total Expenditure	(410)	(414)
Grants Disbursements/ Donations		
Arts and Culture	(30)	(37)
Charity (Social Service)	(173)	(140)
Community Development	(35)	(44)
Education	(16)	(10)
Health	(14)	(23)
Sports	(201)	(164)
	(469)	(418)
Surplus Before Tax and Contribution To Consolidated Fund	137	355
Tax and Contribution To Consolidated Fund	(28)	(4)
Surplus After Tax and Contribution To Consolidated Fund	109	351

The Group recorded a surplus after tax and contribution to Consolidated Fund of \$109 million in FY2017/18 as compared to a surplus after tax of \$351 million in FY2016/17. The negative variance was due largely to lower income from investments, lotteries & sports betting, as well as higher disbursements in Grants/ Donations.

Review of Financial Performance

SINGAPORE TOTALISATOR BOARD (GROUP) BALANCE SHEET

	As at 31 March 2018 \$M	As at 31 March 2017 \$M
ASSETS		
Non-Current Assets	600	642
Financial Assets At Fair Value Through Profit or Loss	3,436	3,531
Other Current Assets	1,318	1,013
Total Assets	5,354	5,186
CAPITAL, RESERVES AND LIABILITIES		
Capital and Reserves	4,796	4,688
Non-Current Liabilities	202	214
Current Liabilities	356	284
Total Capital, Reserve and Liabilities	5,354	5,186

SINGAPORE TOTALISATOR BOARD (GROUP) OUTSTANDING GRANTS/ DONATIONS COMMITMENTS

	As at 31 March 2018 \$M	As at 31 March 2017 \$M
Arts and Culture	235	225
Charity (Social Service)	825	927
Community Development	380	376
Education	183	196
Health	211	222
Sports	624	345
Total	2,458	2,291

Review of Financial Performance

LOTTERIES AND SPORTS BETTING TURNOVER



TOTALISATOR TURNOVER



INVESTMENT INCOME/(LOSS)



Review of Financial Performance

CASINO ENTRY LEVY



ANNUAL NET SURPLUS/ (DEFICIT)

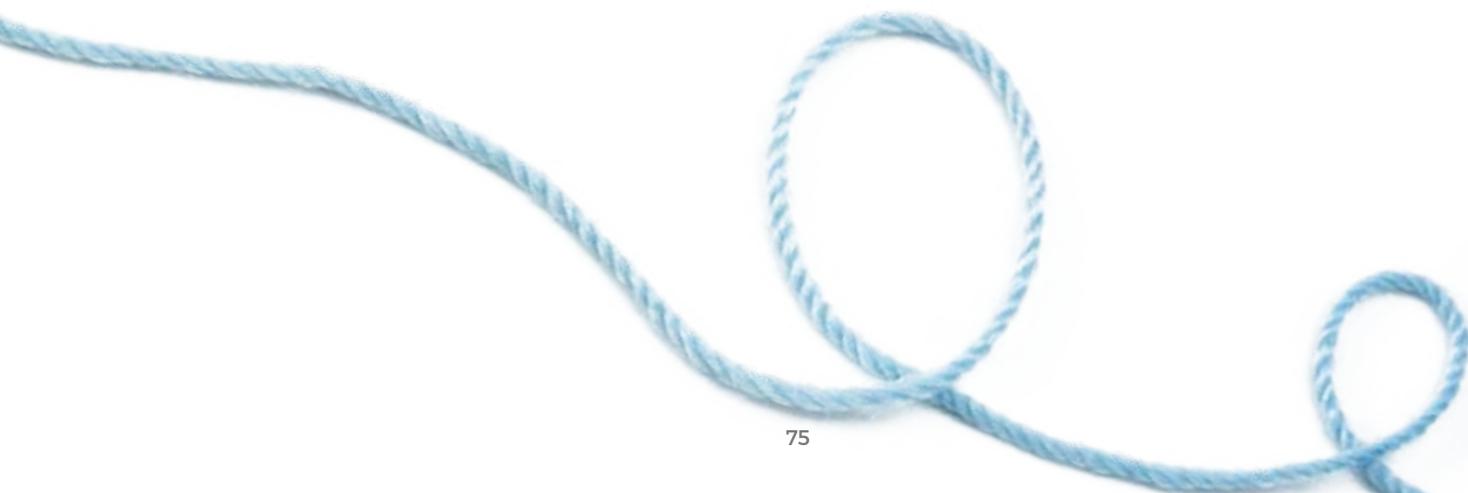


Review of Financial Performance

ANNUAL CONTRIBUTION TO GOVERNMENT (BETTING DUTIES, INCOME TAX AND CONTRIBUTION TO CONSOLIDATED FUND)



GRANTS DISBURSEMENTS/ DONATIONS



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Giving Hope
Improving Lives



Members of Tote Board Group